

Public Sector



MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

JANUARY 2013

Flying the flag

Brand SA CEO
Miller Matola

Developing SA's transport infrastructure

- Minister of Transport Benedict Martins keeps SA on the move
- Logistics corridor: a new point of departure

Plus

- Here's to a brand new you!
- The Maldives: a world of beauty, mystery and adventure
- Skydiving, anyone?

Beating corruption

- Prof Richard Levin on the past and future of this scourge
- How PALAMA helps you keep it clean

Good governance

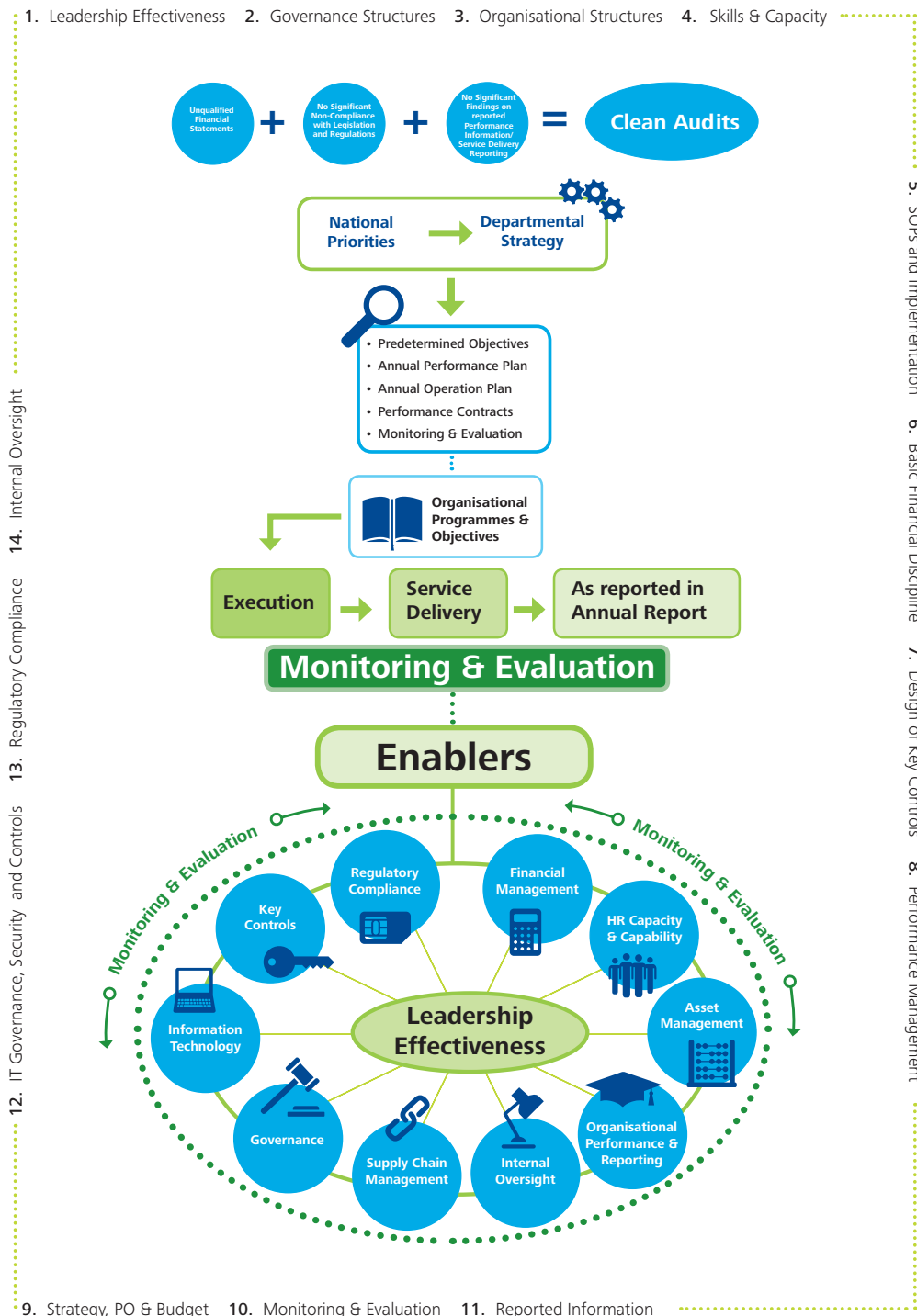
Auditor-General Terence Nombembe says clean audits are within reach



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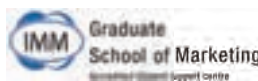
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National Development Plan: boosting SA's competitiveness

In August last year, Minister in The Presidency for the National Planning Commission Trevor Manuel presented our nation's first National Development Plan (NDP) to President Jacob Zuma at the joint sitting of both houses of Parliament. On this occasion, he detailed an ambitious strategy that will see South Africa massively increase its employment level to 90%, eradicate poverty and bring about economic growth averaging 5,4% a year by 2030. The prospects this plan holds for our country are truly exciting and, if successfully implemented, it is capable of setting South Africa on a path of high growth and sustainable economic prosperity for generations to come.

Government recognises that the time for action is now and is completely committed to taking extraordinary measures to boost South Africa's economic development. Achieving sustainable economic growth and improving our nation's competitiveness in the global arena are central to the Government's development agenda. The NDP is the culmination of significant work and valuable inputs from thousands of committed South Africans. It provides a roadmap for all South Africans to follow and, more importantly, to actively contribute to. Undoubtedly, it will take the collective effort of our entire nation to bring it to fruition. Unified effort will be required from not only the Government, but also business, trade unions and civil society. A failure to act in unison will not just see us being left behind in an increasingly competitive world, but it will also confine future generations of South Africans to a life in which dreams cannot be fulfilled and poverty remains.

Implementing the NDP

The formulation and eventual launch of the NDP has sparked much discussion and debate across all sectors of our society. The single most frequent comment or question from the public has been about implementation. Given challenges around the capacity of the State and the need for greater cooperation between major social partners, how

will this plan be implemented? The commission has consistently stressed that implementation rests with society as a whole, led by Government. Our collective ability to implement the required actions as a nation will ultimately be the major determinant of our success.

Monitoring performance

Another important determinant of success for the NDP lies in an old business truism – you cannot manage what you cannot measure. Consequently, we have been working hard to improve and help to shape Government's ability to effectively measure and monitor performance across all institutions. In this regard, we are engaged in a range of monitoring and evaluation capacity-building initiatives, including managing national and provincial monitoring and evaluation forums, learning networks and data forums; and developing guidelines and training courses for officials. We have institutionalised quarterly monitoring of the delivery agreements by Cabinet. Much has been learned from the past year and ministers, premiers, MECs, mayors and other Government officials are constantly in the process of reviewing and refining delivery agreements on the basis of this invaluable experience.

Where targets have been achieved, the review process involves setting higher targets. In instances where monitoring and evaluation has indicated that our activities are not leading to the intended results, we are proactively implementing new interventions to ensure that these activities are capable of achieving the desired results within set timeframes.

Government as a learning organisation

This Administration has committed to a process of turning Government into a learning organisation – that means we do not simply keep doing the same old things in the same old way, regardless of whether or not they are working. We are changing Government into an organisation that constantly collects evidence of whether or not its policies and programmes are working, and we use this evidence to inform future interventions we plan to make. We need to change our business culture for the better and develop the skills of the Public Service in >>





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In the year ahead, Government's infrastructure development programmes will be monitored closely to track progress.

monitoring and evaluation, so that all managers at all levels regularly monitor and evaluate their own work and improve their performance. This is the only way that we will get Government to work faster, harder and smarter.

Learning from the best

As a global player on the world economic development stage, we have also recognised that there are valuable lessons we can learn from other countries. Consequently, we have engaged with, and have learned from, the experiences of other countries, including Mexico, Columbia, Indonesia, Malaysia, the United Kingdom, Canada, the United States of America and Australia. In March 2012, we hosted a workshop with our African counterparts from Benin, Burundi, Uganda, Kenya, Ghana and Senegal, which provided yet another invaluable environment in which to share and learn from each other's experiences. We have also established working relationships with international organisations that provide support in this field, including the Centre for Learning on Evaluation and Results, the Institute for Impact Evaluation and the World Bank.

Infrastructure development

As the President announced in 2012, the development of infrastructure to enable economic growth and to meet the basic needs of our people is a key priority. In this regard, we have been focusing on monitoring the implementation of the Economic Infrastructure Delivery Agreement. Our monitoring indicates that much progress has been made, but that more attention needs to be paid to areas such as the acceleration of the electrification programme, increasing demand-side energy savings and improving the maintenance of municipal electricity distribution infrastructure. A further commitment to improving performance has been the creation of the Presidential Infrastructure Coordinating Commission to accelerate infrastructure progress and

oversee efforts aimed at addressing these challenges. We have been contributing to the work of the Commission directly and through our monitoring of municipal, social and economic infrastructure delivery.

Evaluations

We also recognise that monitoring in its own right, while necessary, is not sufficient. It only asks whether we are doing what we planned to do. To assess whether or not our plans are resulting in their intended impacts and clearly identifying the reasons for this, we need to carry out evaluations. Evaluations involve deep analysis of issues such as causality, relevance, effectiveness, efficiency, value for money and sustainability. In this regard, the finalisation of the National Evaluation Policy Framework (NEPF) has been a major milestone for the department over the past year. Our NEPF sets quality standards for evaluations, based on international best practice. The focus of the evaluations will be on programmes related to Government's priorities. The NEPF also provides for the development and monitoring of improvement plans to address the recommendations from the evaluations.

All of these developments need to be seen as part of an ongoing commitment to forging a more capable State – one that is ultimately capable of meeting the delivery challenges outlined in the NDP.

The improvement of our governance systems and service delivery will put us in good stead to spend less and achieve better value for the investments we make. Good governance is key for the country to be an attractive investment destination and create much-needed jobs. That will be achieved if our competitiveness improves. We will continue on this journey to enhance the impact of the work of Government and build our capacity to deliver on the NDP, ultimately providing a better life for all South Africans. Such a plan is key in continuing to position the country as an investment destination that has a sustainable future. ^{PSU}



Othniel Collins Chabane

**Minister in The Presidency for Performance
Monitoring, Evaluation and Administration**

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"We must use time wisely and forever realise that the time is always ripe to do right" - Nelson Mandela

Quotes from a Report on Ethics in Government:

"There is uneven implementation of the CoC (Code of Conduct for the Public Service) in that not all departments conduct advocacy and training programmes to instill the ethical values provided in the Code."

"The PSC (Public Service Commission) found that none of the Departments has implemented PAJA (Promotion of Administration Justice Act) in spite of the fact that it was enacted in 2000."

"Most Departments claimed to have databases on the handling of corruption. The investigation revealed that there is no evidence of such databases."

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Let's get started!

The new year is upon us, bringing with it a sense of renewal and anticipation of great things to come.

At *PSM*, we hope you are back refreshed from the holiday break and ready to tackle 2013.

The year starts on a high note as we host the giants of continental soccer for the Orange Africa Cup of Nations and the BRICS (Brazil, Russia, India, China and South Africa trade bloc) Summit in March. These events attest to South Africa's growing stature in the international arena.

Clayson Monyela, the Deputy Director-General (DG) for Public Diplomacy at the Department of International Relations and Cooperation, writes for us about what underpins this growing international profile. He elaborates on how South Africa anchors its foreign policy around the African agenda and its blossoming relations with BRICS countries.

We also interview the CEO of Brand South Africa, Miller Matola, about the state of the country as a brand globally. Promoting South Africa though is sometimes compromised by the aspersions often cast on its Public Service.

Public servants often have to face the perception that the Public Sector is corrupt. In this issue, we are privileged to have Auditor-General (AG) Terence Nombembe and the DG of the Public Service Commission, Professor Richard Levin, write for us on how to sustain clean Government and fight corruption.

Drawing from the outcomes of his experience of auditing Government departments, Nombembe provides a candid evaluation of how Government entities, particularly municipalities, are performing in their management of finances.

The picture is not rosy, but the overriding message from the AG is a positive one – that with the right leadership, a clean, compliant Administration is possible. This message is timely, coming in the month that the AG tables a report on the audit outcomes for the 2011/12 financial year.

Professor Levin provides an overview of the trajectory of corruption in the Public Sector. Describing corruption as a “wicked problem” to emphasise its intractable nature, Professor Levin traces the scourge to its colonial and apartheid roots. He also proposes measures that need to be taken to stop the rot, key among which is ethical leadership.

In his monthly column, the Minister in The Presidency for Performance Monitoring and Evaluation, Mr Collins Chabane, writes about the implications of the National Development Plan: Vision 2030 (NDP) for the Public Sector. Positioning public servants at the centre of implementing the NDP, Minister Chabane emphasises the need for the Public Service to continuously monitor, measure and evaluate the work it does in its quest to forge a more capable State – “one that is ultimately capable of meeting the delivery challenges outlined in the NDP”.

We also examine one aspect of the NDP – its focus on rural development and land reform. Productive use of land is critical for food security in the country.

Transport Minister Ben Martins talks to us about projects and processes underway to overhaul South Africa's transport infrastructure. The minister confirms that South Africa is indeed a nation on the move.

This first edition of *PSM* for 2013 provides food for thought and inspiration as we enter the last quarter of the financial year and also the countdown to 20 years of democracy. ©



A handwritten signature in black ink that reads "Phumla Williams".

Phumla Williams
GCIS: Acting Chief Executive Officer

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We hear you!

Dear Editor

The article in the October 2012 issue of *PSM* titled "Gautrain heads full-speed into the future" by Jacqueline Hefez was an interesting and insightful read. It was well-written and easy to read, with images that showcase the different aspects that make the Gautrain project a flagship private-public initiative.

The Gautrain is an excellent image booster for our country, especially for people who have seen what other countries can do in terms of their transport systems. However, to someone who has lived in one area of South Africa and never left the province, let alone the country's shores, the Gautrain could seem like wasteful expenditure in a country where people lack basic needs. It is also troubling to find ourselves driving across town, stuck in bumper-to-bumper traffic, while watching the empty Gautrain bus driving past.

As an architect and urban design enthusiast, I think the challenges facing public transport as a mode of commuting goes beyond improving the infrastructure. As South Africans, we have an attachment to our vehicles that goes beyond convenience. Vehicles are more than just modes of transport; they measure a person's success. Public transport is seen as being for poor people. We buy big, expensive cars as symbols of wealth, while in truth we are often deep in debt.

We need a new social culture that favours the use of public transport systems. Maybe our ministers and Government officials need to take the Gautrain and its affiliated buses to work and back on a regular basis, to encourage the public to opt for public transport as a lifestyle choice. If that doesn't work, maybe we need to implement levy charges for the use of private vehicles within the inner boundaries of our cities, similar to those implemented in cities such as in London.



Overall, well done to the team that works hard daily to keep the Gautrain running in these challenging times, while constantly improving its accessibility, efficiency and impact on society.

- Gopolang Motswai, Tshwane

Dear Editor

PSM truly is a publication through which Government officials are able to get a sense of what other leaders within the sector are doing to stay one step ahead.

The monthly "Conversations with Leaders" articles featuring leaders such as former Defence Minister Lindiwe Sisulu or Basic Education Minister Angie Motshekga helps readers identify what it is about these leaders that makes them exceptional.

Coupling your regular features with fun and exciting articles such as gadget and technology reviews helps create a balanced, fun and informative publication.

**- Hope Mokgathe, Media Liaison Officer:
Department of Basic Education**



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UPCOMING EVENTS

Compiled by: Noluthando Mkhize



Summit of the African Union

21 to 28 January

The Summit of the African Union will be held in Addis Ababa, Ethiopia from 21 to 28 January 2013. The summit is a meeting of Government leaders who come together twice a year to review the continent. The theme of this summit is: *Pan-Africanism and African Renaissance*. The programme is as follows:

- 21 to 22 January: the meeting of the Permanent Representative Committee of Ambassadors.
- 24 to 25 January: the 22nd Ordinary Session of the Executive Council.
- 27 to 28 January: the 20th Ordinary Session of the Assembly of Heads of States and Governments.



Investing in African Mining Indaba

4 to 7 February

The Investing in African Mining Indaba is the world's largest annual mining investment event. This year's event will take place from 4 to 7 February 2013 at the Cape Town International Convention Centre. For 19 years, the Indaba along with its partners in Africa have channeled billions of dollars of foreign investment into the mining value chain.

The Indaba is the world's largest gathering of mining's most influential stakeholders and decision-makers vested in African mining. In 2012, more than 7 000 individuals representing more than 1 500 international companies from 100 countries attended.



World Cancer Day

4 February

World Cancer Day raises awareness of the global impact of cancer and aims to increase understanding of prevention, detection, treatment and care.

Cancer is the uncontrolled growth of abnormal cells in the body. According to the World Health Organisation (WHO), cancer is a leading cause of death worldwide. There are many different kinds of cancer and while some types are caused by factors such as drinking too much alcohol, smoking, poisons in the air and overexposure to sunlight, the cause of some cancers is still not known.

Each year on 4 February, WHO supports the International Union Against Cancer to promote ways to ease the global burden of this disease. According to WHO, cancer-related deaths are expected to continue rising to an estimated 13,1 million by 2030.

State of the Nation Address and Opening of Parliament

14 February

This year, Valentine's Day comes with a twist of nation-building and an eye on the country's future. President Jacob Zuma will deliver the State of the Nation Address (SoNA) on 14 February. SoNA gives the President an opportunity to provide a candid assessment of the state of the country and chart a way forward. This is coupled with a dazzling event where Parliament officially opens for the new year.

President Zuma will address a joint sitting of the two houses of Parliament, the National Assembly and the National Council of Provinces. The President also presents a plan of action for the year to come. He will make pronouncements on the issues the Government will prioritise in the coming year and how they touch the lives of South Africans.

Fifth BRICS Summit

26 to 27 March

South Africa will host the fifth Brazil, Russia, India, China and South Africa (BRICS) Summit from 26 to 27 March 2013 at the Durban International Convention Centre. This will complete the first cycle of BRICS summits. The Durban Summit is expected to formalise the establishment of a Development Bank.

BRICS summits are convened to seek common ground on areas of importance for these major economies. Talks cover spheres of political and entrepreneurial coordination in which member countries have identified several business opportunities, economic complementarities and areas of cooperation. The first five-member BRICS Summit took place in 2011. 

Fast facts at your fingertips



EPWP making a difference

2,6 million – The number of job opportunities created by the Expanded Public Works Programme (EPWP) against a target of 4,9 million in the second phase of the programme.

Annual National Assessment

The national average level of literacy at Grade 3 stands at 53% in 2012, compared to 35% in 2011 – an improvement of 17%.

More teachers to receive training on priority subjects

200 – The number of teachers that will be trained on priority subjects at independent schools in the country. The training is an initiative of the Department of Basic Education in partnership with the Independent Schools Association of South Africa and Investec.

Coega Development Corporation creating jobs

8 898 – The number of jobs created by the Coega Development Corporation in 2011/12.

Trading on the international stage

In 2011, South Africa's global trade amounted to R1,41 trillion, comprising exports worth R691,5 billion and imports worth R726,2 billion.

Trading with BRICS soaring

South Africa's bilateral trade with China last year totalled R188 billion, with India R55 billion, with Brazil R18 billion and with Russia R3,8 billion.

Our exports are shaping up

South African exports to China grew the most – at 46% - while exports to India grew by 20%, to Brazil by 14%, and to Russia by 7%.



Households with piped water on the increase

89,4% – The number of households with piped water inside a yard or a dwelling in Gauteng, followed closely by the Free State at 89,1% with the Western Cape completing the top three at 88,4%.



More people are connected

84,7% – The total number of households using electricity for lighting in 2011, compared to 58,2% in 1996. The Western Cape has the highest electricity usage for lighting at 93,4%, while the Eastern Cape is the lowest at 75%.

The population is getting more educated

In 1996, 7,1% of the population had a higher education qualification and in 2001 an increase to 8,4% was recorded while 2011 saw a slight increase to 12,1%. ^(S)

Sources: www.southafrica.info; www.sanews.gov.za; Stats SA Census 2011 results; Coega Development Corporation; Presentation by Deputy Director-General Stanley Henderson at the third EPWP Summit; Department of Basic Education.

Minister Benedict Martins keeps South Africa on the move

When he was appointed as Minister of Transport in 2012, Minister Dikobe Benedict Martins brought to the portfolio academic credentials, an artistic streak and a strong passion to improve the lives of ordinary people.

His portfolio makes him the man to usher South Africa into a new era in its transportation of cargo and people; by land, sea and air.

Born in Alexandra in Johannesburg, Minister Martins attended Bechet College in Durban and Coronationville High School in Johannesburg. He holds a Bachelor of Arts degree and a Master's degree in International Law. He is also a published poet, with two anthologies to his name. He is an activist and an artist whose work forms part of the permanent art collection of the Killie Campbell Collection at the

University of KwaZulu-Natal, the Pretoria and Johannesburg art galleries, as well as that of numerous private collections.

Minister Martins started his political activism as a member of the Black Consciousness Movement in the 1970s. In 1978, he was arrested and imprisoned for eight years for producing banned Steve Biko T-shirts.

Before taking over the transport portfolio, Minister Martins served as Deputy Minister of Public Enterprises from 2010 to June 2012. A consummate politician,

Minister Martins has held many positions of leadership. He was the

Chairperson of the Portfolio Committee on Home Affairs from June 2009 to October 2010. He remains a member of the Political Bureau and Central Committee of the South African Communist Party, a member of Council of the Robben Island Museum and an Executive Committee Member of the Caversham Centre for writers and artists.

Minister Martins says his tenure at the Department of Transport has been very challenging, but also very pleasant at the same time. He describes his first day on the job as tough but insightful as he, along with President Jacob Zuma and other delegates, sampled the various modes of transport throughout Gauteng.

Action stations

Starting bright and early on 14 June, he got into what was previously called a third-class coach of Metrorail and experienced the shoving and pushing of commuters trying to get a seat. Moving from coach to coach, the Minister was able to speak to commuters and got to hear about their daily challenges as they navigate their way around the public transport network. Commuters complained about a range of issues, including the unreliability of trains, which caused many of them to be late for work on many occasions.

Later in the day, he boarded the Rea Vaya Bus Rapid Transit System, stopping at a busy taxi rank, before speeding away on the Gautrain in the afternoon. Minister Martins said that as enjoyable as the day was, its purpose was to assess the state of the country's various modes of transport.

"This enabled us to get a firsthand picture of the extent of the challenges as well as the state of our transport system in the country. We found that the majority of the commuters used the Metrorail and minibus taxis to get to work, as these are the more affordable modes of public transport available."



The Minister of Transport, Mr Benedict Martins.



President Jacob Zuma accompanied by Gauteng Premier Nomvula Mokonyane and Transport Minister Ben Martins undertook a hands-on assessment of public transport as part of Transport Month in October 2012.

Developing transport infrastructure

Transport Month, celebrated three months ago, brought with it a chance for the department to reflect on the state of transport infrastructure.

Minister Martins says that in major cities such as Cape Town, Durban and Johannesburg, the infrastructure compares to the best in the world; but in rural areas, there are serious maintenance and infrastructure challenges.

“We need to address the road and rail infrastructure as it opens up remote areas to industry, job creation and development. At a particular stage, De Aar in the Northern Cape was a vibrant town because it formed a major rail junction, but as soon as it lost its status, the town began to die. So it is our responsibility to ensure that our rural towns remain alive by stimulating the industry and ensuring that the rail and road infrastructure is kept up to date.”

Assisting in keeping rural communities alive and booming is the department’s S’hambe Sonke road maintenance programme, which has been rolled out in all nine provinces. Locals are hired to maintain and widen roads; fill potholes and ensure that roads remain in a premium condition. Other major projects underway include the Passenger Rail Agency

of South Africa’s project to maintain and refurbish trains while procuring new rolling stock. This includes the massive upgrade of the Mthatha Airport in the Eastern Cape to accommodate larger aircraft. The refurbishment includes upgrading the major road network leading to the airport. This will create greater economic opportunities in the area.

On the Gauteng Freeway Improvement Project, Minister Martins admits that the department has learnt a valuable lesson from handling the e-toll process.

“We realised that we need the best infrastructure that we can afford as a country, and in order to roll out that infrastructure, there are monies that Government can afford to pay but we also need private companies to invest as well.

“The greatest lesson learnt is that we, as a department, need to ensure that there is a greater degree of consultation and information sharing with our people so that they know what the projects entail. Even when people differ with our decisions, they should differ on the basis of adequate knowledge. At the end of the day we may not all agree on the outcome or the road to be taken, but we have to ensure that there is always as broad, wide and as deep consultation with the public as possible.”

>>



Moving the nation

The main challenge facing the department is in public transport. “Our aim is to create a public transport system that is efficient, reliable, safe, and offers clientele excellence. If it has all these elements, it will persuade all of us not to use our own cars so we can decrease the volume of transport from our roads and increase the volume of transport on rail.”

The most important overall goal, he adds, is a seamless system allowing commuters to switch between rail, taxi, bus or (in Gauteng) the Gautrain – with the best service for their money.

The department is also making strides in regulating the taxi industry. The South African National Taxi Council has helped to stabilise the industry and created the right atmosphere for engagement among roleplayers. “Through the taxi recapitalisation programme, we are also working very hard to ensure that non-roadworthy

vehicles are scrapped, thereby creating a safe, roadworthy and reliable mode of transport for our commuters, with a huge reduction in the number of accidents on our roads.”

Advisory role takes off

Aside from the major projects underway within the country, South Africa has also proven to be an expert and trendsetter within the aviation industry.

Following its successful hosting of the 2010 FIFA World Cup™, South Africa has been asked to assist Brazil with preparations leading up to their FIFA World Cup™ in 2014. African countries such as Benin and the Democratic Republic of Congo also rely on assistance from the country for upgrading their aviation infrastructure.

Another positive development for the sector is the influx of youth looking for aviation and maritime careers. “There are so many career opportunities that these fields offer, from pilots to technical staff, engineering, seafarers and lots more. It is important that people know about opportunities where skills can be gained. We want to see more of our youngsters taking up career opportunities in aviation and the maritime sector – these are areas with great potential for development.”

The overall vision of the department, says Minister Martins, is to make transport the heartbeat of the economy and social development. However, this is not a once-off activity. “Just as it is important for you to exercise and maintain your heart in a good condition, it is our responsibility to ensure that infrastructure upgrades happen on a continuous basis; then we will be able to meet our mandate as the heartbeat of the economy.”

Minister Martins concludes by saying that public servants have a very important role to play. “Whether you are a minister, deputy minister, a director-general or at any government level – our role is to ensure excellence. The principle of putting people first and serving our nation through the various portfolios that we occupy – that is the Batho Pele philosophy. Ultimately, that is the common denominator that we all share as public servants, with an emphasis on the word ‘servant’ – we are here to serve our people.”



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Brand South Africa Chief Executive Officer, Miller Matola.

South Africa, the brand to build

It is a dreary Wednesday afternoon; the skies have blackened, with trickles of rain coating the streets below. Taxi drivers outside GCIS offices in Pretoria are shouting and hooting for would-be passengers. I am about to interview Brand South Africa Chief Executive Officer Miller Matola, who seems unfazed by the continuous buzz that envelopes us.

When I finally sit down with the man at the helm of marketing and promoting the brand that is South Africa, he stays unruffled by the commotion outside. He is articulate, sharp, gets straight to the point and is a no-nonsense executive. You clearly have to be when the world looks at every move you make, analysing everything you do.

Matola has been at the helm of the organisation since 2010, when it was still known as the International Marketing Council, before it rebranded itself as Brand South Africa in 2011. Renaming the organisation was rooted in a broader realisation about repositioning the country and South Africans as a whole.

"Later in the course of our work, we realised that it was also important to build the brand of South Africa from the inside out, which meant we also had to focus on the domestic brand-building and focus on ensuring that South Africans themselves could become brand ambassadors," he explains.

"For people to have confidence in us as a country, a tourism destination and an investment destination, we ourselves need to demonstrate confidence in the country. This meant that we also had to have a domestic focus, a focus that sets its sights on creating brand ambassadors; a focus that ensures that we contribute to social cohesion and that we also assist in defining 'South African-ness', which in turn helps the branding exercise and marketing of the country externally. That is why we changed the name and we believe the name better reflects what we do, that our mandate is both domestic and international."

So, why is it important to have an organisation such as Brand South Africa? According to Matola, Brand South Africa is important for the purpose of building the reputation of the country.

"In that way, you can ensure that you are contributing to the attraction of investment and tourism, the overall positioning of the country as a business destination, and addressing the country's socio-economic needs and the imperative of development," he explains.

South Africa's achievements

In 2012, South Africa was named the most valuable nation brand on the continent by the United Kingdom-based Brand Finance, the world's leading brand valuation consultancy. In 2012, Anholt-GfK-Roper Nation Brand Index, an authoritative benchmarking tool that assesses a country's overall global nation brand reputation, ranked South Africa 36th out of 50 nations.

These are no small feats for a nation brand that is effectively only 18 years old.

"What it is telling you [is] that, in a very difficult environment, we have been able to hold our own as a country," he says. "The 2012 *World Competitiveness Yearbook* showed that South Africa had improved by two places from 52 to 50 as a country. Elements of that improvement were due to Government, business and corporate efficiency."

Brand South Africa aims to place the country in the top 20 nation brands by 2020 and will do this by ensuring that the country excels in what is called "hard attributes".

"Currently, South Africa is doing well on soft attributes such as tourism, culture and heritage, including sport, as well as the area of people, for an example," Matola says.

"What we need to do is to shift the focus and ensure that the country also excels in how we are perceived as an investment destination or a business destination; how we are perceived as a country in which people can live; and thirdly, how our products and services are perceived internationally, as well as in the area of governance. Those are the areas that we need to improve.

"We are known for culture; now we need to ensure that we lay a lot more emphasis on profiling South Africa as a business destination, as a desirable investment destination and also to showcase our achievements in terms of governance, which include things such >>



(From left) The Chairperson of Brand South Africa's Board of Trustees, Chichi Maonya, President Jacob Zuma and Brand South Africa Chief Executive Officer, Miller Matola at the World Economic Forum in Davos, Switzerland.

as that we are the only African country that is part of the G20, our role within the BRICS (Brazil, Russia, India, China, South Africa trade bloc) and our role within other multilateral institutions, because these are the things that help to build our stature as a country," he emphasises.

Sentiment counts

According to Matola, building a nation's brand is important because reputation is important.

"What people and what decision-makers think of you is important; and because you are competing in a very crowded marketplace with other countries for investment, trade, tourists, business and talent, you have to ensure that you are competitive and that you have a very strong reputation.

"Decisions about investments are not only made on cold technical data. Sometimes emotions go into decisions around investment and business, and therefore a strong reputation helps to give you a competitive advantage in that respect. Having a strong reputation is important for a country's economic wellbeing and the prosperity of its citizens."

The organisation engages with key opinion leaders and decision-makers to communicate the country's achievements, give context to some of the areas of challenge, and what the country is doing to address these challenges, explains Matola.

The most effective way of being able to change perceptions, he says, is when South Africans themselves

are able to recognise the improvements in their lives and are the ones who are able to be ambassadors.

Matola concedes that South Africa's reputation suffered a setback after 34 miners lost their lives at Marikana in the North West in August 2012. Many international investors may have had doubts about investing in the country, with even some international publications saying South Africa was on a downhill slide. While industrial action would normally not have a negative impact on the country, it is when such action turns violent that it impacts on the reputation of the country.

"Because of the violence and the fact that lives were lost, it had the natural and almost automatic impact of having the world raise doubt about South Africa and our ability to deal with conflict when we have shown our ability to deal with conflict effectively before.

"As Brand South Africa, what we have had to do was to ensure that we communicate a consistent message: that it is unfortunate that this had happened but that it would be dealt with in the context of the rule of law. Those are really the issues that we then communicated to our target audiences internationally. We said the President had established the commission of inquiry which itself serves to reassure people that South Africa is a country where the rule of law pertains and that such matters can be handled in the context of the rule of law."

Bringing South Africans on board

"We have to market South Africa to South Africans because you need everyone to buy into South Africa in totality. We need South Africans to appreciate and buy into our heritage and culture; where we come from as a people.

"We need everyone, whether it is Government, business or civil society, to be able to play their part in ensuring that we address

the challenges, and secondly, communicate the achievements and the positive attributes of the country and that calls for all of us >> to actually work together in doing that. That, in our understanding, is how you are able to change perceptions in a very balanced and objective manner."

Matola says the country's prosperity, competitiveness and success is tied to the rest of the continent. "Therefore, the continent plays a central role in the effort of building a strong South African brand.

"Everyone is focused on the continent as a viable investment and business destination. We also need to ensure that we promote South Africa and position South Africa positively on the continent for those purposes."

The organisation also has several memoranda of understanding (MoUs) with Government departments such as trade and investment, international relations and cooperation, and basic education.

"Our working relationship is borne from the understanding that building a strong reputation requires the cooperation of all. That is why we have MoUs with them to embark jointly on marketing initiatives in particular countries and focus on giving strong media support to their various initiatives.

"We work with education, for instance, because we understand that education is important for the country's competitiveness and its innovation, its productivity and ultimately its ability to create jobs for people. We work with them because we have a vested interest in ensuring the success of education and getting business to support the initiatives within education.

"We would work, for instance, with National Treasury at the World Economic Forum, which is a key platform for not only conveying South Africa's story and in that way change perceptions about what is happening; but also a very good platform to position and profile South Africa to a range of key decision-makers and opinion-makers who obviously have a vested interest in the country."

To get ordinary South Africans on board, the organisation is running a campaign, Play Your Part, which is a domestic mobilisation movement calling on South Africans to make a contribution in terms of making positive social change.

"The programme itself is about really engaging, inspiring and empowering South Africans to make a positive social change. It has been really remarkable to go and find people in the remotest corners of this country who are doing remarkable things.

"We launched the country's new brand positioning strategy once its new pay-off line was approved by Cabinet, which is *Inspiring New Ways*, and we have been able to get a lot of national departments with which we work to support the new positioning, logo and pay-off line." 



Achievements of 2012

Matola emphasises that the nation must not lose sight of what it is getting right.

"If you look at the last year, we were able to have a national vision, the National Development Plan, being accepted by Cabinet. That is a significant achievement. We were also able to introduce a number of policies and interventions that seek to ensure that we address the challenges of joblessness, of inequality, of poverty.

"We have been awarded, along with Australia, the right to host the Square Kilometre Array radio-telescope, which is a milestone for the country. The investment that it is going to bring, the jobs that it will create in this country, but also the reputational dividend of this is immense because it shows our capabilities in terms of innovation.

"We also tend to forget what this country is doing on the continent to bring about peace and stability. We also have one of our own, for the first time, a woman chairing the African Union Commission. This is a country that matters, and sometimes we forget that."

Championing the quest for knowledge

Dr Claire Botha opens her office door for our interview dressed in a beautiful light grey suit with a matching blue blouse, her make-up flawless. She looks the quintessence of professional chic.

The photographer has already set up his equipment and I marvel at Dr Botha's feisty exchanges with him. I am struck by the youthful vibrancy of her personality, and if truth be told, she seems somewhat at odds with her staid office surroundings.

It is a beautiful spring morning in Pretoria as I meet with Dr Botha, Director of the National Research Foundation's (NRF) Thuthuka Programme.

The NRF is an agency that manages research funding on behalf of Government by awarding grants, scholarships, fellowships and bursaries to researchers and students.

Although Dr Botha's core responsibilities relate to the management of research grants, her approach has always been that of an active funder, giving support beyond just financial resources.

In this regard, she has initiated a number of support programmes, such

as grant proposal writing workshops aimed at assisting emerging researchers to write award-winning proposals. Her job is demanding. To date, the Thuthuka Programme has invested approximately R257,7 million in research.

The Thuthuka Programme was established in 2001 to increase access by historically disadvantaged individuals to research funding opportunities. The programme is located within the NRF's Institutional Capacity Branch and is structured along three tracks: funding for those wishing to obtain a doctoral degree (PhD); funding for PhD-holders wishing to become established researchers by increasing their academic output and research capabilities; and the NRF rating for PhD-holders.

Uplifting female researchers

Dr Botha points to the fact that the world of academia remains largely male in South Africa. She quotes statistics from the Higher Education Resource Services South Africa website indicating that "in terms of a survey done in 2007, women at tertiary institutions constituted well over 50% of the higher

education workforce in South Africa, yet only three of the 23 vice-chancellors and five of the 23 registrars were women, while women comprised 21% of the deputy vice-chancellors and 21% of the executive directors."

These statistics show a similar pattern of gender imbalance in other parts of Africa, including Nigeria, Ghana, Uganda, Tanzania, Kenya, Malawi, Zambia, Mozambique and Zimbabwe.

The NRF has recognised that although the number of female and black PhD graduates has increased, there is still much room for improvement. To further remedy this gender imbalance at research institutions, the former Minister of Science and Technology, Ms Naledi Pandor in 2012 announced a specific intervention for women academics, in a bid to increase the number of women with Master's and doctoral degrees, as well as to develop more black female academics.

Dr Botha says the NRF wishes to reach all South Africa's talented people, to build an inclusive and representative scientific community of world-class researchers.

In this sense, the NRF's vision is aligned to and part of Government's Programme of Action. "Thuthuka will continue to reinvent itself as it responds to material conditions on the ground. It cannot be business as usual and yesterday's solutions may not be the most appropriate course of action to contemporary challenges," she says.

Keeping abreast

Since her arrival at the NRF in 2008,



Dr Claire Botha, Director of the NRF's Thuthuka Programme.

Dr Botha has built on the foundations of her predecessors, while responding to current challenges. "One needs to anticipate future challenges within an evolving landscape and changing conditions on the ground."

To this effect, three recent innovations within the Thuthuka Programme are testimony to the client-centric approach she takes.

The first is the Emerging Researchers Network (ERN), an online platform that provides resources about funding and job opportunities, toolkits, as well as a structured collaboration environment for researchers. This portal also directs South African researchers to various international online resources. In this way, the NRF not only provides funding for research, but also provides additional resources and support, such as the wisdom of academic bloggers. The ERN uses open-source technologies, which is in step with Government's agenda.

The second is a first for the NRF: the Thuthuka Programme took a giant step forward when it introduced a "budget-assist costing tool", published as part of its 2012 Thuthuka Call for Proposals. The purpose of the tool is to help researchers achieve better accuracy when costing research projects. The initial feedback from the research community about this new tool has been positive.

The third innovation is Proposal Development Support, which assists emerging researchers to improve the quality of their written proposals. Often, legacy issues prohibit emerging researchers from putting forward winnable proposals. This Proposal Development Support has helped increase researchers' chances of successful funding applications. >>



Dr Botha has been at the National Research Foundation (NRF) since 2008, with responsibilities related to the management of research grants and value-adding support initiatives for emerging researchers.

Prior to joining the NRF, she spent a number of years in academia, notably at the Human Science Research Council and at the University of Limpopo, focusing her teaching and research on health policy.

With the support of a Commonwealth Scholarship, she obtained a doctoral degree in Health Policy and a postgraduate research diploma in Public Health and Policy, both from the University of London's School of Hygiene and Tropical Medicine.

Dr Botha also had a stint as a manager in the National Department of Health, contributing towards various policies in the health finance arena.



Dr Botha is passionate about assisting emerging researchers, particularly in light of her own experiences.

In 2001, as a young female academic at the Medical University of Southern Africa, she applied for a Thuthuka Programme study grant to do a PhD abroad. She was momentarily disappointed by the “regret to inform you” letter. Little did she know that in 2008, she would become Director of the very Thuthuka Programme.

Today she has the opportunity to champion the case for emerging researchers.

Formative years

As a woman of colour, Dr Botha journeyed through apartheid schooling in the Eastern Cape in the 1970s and 1980s to complete a PhD in Health Policy at the University of London. It is clear that her training in policy formulation provided

her with the skills to navigate the complex research funding landscape.

Notwithstanding her many successes, Dr Botha regards her 13-year-old daughter, Carmel, as her greatest achievement. She has close family ties. She is the eldest daughter of Rose and Theophilus Botha.

She grew up in the township of Bloemendal, Port Elizabeth, where she says her “wonderful parents” laid the basis for her to study. Her mother worked tirelessly in a shoe factory and was a member of a trade union. Her father worked as a house painter and was an avid reader of newspapers and books.

As a young primary school girl, Dr Botha recalls her father speaking about the unjustness of apartheid and about the ideas of Martin Luther King Jnr.

In a world that offered limited opportunities to girls, and where many girls never completed high school, her father

emphasised the importance of education, and would say: “One day, this country will be free and you will be judged not by the colour of your skin but by the content of your character.”

He emphasised that one day, education would be the determining factor in terms of employment.

Dr Botha is a first-generation university graduate. Her two sisters have also completed tertiary studies. She attributes her success to her close and extended family's support, her attendance at a good Roman Catholic high school, and using all opportunities presented to her. She adds that all her studies were done with public funding.

Taking the NRF forward

Dr Botha is very enthused about the future of research funding in South Africa. She and her team have already started developing new funding instruments for initiatives such as the mentorship programme announced by former Minister of Science and Technology, Ms Naledi Pandor.

As I drive away from the NRF offices, I remember Dr Botha's words: “I still have the printed cloth my late father gave me, with the famous, ‘I have a dream’ speech of Martin Luther King Jr on it.”

Ideas are powerful: it can change the world for the better. It changed the world of a primary school girl from a humble township who now spearheads the most important programme for emerging researchers in our country. Dr Botha is changing the world of academia for the better. She is a very impressive woman who is like a breath of fresh air in the dull corridors of academia. [®]

For more information on the NRF and the Thuthuka Programme, visit www.nrf.ac.za.



Debbie Zana

Designation: Deputy Director: Management Accounting at the Western Cape Department of Agriculture.

Qualifications: Bachelor of Technology degree in Management (Financial and Strategic Management) from the University of South Africa, Postgraduate Certificate in Executive Development from the Tshwane University of Technology (TUT), and an Advanced Certificate in Public Administration from Stellenbosch University.

In a nutshell, my job entails ... managing the department's Medium Term Expenditure Framework budgetary and planning processes; in-year monitoring reporting; appropriation statements and annexures to financial statements; coordinating quarterly performance reporting; training on standard chart of accounts, and creating basic accounting system codes.

My greatest strength is ... that I enjoy a challenge. I am dedicated and approachable. I take a broad view of my working environment and enjoy understanding the context within which I work to address the strategic and operational priorities.

The best advice I ever received was ... from our Chief Financial Officer, Floris Huysamer, who said that being a good leader does not mean that you will always be popular, but that you will earn respect.

My motivation comes from ... being able to effect change, make a contribution and give effect to building a better South African community with real, tangible results.

The highlight of my career to date was when ... I was commended along with other officials from the department after being awarded the Best Department in South Africa for our annual report by the South African Institute of Government Auditors. An article with our photograph was published on the departmental intranet and in certain newspapers as well. Secondly, I had the privilege to go on an official trip to Thailand, Australia and New Zealand to attend an international workshop on infrastructure and financial reporting within Government. I am currently the chairperson of the committee organising and facilitating the first administra-



tive symposium for our department, initiated by our head of department, Joyene Isaacs. It might well be the first such symposium for the province as well.

The most important lessons I've learnt during my career are ... that being a self-starter is essential to weathering the storms, and that consistency and objectivity is what sustains a fruitful career.

Right now, I'm reading ... *Laws of Leadership* by John Maxwell and *Developing Inner Strength* by Charles F Stanley.

To unwind, I watch ... true-life drama movies and the food channel on DsTV.

What most people don't know about me is that ... I have a heart for missionary work and have taken annual leave to spend a few weeks in the rural areas of Malawi and Mozambique with different orphanage organisations. Wow! These were truly life-changing experiences.

I'm proudly South African, because ... I am part of this transition and I am very proud to be part of this journey. South Africa has so much to offer in the diversity of its people, natural resources and economic drivers; and we have come a very long way together.

Nelson Kgwete

Designation: Director: Media Liaison, Department of International Relations and Cooperation.

Qualifications: Bachelor of Technology degree in Journalism from the TUT.

My job entails ... establishing and maintaining good relations with the media. This includes planning and organising press conferences, drafting press statements, facilitating or conducting media interviews and drafting opinion pieces.

My greatest strengths are ... that I am motivated, resolute and results-driven. I do not have any sense of complacency and comfort. There is always room for improvement; and I never stop learning, for learning is a journey as long as life itself.

The best advice I ever received was... that boundaries are man-made and mostly artificial. They can and should be pushed.

My motivation comes from ... my humble upbringing. South Africa is relatively well-off compared to her peers in Africa and other parts of the developing or emerging world, but the vast majority of our fellow citizens live in conditions of extreme poverty. We have achieved a lot since 1994, but there is a lot more we need to do collectively and individually to reverse the legacy of many decades of systematic marginalisation of the majority.

The highlights of my career to date are ... not noteworthy enough at this stage! The future, not the present and the past, holds so much promise. I maintain a positive outlook not only based on my own prospects, but also the prospects of the South African youth in general. It's true we did not experience much of apartheid firsthand, but the challenges we face nowadays are no less daunting.

The most important lessons I've learnt during my career are ... to appreciate feedback, especially negative feedback, and to value talent and skill.

Right now I'm reading ... a lot of current affairs magazines and re-reading a couple of seminal books, including Noam

Chomsky's *Hegemony or Survival: America's Quest for Global Dominance*, and George Monbiot's *The Age of Consent: A Manifesto for a New World Order*. I am not a Marxist, but I cannot resist occasional visits to *Marxists.org*, drawn to the site by explosive pieces of political literature written by such revolutionaries as Franz Fanon.

To unwind, I ... go and watch my team Orlando Pirates play soccer, and visit family and friends.

What most people don't know about me is that ... I grew up in a rural village where we had no access to clean running water, electricity, roads, and so on. We now have electricity, but water is still a problem, and most of the time we still fetch water from the river – we drink from the same source as animals (unacceptable 18 years after freedom; yet this is the state of our village and others like it).

I'm proudly South African because ... South Africans are a humane lot. We are warm and embracing. It is a feeling that is often taken for granted here because we are used to it, but in many parts of the world it is often every man for himself – no sense of community and no sense of a shared destiny. South Africans are vigilant and intolerant of wrong-doing, which is why apartheid was brought to its knees through the sheer tenacity of ordinary folk who, even when armed with little more than handmade weapons, had the guts to confront the apartheid state machinery, armed to the teeth, as it were. 🇿🇦





Summer sparkles

Writer: Melvyn Minnaar

Break out the best bubbly

Celebrate the New Year and everything else with everybody's favourite wine – the one with the finest of sparkle. Getting the best bubbles in the bottle is a tale of skill and talent.

When you hear the colourful, full story about the bubbles in the bottle for the first time, the urge to go out, buy a bottle and pop the cork becomes irresistible. Inaugurating a New Year and celebrating the joys of summer – especially – call for such alchemical exuberance.

In France they call it champagne, and in the rest of the world, where wine can and is made, the locals follow that good recipe. In South Africa, blessed with clever and talented winemakers, ever ready for a challenge and sticking to the rules, we call the magic in the bottle "cap classique".

The technical name is bottle-fermented sparkling wine – a rather dour technical description for drinking pleasure of the highest order – so cap classique it is.

While you are empowered, with wallet to match, to go out and buy champagne, imported at substantial expense from the mother winelands in France, local versions conform to every attribute of gratification you may seek in those elegant, finest of sparkles in a bottle.

It is no cheap brag to say that South African sparkling wine, officially designated on bottles as made to the "méthode cap classique" – MCC for short – rates among the very best you can buy anywhere in the world. An international competition at the highest level last year scored a local wine, Villiera in Stellenbosch's Monro Brut, the winner of five continents.

This is quite an achievement and a statement to celebrate, for wine of this nature is not easy to make. It will always require talented winemakers with particular foresight, not to mention a good and solid partnership with nature itself.

Despite postmodern winemaking being highly scientific and technically very sussed these days, it is terribly tricky to manage and control the natural fermentation that has to take place in each and every bottle for the magic to happen when you pull the cork. Talented winemakers love the challenge.

This is how it works: The winemaker prepares what is known as "base wine" during the harvest. This wine is fermented to a certain level, treated and blended before going into individual, hard-glass bottles. Each bottle is inoculated with a dash of natural yeast, sealed and then left. The yeast creates what is known as "secondary fermentation" in each bottle, building up carbon dioxide that dissolves in the wine. This will be the fizzy gas once the bottle's cork is finally pulled.

A number of technical procedures expand this recipe.

Grapes – traditionally chardonnay and pinot noir – are harvested earlier with lower sugar and higher acid levels. The first cuvees (batches) are usually pressed as full bunches of grapes. Some are given oak barrel contact before going into the bottle. It's all a question of the MCC winemaker anticipating exactly what will happen years later. >>



Graham Beck is a local favourite.



La Fleurette Room, House of JC le Roux.

After spending some time – often a number years, which increases flavour and texture – the wine is "disgorged" (the temporary crown cap removed), some top-up wine is added, the sugar level is adjusted, and the bottle resealed with the now familiar wired cork.

It is truly a big deal. There are other ways of putting bubbles in wine, but we're talking about the real thing. And that's why it is pricey.

The story is often told that the method was discovered by accident, which is easy to understand, given the mystery of the natural process. A favourite legend has the monk Dom Pérignon exclaiming he has discovered, jumping from the bottle, the stars!

Ever since, any and every occasion, all celebrations, have benefitted by the presence of the holy man's favourite drink. So make it the Cape style this summer.

There are many ways to do this.

A good idea is to make a wish list of the finest local MCC, hand it to friends (good sparkling wine usually come in beautiful packaging and make great gifts), or get down to your wine shop and check out the best that suit your pocket (local bubbly is well priced and less expensive than real champagne).

Another excellent plan is to visit the bubbly hotspots in the Cape, and taste and learn at the fountains of pleasure themselves.

The valley of Franschhoek, for example, boasts a horde of smart MCC houses where you can drop in. Robertson, on the R60, the modern facility of Graham Beck, is a great pit stop for aficionados.

In Stellenbosch, the home of one of the country's largest producers has just had a visitor-friendly revamp, and the glamorous House of JC le Roux is a sparkling destination. You will also not want to miss the place where the first and best local Kaapse vonkel ('Cape sparkle') was made: Simonsig wine estate.

Of course, you don't have to travel beyond your patio this summer to open a few oysters, unveil the ordered-in sushi or serve a fresh fruity Pavlova to your guests while opening a great MCC. You can even say "cheers" with a good bottle over a bowl of breakfast corn flakes. Any time, every time. 🍷

Here are some ideas for that wish list. Top of the pops are Graham Beck Cuvée Clive, Simonsig Cuvée Royale, Villiera Monro Brut (all vintage 2007), Bon Courage Jacques Bruère and Pongrácz Desiderius (2008). Exciting somewhat new-ish options are Silverthorn, Colmant, Boschendal, Steenberg, Stêrhuis, Chabivin and Ambeloui.

In the rosé (pink) class, think no further than Graham Beck, Simonsig, Klein Optenhorst and Saltaré.

The sprawling Simonsig Estate makes for a great outing.





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.



School of Government start-up due this year

The Public Administration Leadership and Management Academy (PALAMA) is set to establish the School of Government this year.

This was revealed at the first Public Service Skills Colloquium hosted by the Public Service Sector Education and Training Authority (Pseta). Hosted under the theme: *Opening the Public Service as a Training Space*, the colloquium allowed stakeholders to reflect on how the Public Service could be professionalised.

The Minister of Public Service and Administration, Ms Lindiwe Sisulu, is targeting October this year for the launch of the school.

"The reason for establishing the school is to professionally prepare the Public Service, to train public servants so that they are ready to work within the Public Service. It is also necessary to professionalise the Public Service by providing formal, competency-based, quality education," said Professor Daniel Plaatjies, Special Adviser to Minister Sisulu.

Professor Plaatjies described the school as "an intellectual home for the Public Service, a home that will produce ideas for Government and a home that will set norms and standards".

The school will be responsible for Public Service professional and academic training and development, through in-service training, the Compulsory Induction Programme (CIP) for new staff, refresher courses for management and other forms of academic teaching and learning.

It is envisaged that the school will, on successful completion, do a competency-based evaluation of public servants attending these training programmes. The school will also offer certificates, diplomas and degrees over the medium- to long-term.

Training and development in all levels of Government and within departments and public institutions will also be standardised in 2013. Minister Sisulu will in coming months make a policy statement calling for standardised training and development in all these organisations.

"This (standardisation) is needed, given the lack of uniformity in training policies, plans and review procedures," said Professor Plaatjies. "The CIP for all public servants, irrespective of level of appointment, demands such a standardised approach for training and development. This is also needed to guide production of training and development programmes at regional and local service points of the various departments and institutions."

Over the next year, PALAMA and the Pseta would work together to finalise the accreditation of the vocational and professional content and levels of the CIP. The primary goal in training and development was to increase scarce and hard competencies and skills in the Public Service, Professor Plaatjies explained.

"The Pseta mandate of accreditation of Public Service training up to Level 6 of the National Qualification Framework is critical for the CIP. This induction programme is targeted at different employment levels within the Public Service and requires a rapid response on all course materials from the Pseta."

Professor Plaatjies added that collaboration in the design of curriculum, accreditation and implementation of training and development programmes was key to transforming Public Sector training and development.

"Accredited, focused and targeted training and development within the Public Service is by all means considered an investment to build a capable and agile Developmental State.

"I look forward to the day that we will have every public servant, irrespective of the level of employment, being fully equipped to do the work as required. Also, that every public servant will understand and accept that without a continuous and voluntary search for new knowledge technologies and information to improve the management and delivery of the Public Service, it will be hard to comprehend the changes affecting the public and the country."

Professor Plaatjies said that a skilled, agile and socially conscious public servant and responsive public systems were critical for the economic and social development of the country.

Towards a single Public Service

"Building a professional and competent Public Service Administration that is accountable demands a radical review of training, development and support, especially in job-specific competencies and in human resource development (HRD) that enhances merit and accountability, leadership and management."

Professor Plaatjies said the goal of Government was to fast-track the establishment of a seamless, integrated, single Public Service. This required a comprehensive HRD strategy and plan.

"The implementation plan of the HRD strategy must be detailed and must not only address the strategic components of intervention at the different levels of

Government, categories of technical staff and professionals required, but also the design of a responsive HRD and management system. The 2013 strategy and implementation plan will be completed during 2013.

“The logic is, therefore, that any form of skills development in the Public Service must be measured against the requirements of the public, Government and the various institutions of the State.”

Speaking at the colloquium, the Minister of Higher Education and Training, Dr Blade Nzimande, said sector education and training authorities (Setas) were part of a national effort to transform and expand the country's economy through skills development.

“Setas themselves are part of the Developmental State. It is the Setas, positioned as they are at the interface between the education system and the world of work, that have the responsibility to address the challenges posed by the ministries and departments.

“Setas have to drive the agenda of skills development to achieve inclusive growth – skills to grow the economy and skills to enable our citizens, and in particular our young people, to be absorbed into work when the expansion occurs,” said Minister Nzimande.

He added that Setas needed to identify the key scarce-skills occupations that need skilled people for the sector to move forward. “The important thing is to really understand the skills gaps that are holding us back as a nation.”

He said it was always important to reflect on the fact that between 2000 and 2010, Setas had handled funds to a total combined amount of R57 billion, but the country did not have a lot to show for that.

“One of the unintended consequences of the levy-grant system is that employers who paid the levies started to believe that the money coming into the system somehow belonged to them and that they had a right to it being returned to them in the form of grants – regardless of whether they used the money to good effect or not. It has not been easy persuading organised business that the funds are for Setas to use strategically to transform our economy,” said Minister Nzimande.



Higher Education and Training Minister Blade Nzimande delivers a keynote address at the colloquium.

He called on the Public Service to be at the centre of opening itself as a training space if the country was to succeed in providing work-integrated learning for both university and college graduates.

“It does not help to keep complaining about the quality of graduates from our Further Education and Training colleges (FETs). Our FETs are only as good as the private and public sectors that are prepared to open up their workplaces for training for our young people. Some of our graduates need to be retrained and retooled into the scarce skills areas; the Pseta should lead the process of identifying unemployed graduates for such retraining and retooling them for our economy.”

Delegates agreed that a task team would be set up to take forward the recommendations and declarations. 🗨️

The colloquium agreed, among other things, that:

- formal training is insufficient and there has to be access to Government departments and State-owned entities for training and experience purposes.
- the Public Service is called to open up training space for employed and unemployed graduates
- the Public Service must play a big role in providing workplace training and work experience opportunities
- the Pseta must facilitate internships and learnerships
- the Pseta must facilitate recruitment of skilled international experts
- the Pseta must provide career guidance in collaboration with other stakeholders
- FET colleges and universities must be more involved in training implementation
- funding must be increased for students who study at FET colleges and this must be demand-driven
- FET colleges must employ qualified and skilled personnel
- there is a need to work towards the coordination of sector skills development initiatives.

Courses to keep public servants on the straight and narrow

Knowledge is power in the fight against corruption. For public servants looking to improve their ability to detect and prevent corruption, the Public Administration Leadership and Management Academy (PALAMA) offers impactful courses.

In collaboration with the Department of Public Service and Administration (DPSA), PALAMA has developed a suite of training programmes to create an ethical organisational ethos in departments and help officials implement the Public Service National Anti-Corruption Strategy. These programmes are shaped by South Africa's policy instruments and frameworks that promote ethics, as well as the multilateral anti-corruption agreements and international instruments to which South Africa has acceded.

The programmes aim to build a capable Public Service through training in leadership, management and administrative competencies, aligned to the learning and knowledge needs of Public Service managers and executives. This contributes to effective service delivery and to realising continuous improvement.

The PALAMA programmes are also informed by a Cabinet decision of 2002, following which Cabinet required all departments and entities to ensure that their staff have a minimum level of

anti-corruption capacity. This is part of the Public Service Anti-Corruption Strategy.

In an attempt to assess the level of compliance with this requirement, a minimum anti-corruption capacity audit was conducted by the DPSA in 2005.

The audit revealed that the capacity to fight corruption in national and provincial departments was limited, and in some areas, non-existent. Of the departments that participated in the survey, 67% had some capacity to fight corruption; 44% had a whistleblowing policy and 57% provided training for their employees. The audit identified training as one of the key components in the fight against corruption.

The suite of ethics and anti-corruption training programmes combines the following:

- **Ethics management for local government:** The course provides a basic overview of ethics management within municipalities. It focuses on how to manage ethics. It is designed predominantly to assist officials who play a role in ethics management, corruption prevention and ensuring high standards of professionalism within their municipalities. This is a non-credit bearing, two-day course.
- **Promoting anti-corruption in the Public Service:** This course is intended to build the capacity of employees in the Public Sector to implement the Minimum Anti-Corruption Capacity Requirements as well as to use Batho Pele principles to prevent corruption in service delivery. This is a credit-bearing course that is included in the one-year Induction Programme.
- **Anti-corruption for practitioners:** The purpose of this learning programme is to build the competence of anti-corruption practitioners within the Public Service to effectively implement an anti-corruption strategy at operational level. This is a credit-bearing course at NQF Level 5 (five credits) and is offered over four days.



Kgomotso Sekhokho of PALAMA facilitating an anti-corruption training programme.



Participants from the South African Police Service and the Hawks who attended the anti-corruption training in November 2012.

To date, PALAMA has conducted 65 training sessions to a total of 1 537 officials from across national and provincial departments. In addition, the future design and development of customised anti-corruption programmes and implementation plans will take into account the transformation agenda and strategic objectives of the Public Service.

In this financial year, PALAMA is in the process of rolling out 25 training sessions to 500 managers and anti-corruption practitioners such as the Directorate of Priority Crimes Investigations (the Hawks) and the National Intelligence Agency. During November and December, PALAMA trained 1 000 investigators from the Hawks.

Overall, and based on feedback from the training participants, this training yielded positive results for departments and officials, who found the course material useful as a learner guide and also as practitioner reference material.

In an effort to strengthen support towards anti-corruption initiatives by the Government, PALAMA has included the anti-corruption programme in the curriculum for the Compulsory Induction Programme (CIP). On completion of the CIP, entrants into the Public Service will know and be able to

apply constitutional principles and values in their work; be able to demonstrate the application of Batho Pele principles and values in delivering citizen-centred services; and be empowered to use Government tools, structures, systems and procedures to enhance service delivery.

The new Compulsory Induction Programme

The CIP was launched in September 2012. It follows the agreement on salary adjustments and improvements on conditions of service in the Public Service that the Minister for Public Service and Administration signed with labour in July 2012. Based on this agreement, pay progression of new entrants to the Public Service from 1 July 2012 is linked to successful completion of training interventions specific to the Public Service. The probation period has also been extended from 12 months to 24 months.

The programme is structured in periodic contact training sessions spread over a period of 12 months, within which five modules must be successfully completed. Learning orientation challenges public servants to live the Batho Pele principles by instilling in them the values, ethos, public-service culture and doctrines to achieve effective and efficient service delivery. [®]

For more information on the CIP or to enrol for the anti-corruption course, please contact the PALAMA call centre on 012 441 6777 or visit www.palama.gov.za.

The race to fix schooling in the Eastern Cape

When Mandla Makupula was appointed Eastern Cape MEC of Education in 2010, the department was limping towards the end of a school year characterised by many setbacks.

"I could characterise my appointment as a baptism of fire, because I got appointed over a weekend. When I took the oath on 29 November 2010, I found a department that was busy with the exam period and faced by a number of challenges that subsequently led to the Section 100 intervention by national Government."

A Bachelor of Science graduate from the Walter Sisulu University, formerly the University of Transkei, Makupula fell in love with the teaching profession when he studied for a Diploma in Higher Education with the same institution, making it his second tertiary qualification. The man tasked with steering the Eastern Cape education ship in the right direction had been a member of the Eastern Cape legislature since 1999.

The challenges facing education in the Eastern Cape are compounded by socio-economic problems associated with the province's high levels of poverty. These problems have their roots in the extreme impoverishment of the province, dating back to its colonisation and later balkanisation into homelands. Census 2011 results rate the Eastern Cape as a region with an average annual household income of R64 539, making it the second poorest province in the country after Limpopo.

A high migration rate and high levels of illiteracy are some of indicators showing that the province faces intractable problems. It also has the highest proportion of households that have no access to piped water, which stands at 22,2%, and the lowest proportion of households that use electricity as a source of energy.

According to the *Annual Survey for Ordinary Schools 2009/2010*, published by the Department of Basic Education, the Eastern Cape has 22% of schools in the country, the second most after KwaZulu-Natal.

But many people leave the province in search of greener pastures.

Census 2011 results puts migration out of the Eastern Cape at 436 466, the highest in the country. This number includes many learners who go to the Western Cape in search of better schooling.

Early in 2012, Western Cape Premier Helen Zille was criticised for tweeting that pupils relocating from the Eastern Cape were, in her view, "education refugees".

Schooling infrastructure is also lagging. The annual survey says the Eastern Cape has the lowest number of schools with faxes (23%) and the lowest number of schools with telephone lines (31%).

Back in 2010, Makupula inherited a schooling system faced with these historical and other more contemporary challenges: a lack of proper school infrastructure; a legal scuffle with Equal Education, a non-governmental organisation; an exhausted budget; a collapsed school feeding scheme; cancelled scholar transport; a low matric pass rate; strikes by teachers and the non-renewal of temporary teachers' contracts.

This was a sinking ship.

To make things worse, the provincial Government instructed the department to come up with a turnaround plan aimed at addressing the challenges. "So, my first day in the office was physically calm but administratively turbulent. I had to take quick and painful decisions with the aim of steering the ship in the right direction."

Two years down the line, the ship is navigating calmer waters and Makupula is more optimistic about the future. He is attempting to isolate and tackle schooling issues, leaving social problems to agencies with more specialised capacity.

Implementation of Section 100

In an effort to intervene in the crisis-riddled department, Cabinet took a decision in early 2012 that the Minister of Basic Education, Ms Angie Motshekga, should take over the administration of the department.

She appointed an intervention task team led by Ray Tywakadi, Phillip Benadé and Dr Anis Karodia, who was also heading the task team in Limpopo. The team was to oversee the implementation of the turnaround plan, while Makupula managed the department day-to-day.

"The minister came down and spoke to everybody, from the premier to the leadership of the department and myself; we were briefed on Section 100. I had only been with the department for three months and I was still struggling to grapple with the issues and settling down."

Makupula says the department had long cried out for help, given the number of challenges they were

facing. His predecessor, former MEC of Education Mahlbandile Qwase, had already sent a delegation to the then Minister of Education, Ms Naledi Pandor.

For Makupula, Section 100 was a welcome intervention. "Minister Pandor had already started sending people down before I arrived. We saw Section 100 as an escalation of assistance that we needed because of the huge challenges we were facing."

Since this was the first time Section 100 1(b) had been implemented, it came with a few challenges. "The first two to three months were a bit turbulent. There was no clarity on who the accounting officer was, what the role was of the MEC or how you account to the legislature. Those were some of the pertinent issues that we were grappling with.

"After a while, we eventually found each other and established a good working relationship with the task team. We all wanted an improved department so we had no choice but to put whatever misunderstanding we had aside and focus on the bigger picture, which was to make the department properly functional."

National School Nutrition Programme

In 2002, Government introduced the School Feeding Scheme as a small part of the Integrated Food Security Strategy for South Africa. In a province with the second highest number of learners who are orphans, numbering 92 973, and the highest proportion of learners receiving social grants, approximately 37% according to a 2010 annual survey, the feeding scheme is critical in retaining learners at school and keeping them well nourished.

The feeding scheme was aimed at fostering better and quality education by among others, enhancing children's active learning capacity, alleviating short-term hunger and addressing certain micronutrient deficiencies.

According to the policy on school feeding schemes, the school nutrition programme should only be implemented in schools classified as quintiles one to three, as those are schools with children coming from poor backgrounds. Makupula explained that, due to its high levels of poverty, the situation in the Eastern Cape was tricky and put him and the department's leadership in a difficult position.

"The leadership said that children do not stop getting hungry when they get to quintiles four and five. There are children in quintiles four and five who might be

coming from poor backgrounds and deserve to be assisted. So, we started feeding even children in quintiles four and five."

Though he believed that the leadership had taken a wise and well-intentioned decision, the downside was that it demanded a major chunk of the budget to keep the programme afloat. "The challenge was that school nutrition is a conditional grant that we get nationally, and now the Eastern Cape had to supplement with its own resources on the feeding of quintiles four and five. This put a lot of pressure on our budget."

He adds: "That decision was sinking us financially because we were feeding quintiles that were not part of the official programme. In a sense, we were draining ourselves financially and getting deeper into a crisis for a good reason. That was one of the first painful decisions I had to take.

"The question was, do you continue sinking the department deeper into financial crisis for a good course of feeding poor children, or do you stop feeding them to save the department so that it continues to feed the official categories?"

Relationship with school governing bodies

Makupula has now decided to let school governing bodies (SGBs) take over feeding schemes, leaving teachers to concentrate on their core business. This is part of efforts to rally community members behind the schooling of their children. >>



The MEC for Education in the Eastern Cape, Mr Mandla Makupula.



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NMMU4U



The province is dealing with massive school infrastructure backlogs.

After



"I took a decision that said, let us reorganise ourselves. We agreed that SGBs would be responsible for feeding their own children. We then took scholar transport to the Department of Transport. This reorganisation was done so that we could place our core business at the centre stage. Our core business is the classroom, in school functionality, quality learning and teaching; that is our core business."

Before 1994, most parents and communities were excluded from school governance. Like in many schools across the country, SGBs were organised along racial lines. It was only with the enactment of the South African Schools Act, 1996 that all public schools were required to have SGBs that were democratically elected by members of the school community.

Makupula says that, for a long time, communities had made the mistake of leaving education only in the hands of the Government, unions and academics. "We left out a very critical component: parents and communities. Those are the owners of the schools, the owners of the learners. Since I came into office, I have said that we should empower SGBs. Wherever I go for meetings, I never fail to meet SGBs."

He added that there was a sudden interest in education from the community and that this made the job of the department easier. "We are getting a lot of cooperation from various sectors, traditional leaders, religious leaders, local councillors and municipalities; they are really coming on board. I can give you pockets of excellence where, because of the contribution of chiefs, we are making a big difference, places like Encobo and Mount Frere, where chiefs play a prominent role."

He added that when the chiefs hold their normal traditional gatherings, they also have an item about education on their agenda where SGBs account to the community on issues such as punctuality and attendance.

Poor matric performance

In the past three school years, the Eastern Cape has had the worst matric results of all provinces. The province achieved 51,1% in 2009, improving slightly to 58,3% in 2010 before sliding marginally to 58,1% in 2011.

Part of the problem was that the department had lost focus of its core mandate of teaching. "Since I started talking to you, I have been talking about school nutrition and scholar transport. That is not the core business of the department; important as that is, it is not the function of the department."

Makupula concluded by saying that the department has been submerged by other challenges that took most of their time and they neglected their core business. With the new approach of disseminating those services to the relevant bodies, he believes the department has paved a way to focus on its key outcomes.

Change is in the air for Eastern Cape Education. The launch of the Cofimvaba Technology for Rural Schools project in December 2012 by the Minister of Science and Technology, Mr Derek Hanekom, is a positive sign of how Government is leveraging technologies and innovations to support learning and teaching in a rural district.

The project is the initiative of the Council for Scientific and Industrial Research, working with a number of Government agencies to improve education, create food security and build the local economy through agriculture and related small and medium enterprises.

Curriculum development work is done almost entirely on Android tablets connected to a portable hotspot. The Department of Science and Technology will build a wireless mesh network to bring localised educational content and web services to mobile users in the wider KwaManzi community, and schools across the St Marks circuit in Queenstown.

The province's school infrastructure is also getting a huge facelift. Three months ago, two out of 49 mud schools identified for an upgrade were opened by President Zuma accompanied by the Minister of Basic Education, Ms Angie Motshekga.

Though MEC Makupula found the department ailing, he has been able to steer the ship in the right direction. Scholar transport has been reinstated and allocated to the relevant department, SGBs and parents are involved in the feeding scheme and school infrastructure is getting a huge facelift. The department will now focus on its main function, taking care of issues in the classroom. ☺

SA's foreign policy making waves



(From left) Executive Secretary of SADC Tomaz Augusto Salomao, Angolan Minister of Planning Ana Dias Lourenco, President Jacob Zuma and Minister Maite Nkoana-Mashabane at the SADC Council of Ministers Meeting in Luanda, Angola.

The year 2012 saw South Africa promoting the African Agenda in various international platforms and strengthening relations with countries of the South.

Acting in unison with other African leaders, we used our membership of various international fora to rally behind the African Union (AU) and its agencies in promoting the stabilisation and development of Africa.

Among the highlights of our initiatives was the election of Dr Nkosazana Dlamini Zuma as the first female Chairperson of the African Union Commission (AUC). In nominating Dr Dlamini Zuma as its preferred candidate, the Southern Africa Development Community (SADC) sent a strong message that – as a region – we take seriously the Decade for Women (2010 – 2020) as declared by the AU.

As the AUC Chairperson, Dr Dlamini Zuma's mandate is to ensure peace, stability, development and the empowerment of women and children across the continent. I have no doubt that we represent the

views and sentiments of the continent when we pledge our support for the vision she has set the AUC to achieve during her tenure.

South Africa hosted the Global African Diaspora Summit in the first quarter of 2012 to give impetus to the work of the AU. Our partnership with the AU to host this summit was based on shared values and converging interests. These include supporting peace, security and development in Africa; achieving the millennium development goals (MDGs); strengthening and reforming the multilateral system; and promoting a more inclusive, efficient and equitable system of global governance for the realisation of a united and integrated Africa and its diaspora.

Strengthening political and economic integration in the SADC is integral to building a strong region. To advance the SADC agenda, and to contribute to the development of a strategic regional integration, South Africa hosted the SADC Double Troika Ministerial meeting and the Extraordinary Interstate Politics and Diplomacy Ministerial Meeting in February 2012. The idea was to enhance regional efforts to address current politico-economic situation in the region.

We continue to lead the implementation of the SADC Peace and Security mechanism, including our consistent leading role in the unity and cohesion of the region and the continent.

Together with our counterparts in SADC, we provided humanitarian assistance where needed. Part of what we did as a collective for the year 2012 was to contribute US\$4 million (about R34,6 million) for airlifting and shipping humanitarian aid to Somalia. To realise the benefits of a free and fair election, the SADC deployed 48 observers for the Angolan elections. These elections we pronounced peaceful, free and fair.

Strengthening South-South relations

We have made strides in strengthening South-South relations through the Brazil, Russia, India, China and South Africa (BRICS) platform. In all our interfacing with our BRICS and our India, Brazil and South Africa trade bloc (IBSA) partners, we always put Africa and its interests first. This is so because we recognise that our developmental aspirations as a country are inextricably linked to those of the rest of Africa.

Our hosting of the fifth BRICS Summit in March 2013 has kept us busy over the past six months. In preparing for this summit, we have kept in constant contact with all our BRICS partners. This is to ensure that we do not stray from the common goals and aspirations we set for ourselves as developing countries – to ensure sound global and regional integration.

Among the various aspects of focus for the fifth summit is the broader wish by members to establish a BRICS Development Bank. We have constantly declared our interest to make South Africa home to this first-ever Development Bank.

IBSA also continues to be a true reflection of South-South cooperation and reaches a significant milestone in 2013 when it celebrates 10 years of existence.

Essentially, there are 16 sectoral working groups in IBSA that take South-South cooperation forward in a practical way. South Africa champions two of these working groups, namely trade and investment, and infrastructure.

With respect to IBSA trade, the initial trade target of US\$25 billion (about R217 billion) by 2015 is likely to be overshoot given the current intra-IBSA trade figure of US\$23 billion (about R200 billion). Linkages between the Presidential Infrastructure Champion Initiative (PICI), where President Jacob Zuma plays a leading role, and the domestic Presidential Infrastructure Coordinating Commission (PICC) and IBSA are currently being forged.

To give impetus to the work of IBSA itself, we continue to use various fora, including the United Nations General Assembly (UNGA), to engage our partners. In September 2012, the 20th Focal Points meeting was convened on the sidelines of the 67th meeting of the UNGA (UNGA67). The meeting was aimed at evaluating progress made by the working groups; discussing projects of the IBSA Poverty and Hunger Alleviation Fund, which is a new paradigm in development assistance; reviewing preparations for the upcoming eighth IBSA Trilateral Ministerial Commission meeting that South Africa will host this year, as well as the IBSA Summit in India that will review the work of IBSA in the last 10 years.

We are working in earnest to ensure that we host a successful BRICS Summit. We have organised numerous events to create public awareness of this summit. A number of roadshows have been hosted in all provinces since December 2012 and will continue until the summit. These efforts are aimed at raising awareness about the benefits of BRICS to us as a country, and to the region.

Global system of governance

Our participation in the global systems of governance remains integral to how South Africa is projected among nations in the world. In 2012, we continuously gained stature through the contributions we made in changing the course of history for the creation of a better world.

South Africa has demonstrated unparalleled and outstanding leadership in its pursuit to add value to the work of the United Nations Security Council (UNSC). We served as a non-permanent member of the UNSC in 2011/12 and from January 2012, we had an opportunity to preside over the body.

We used our tenure at the helm of the UNSC to strengthen cooperation between the UNSC and the African Union Peace and Security Council (AUPSC). >>

In this regard, we tabled the UN Resolution 2033 (2012) before the member states. This was an expression of our intention to see a heightened level of strategic working relations between the AUPSC and the UNSC towards maintenance of peace and security.

During UNGA67 in New York in September 2012, President Zuma continued to call for the reform of the UN. This is a position South Africa and many other developing nations have taken.

What informs our view in this regard is that, in a globalising world, an unreformed UN will never do justice to the needs, vision and aspirations of developing

reform to adapt the system to the changing global conditions. Not only did we manage to secure the second period of the commitment to the Kyoto Protocol, a key outcome for Africa, but we also made history with the Durban Platform for Enhanced Action, which was unanimously adopted.

Following this breakthrough, and despite having handed over the COP Presidency to Qatar, we are still on course with our COP legacy projects. Plans are already at an advanced stage to unveil some of the legacy projects in which my team and I will be engaged.

Relations with countries of the North

Relations with our traditional partners of the north have continued

to grow. Our foreign policy is based on the primacy of solidifying relations with countries of the North by strengthening social, political and economic relations. There is a critical need for our foreign policy to be "assessed against the weight of rising expectations" and its role in meeting the current domestic priorities (against what the North has to offer).

This is a position well-articulated by President Zuma in his State of the Nation Address of June 2009, in which he said, "to be more efficient in accordance with State resources and national interests, we have to strengthen relations with countries of the North".

We have made efforts to maximise interaction with the various missions accredited to South Africa through the creation of meaningful platforms such as

the Minister's Dinner, which has become an annual event in honour of the Diplomatic Corps; and the Annual Diplomatic Fun Fair. We are proud to announce that for 2012, we exceeded our target by hosting two fairs.

Our department will continue to build on the successes of the year in review and avail all the necessary support to ensure that interface is maximised between stakeholders through our various programmes to demonstrate that our foreign policy is still on course. 🌐

*** Clayton Monyela is the Deputy Director-General for Public Diplomacy at the Department of International Relations and Cooperation.**



President Zuma with UN Secretary-General Ban Ki-moon.

nations. Until such time that the UN is fully reformed, voices of the majority will remain suppressed in the gallery of the voiceless.

We were humbled to take our seat as the 47th member of the UN Economic and Social Council (ECOSOC). We will use our membership to accelerate the MDGs for 2015.

In November 2012, we handed over the chairpersonship of Conference of the Parties (COP) to Qatar. Qatar hosted COP18/CMP8 in December 2012. Our hosting of COP17/CMP7 was a historical milestone.

Key to this conference was the question of the second commitment period of the Kyoto Protocol and the legal

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PSM Forum takes East London by storm

It was an evening of lightning, thunder and gale-force winds as a storm lashed East London on 8 November, ravaging the city, causing flight delays and bringing down houses.

But inside the Regent Hotel, it was Professor Malusi Balintulo from the National Planning Commission (NPC) who took the PSM Forum by storm.

Professor Balintulo, the only National Development Plan (NDP) commissioner from the Eastern Cape, shot the breeze, mixing his presentation with snippets of isiXhosa storytelling to break the ice, much to the entertainment of his audience.

Billed to speak about the NDP itself, Professor Balintulo on a few occasions departed from the script to address other issues that inhibit South Africa's economic development.

He said while the Public Sector will be pivotal in implementing the NDP, it is up to all South Africans to display "active citizenry", rally behind the plan and help realise its vision of a just, stable and prosperous country by 2030.

"The commission encourages groupings of people, strategically placed and otherwise, to actually engage with the plan in its implementation. A good example is in education. We must remove a culture of blame-shifting and take responsibility." But he emphasised that, "in the final analysis, it is Government that has to implement the plan".

The diagnostic report that preceded the NDP, said Professor Balintulo, identified combatting poverty and inequality as the key challenges facing South Africa. To get to the "promised land", South Africa would have to overcome the apartheid legacy of poor education, massive unemployment, crumbling infrastructure, a divided nation, a resource-intensive economy, spatial patterns that marginalise the poor, and corruption.

The plan talks about building a capable and ethical Developmental State, and in this we "must go beyond rhetoric" said Professor Balintulo. He emphasised that we must tackle poverty, but not in terms of alleviation. "You must go to the structural roots of poverty."



Eastern Cape National Commissioner, Malusi Balintulo.

Professor Balintulo said in developing the NDP, commissioners had made a conscious decision to look forward and not be distracted by topical issues. "We have always taken a view that we are not going to deal with current issues. For instance, when we were drafting the NDP, the march by Julius Malema against nationalisation was a very current thing. Some of us were saying we must have a stance on a current issue like that, but Minister Trevor Manuel – astute political head that he is – said no. It helps us to plan for the long term, although our plans have implications for the present."

Hitting rough weather

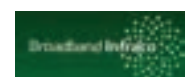
Professor Balintulo spoke softly, but did not shy away from telling some home truths.

His thought-provoking gems included an observation that Employment Equity has not had the desired impact, and has mainly benefitted white females.

He was also scathing in his criticism of South Africa's ranking in the 2012/13 *World Competitiveness Report* published by the World Economic Forum. He said for South Africa, with all its resources, to rank second-last in Mathematics and Science education out of 142 countries was "unconscionable".

Professor Balintulo also questioned the culture of impunity in the Public Service, saying no punitive action is taken against transgressors. "How many senior public servants get fired or resign when there is a problem?" he asked rhetorically, adding that the NDP requires the Public Service to be stabilised and professionalised.

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"We have very pointed suggestions, like appointing an administrative head for the Public Service who will be responsible for recruitment, career-pathing and promotions – away from any political kind of interference."

For the appointment of senior managers, he said, there must be a hybrid system, where administrative and political considerations come into play.

"The change in political heads leads to changes in public servants. As our deputy chairperson put it: each political leader, like a hunter, wants to come with his own hunting equipment – which is very destabilising.

"The Eastern Cape has had three premiers since 2007, four MECs of Education, and four heads of departments. How can you expect any progress and delivery given the high turnover of senior people who should be driving the whole development process?"

He criticised Government for not acting on recommendations by the Van Zyl Slabbert Commission to move away from a pure proportional representation list system. "Can you really have, at political level, proper accountability if you do not vote directly for your representative in Parliament? When we vote for parties – and there are slates there – the accountability chain, I think, is weakened upfront."

With his no-holds-barred style, Professor Balintulo had set the tone for the evening, and at question time, more rumbles could be heard.

Tough questions

Quality of education

One delegate spoke forcefully about the poor quality of our tertiary education system, which he blamed for producing unemployed graduates. "We need a system that is home-made but of international standard."

Professor Balintulo conceded that the quality of education is poor. "The consensus in the country is that the education system is failing our children; the foundations are weak." He said the Eastern Cape has a long tradition of quality education and should not be experiencing problems.

Sunset clauses

Another delegate said Government was often hamstrung by the sunset clauses negotiated at the Congress for a Democratic South Africa in its attempt to address past inequities. "We must break with the past and deal with sunset clauses, for instance on land ownership

and property clauses. We need to deal with them hands-on", he said.

But Professor Balintulo did not agree, saying that he did not think lack of delivery or progress is the result of clauses in the Constitution. He explained that although the question of whether sunset clauses hold Government in shackles did crop up in discussions, but the point was that the Constitution is rights-based and includes socio-economic rights. "It is clear that there is redress – but in terms of land reform, the target was 30% and we have not reached even 5%. We must unpack what is not working for us and remedy it."

Merger of tertiary institutions

Another comment directed to Professor Balintulo was on the way the merger of Vista University, the University of Port Elizabeth and Port Elizabeth Technicon had been carried out. Also, according to the delegate: "At Walter Sisulu University, workers and students are on strike every month."

There was also a complaint about the brain drain from the Eastern Cape, as many people left to seek economic opportunities in other provinces.

Professor Balintulo's response was that more students should go to Further Education and Training colleges. He said people will always gravitate towards better resourced institutions. But he said it is politically unacceptable to describe migration to other provinces as a brain drain. "It is an uneven brain circulation, it is not a brain drain."



(From left) Guests Vanessa Hendricks, Michael Masekwana, Sindiswa Masekwana and Coceka Langa.

Provincial development plans

Professor Balintulo said provinces had started establishing their own planning commissions. "At last count there were three, and there may well be more. KwaZulu-Natal was first out of the block, and they have made a lot of progress. Gauteng and the Eastern Cape have made some progress. There is no formal arrangement between the national and provincial planning commissions, but we are available to interface with them on particular issues." ⁶⁸

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(Right) Gauteng Education MEC Barbara Creecy paid tribute to the province's top teachers.

Photo supplied by: Gauteng Premier's Office

In a class of their own

The Gauteng Teachers Awards was held recently at Emperor's Palace in the East Rand to honour educators who do a sterling job in motivating learners.

Gauteng Education MEC Barbara Creecy said at the event that during difficult times, role models were needed in society and teachers fulfilled this duty daily.

The awards focus attention on the positive aspects of education, thereby raising the public image of teaching. They recognise and promote excellence in teaching performance; honour dedicated, creative and effective teachers and schools; and encourage best practice in schools.

More than 1 000 educators, principals and stakeholders attended the event, where MEC Creecy said teachers gave learners the ability to be curious about the world around them and question what they learned, as well as the special gift of self-confidence.

The Gauteng Department of Education spends 74% of its budget on educators. Educator training programmes are crucial in improving the quality of education offered in the classroom.

More than R200 million has been spent on in-service training for more than 20 000 Gauteng teachers, many of whom have also been involved in the Gauteng Primary Maths and Science Strategy.

Matchmaking with the DTI

Deputy Minister of Trade and Industry Elizabeth Thabethe led a delegation of 12 businesswomen to the Netherlands and Italy for networking opportunities.

The aim was to forge partnership between businesswomen from South Africa, the Netherlands and Italy. Part of the Department of Trade and Industry's mandate is to support women in economic

empowerment and through information sharing, trade missions, access to finance and enterprise development.

Thabethe said many women still felt shut out of markets and were unable to access information that would help them enter new and expanding markets.

The focus of the European mission was on agriculture, agro-processing, chemicals, beauty products, crafts, furniture and design, leather, jewellery and clothing.

SAPS hosts Prestige Awards in Limpopo

The South African Police Service (SAPS) recently held the Prestige Awards in Limpopo province. National Police Commissioner General Riah Phiyega said the awards were a way of saying "thank you" and "well done" to police members who performed beyond the call of duty.



(From left) National Commissioner General Riah Phiyega, Colonel Lucas Mogwaneng, Limpopo Provincial Commissioner Lt Gen Simon Mpenbe and Deputy National Commissioner Lt Gen Leah Mofomme.

Photo supplied by: Limpopo SAPS

General Phiyega congratulated all the nominees and said they had lived up to the SAPS Code of Conduct. She said that the nominated policemen and -women had contributed towards improving law enforcement in Limpopo.

The Commissioner said winners in various categories made citizens in the province feel safer.

Policemen and -women who have been in the service for 20 and 30 years also received medals for long service.

Top award-winners of the day included:

- Lt AS Mashavhela from Dwaalboom – Crime Prevention Official of the Year.
- Const FS Sekgobela from Bela-Bela – Investigator of the Year Award.
- Col ML Mogoaneng from Mahwelereng – Best-Performing Cluster Commander of the Year.

- Brig T Shingange from Polokwane – Best-Performing Station Commander of the Year.
- Capt MR Molatjana from Polokwane – Best-Performing Specialised Unit Commander of the Year.
- Col J Espach from Giyani – Best-Performing Detective Commander of the Year.
- Col Gert Nel of the Operational Response Service task team – Best Performing Operational Group of the Year.
- Lt Col Sakkie Lourens of the Specialised Task Force team – Best Performing Operational Group of the Year.

A better pill to swallow

The Minister of Health, Dr Aaron Motsoaledi, has announced that as of 2013, Government will roll out the new three-in-one pill for the treatment of AIDS.

Minister Motsoaledi said at the announcement of the new antiretroviral treatment tender that, from April, AIDS patients will no longer have to take three pills, thus reducing their chances of skipping the daily dosage.

The new pill combines Tenofovir, Emtricitabine and Efavirenz, and will cost R89,37 per patient, making it the lowest-priced treatment worldwide, according to Minister Motsoaledi.

The tender was awarded to Aspen Pharmacare, Cipla Medpro and Mylan Pharmaceuticals.

Minister Motsoaledi further explained that HIV-positive pregnant women would be given the single-dose combination during pregnancy and breastfeeding, regardless of their CD4 count.

The drugs will be available in all 3 000 health facilities.

Agriculture veterans' harvest of recognition

Employees who have been working for the Department of Agriculture, Forestry and Fisheries for 30 years were awarded with long-service awards.

The Minister of Agriculture, Forestry and Fisheries, Ms Tina Joemat-Pettersson awarded 182 staff members for long service to the department.

Minister Joemat-Pettersson said she was proud of officials for their commitment and loyalty to the Public Service. She said the long-service awards ceremony would be an annual event, and will in future also

include those employees who have served in Government for 20 years.

Lab medicine under the microscope

The African Society for Laboratory Medicine Conference hosted experts in laboratory science from all over Africa in Cape Town this past December.

The Minister of Health, Dr Aaron Motsoaledi, said the presence of experts indicated the importance of strengthening laboratories across the continent.

The theme of the conference was: *Accurate lab diagnostics – a pillar of quality healthcare.*

Minister Motsoaledi said that South Africa, which has a high HIV, AIDS and tuberculosis prevalence, was aware of the importance of a robust laboratory system that provides accurate, timely and affordable laboratory diagnostics. "This is pivotal in identifying infected people and linking them to care and treatment, as well as to labs in ongoing monitoring of those on treatment."

Minister Motsoaledi said to accurately diagnose patients, a large network of well-run and resourced laboratories able to provide reliable high-quality results was needed. In 2011/12, the National Health Laboratory Service performed over 3,5 million CD4 tests, which is used to decide on when to initiate patients on antiretroviral treatment. There are currently 1,7 million people on antiretroviral treatment. 📷



Long-service employees of the Department of Agriculture, Forestry and Fisheries were recently awarded by Minister Tina Joemat-Pettersson for their commitment to the department.

Photo supplied by: Department of Agriculture, Forestry and Fisheries

NDP transforms rural development landscape



Instituting district land committees (DLCs) can help local communities to address land reform and turn rural areas into thriving communities, says National Planning Commissioner Mohammed Karaan.

The idea is one of a number of proposals contained in the *National Development Plan: Vision 2030 (NDP)*, which was approved by Cabinet in September 2012, to help revitalise rural areas, largely through the expansion of irrigated agriculture, to create one million jobs by 2030.

Commercial farmers initially criticised the proposal, which calls for each district municipality with commercial farming land in South Africa to convene a DLC, saying it was unworkable and would threaten food security.

But Karaan, who is also the Dean of Stellenbosch University's Faculty of Agrisciences, believes that much of the criticism came about because many of the parties lacked sufficient details on how the idea would work.

He explains that, since holding meetings in late 2012 with various parties, including Agri-SA, the Transvaal Agricultural Union, the Agricultural Business Chamber and the African Farmers' Association of South Africa, more role-players are buying into the idea.

Since then, Agri-SA has set up a technical committee made up of these roleplayers to develop the idea further.

The idea is that DLCs will be responsible for identifying 20% of the commercial agricultural land in the district and will give commercial farmers the option of facilitating land transfer to black farmers.

After being identified, the land would be bought by the State at 50% of market value, which is closer to its fair productive value.

The shortfall of the current owner will be made up for by cash or in-kind contributions from commercial farmers in the district who volunteer to participate. In exchange, commercial farmers will be protected from losing their land and will gain Black Economic Empowerment status.

The plan also advocates that a stepped programme of financing should also be created. This would include the involvement of the National Treasury, the Land Bank as well as established white farmers.

Karaan says farmers had initially asked him for more details on how DLCs would work.

He had, however, advised them that as one of the principle aims of the NDP is to encourage the creation of an active citizenry, it was important that those in the sector themselves develop the idea further – hence the setting up of the technical committee.

They are then expected to present draft proposals to the Minister of Rural Development and Land Reform, Mr Gugile Nkwinti, who will hopefully include these in the *Green Paper on Land Reform*.

Karaan says the idea of DLC fits well with two proposals in the Green Paper, namely the idea that the Government would undertake proactive land acquisition and buy up land before it was clear who it would be transferred to; and secondly the proposal for a Land Management Commission and the creation of a Land Valuer-General.

He believes land reform has failed to be effective for two reasons. Firstly, it has focused more on redressing past history than on future agricultural needs. Secondly, land reform has also focused too much on land and not enough on the development of people – including developing capable black farmers and more productive farmworkers through better training programmes.

Real training, he says, takes place from farmer to farmer and often by those who were brought up by parents who were farmers.

In this way, if the country is to develop good black farmers, more must be done to identify black children between the



ages of six and 12 with the potential of becoming farmers, so that they can then be put through years of intensive education and training in preparation to work the land.

Karaan says that as a way to get the ball rolling, the NPC should even look at getting involved in piloting land-reform projects.

The country, he says, also needs to address the uncertainty over long-term land tenure in traditional areas, where chiefs often owned the land; and to look at the possibility of granting farmers who bought new land longer bond repayment terms. A longer bond repayment period of 40 years rather than the present 15 is already in use in Germany and would ensure that farmers who bought new land were tied to making the land a success and would implore them to invest more in training.

Another key challenge is how to improve the standard of public officials at rural municipalities.

He says that if the country is to build a more effective civil servant, the Government needs to look more at the kind of penalties and incentives in place in the Public Sector. Karaan also agrees with Professor Ben Cousins of the Institute for Poverty, Land and Agrarian Studies that the current practice of outsourcing integrated development plans (IDPs) to consultants did little to boost capacity in local municipalities, and that IDPs should be formulated inside municipalities themselves.

In a parliamentary response to the National Assembly in October, Minister Nkwinti said implementing the Government's principal programme for rural development, the Comprehensive Rural Development Programme (CRDP), requires the establishment of effective working relationships with other sector departments, municipalities and communities.

The aim of the CRDP is to ensure that at least one person in each rural household where the programme is being implemented is employed for a minimum period of two years.

Since 2009, the programme has helped 180 rural wards to set up co-operatives, clinics and vegetable gardens, revitalise irrigation schemes and provide other basic services.

Yet the Department of Performance Monitoring and Evaluation said in a 2012 review of the Department of Rural Development's progress, that it was worried that the programme might make rural people dependent on Government support.

In a bid to mitigate this, the programme has been set up so that communities drive and monitor their own development through councils of stakeholders. Minister Nkwinti said in another parliamentary reply in November that his department is currently working on making the participation of rural youth organisations in the councils of stakeholders at CRDP sites a policy requirement.

His department is also empowering communities to take part in developing rural areas through training provided by the National Rural Youth Service Corps (Narysec).

Launched in 2011, the programme recruits and develops rural youth to become para-professionals by training them to render community services where they live. Youth who undergo training have to provide two years of service in a rural area. Over 8 000 participants have enrolled.

James Chakwizira of the School of Environmental Studies at the University of Venda cautioned that if rural youth were not given seed capital and if the necessary infrastructure is not there, they may disappear to the cities or even break their two-year Narysec contracts. Some may question whether with the country continuing to urbanise, rural areas really deserve to be redeveloped.

But Karaan points out that rural areas are vital to the country, not only because they support farming, which can absorb many low-skilled jobs, but also because rural areas help connect people with nature and the values of humility and adaptability. ☺

Reaping pride from land reform

The people of Riemvasmaak are back on their feet, tilling the land and making a living.

The community from the dry Northern Cape rural area was forcibly moved to Namibia and the Eastern Cape in the 1970s before being given their land back in 1993. The roll-out of a number of projects in the area under the Comprehensive Rural Development Programme (CRDP), has got community members working and restored their dignity.

“The development has changed people’s lives,” said Roy Olyn, mayor of Kai !Garib local municipality.

He explained how the communities of Sending and Vredesvallei have long suffered from water scarcity when boreholes dried up, until a project by the Government piped clean water 37 km from the Orange River to Riemvasmaak.

The projects rolled out by the CRDP pilot, which started in 2009, include the provision of toilets and solar lighting to 100 households, two sports fields and community centres, the setting up of 36 co-operatives, the establishment of 100 household gardens and a one-hectare community garden in Vredesvallei.

Some 22 livestock farmers were also provided with grazing camps and two internet centres were set up for the community. Separately, table-grape farming is also being carried out as part of a land-reform deal.

Olyn said municipal officials held regular meetings with the ward councilor of the area, while the Department of Rural Development and Land Reform has also held meetings to get buy-in from community members on the various projects it has helped carry out in Riemvasmaak.

“At the end of the day, the community members must stand on their own feet,” said Olyn.

He explained that the role of local municipalities in areas where CRDP sites are run should be that of creating platforms to link the three spheres of Government – national, provincial and local (including district municipalities) together.


Riemvasmaak councillor Walter Klim said the building of a clinic and internet centres in the area meant that community members no longer have to drive to Kakamas, 65 km away, to get medical help or access the internet.

Many residents now rely on Community Works Programme (CWP) projects for an income after the CRDP projects were concluded, but Klim said it is hoped that the table-grape farm will provide more jobs in the area.

The land on which the table-grape farm is situated was bought by the Government in 2007 as part of a land reform deal involving the Riemvasmaak Community Development Trust.

However, up to now the trust has not been involved with the management of the farm, but has instead generated income for the community by leasing the farm out to a Cape Town-based company SA Food Exporters, which is farming the land. Community members also work as seasonal farm workers on the land.

Rodger Matthews, the chairperson of the trust, said the trust – with the support from the Industrial Development Corporation, which will sit on the farm’s board – is now looking to enter into a management partnership with SA Food Exporters.

The trust also has plans to train community members in business skills and to help them obtain agricultural science degrees, so that they can be involved in the day-to-day running of the farm. 



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Clean audit possible with right leadership

When I addressed the special national conference of the South African Local Government Association (Salga) late in 2012, I dealt with how our municipalities were faring in the drive towards wholesale clean administration and accountability in the Public Sector.

It was pleasing and reassuring that both President Jacob Zuma, who spoke at the opening of the conference, and Deputy President Kgalema Motlanthe, who took to the podium just before me, had spent considerable time addressing the issues we had highlighted in our *Local Government Audit Outcomes Report* in July 2012.

The assurance came in the knowledge that the good governance messages my office has been driving for years, namely that all municipalities are capable of achieving clean audits if there is leadership commitment, cooperation by all spheres of Government and use of the right skills, were being endorsed by the highest office in the land.

My office has, for years now, worked closely with and received unwavering support from The Presidency and, more recently, Salga, in our collective drive for clean audits by 2014 and beyond.

Both the President and Deputy President reminded the gathered mayors, councillors and municipal officials of the remedial actions we had committed to at various intervals to improve governance within our municipalities.

Working as a collective to turn local government around

In responding to the *Auditor-General's (AG's) Report*, President Zuma told the delegates: "We need to prioritise training and finding suitably qualified personnel, for example chief financial officers (CFOs) ... We also wish to emphasise that there is a need to improve relations and cooperation between the spheres of Government. This requires municipalities to align their plans and budgets with those of provinces and the National Government."

Among the observations made by Deputy President Motlanthe was that "turning local Government around is one (challenge) that we must tackle collectively, drawing on the skills and talents that are available throughout society".

An important area that requires such a coordinated response, Deputy President Motlanthe added, was the *AG's Report*, which tells a tale of:

- almost 20% of municipalities having received qualified audit opinions
- close to 2% of municipalities (seven municipalities in total) having received adverse audit opinions
- 35 municipalities with disclaimed audit opinions.

"Of course, we must also note some of the improvements that we have achieved in the past year, such as a decrease in audit disclaimers. It is also encouraging that almost half of our municipalities – 128 in total – have received unqualified audits. While these are indeed commendable areas of improvement, they do signal that all municipalities, of whatever grade, are capable of achieving clean audits.

"We must therefore assist the municipalities that have fallen behind, and adopt the attitude that a 50% success rate only tells us that we are halfway there, and that one disclaimer or qualification is one too many. And so we must draw lessons from those municipalities that have had success and develop clear standards and procedures for good governance. These must include drawing in the requisite skills of CFOs, resident municipal engineers and human resource development managers," Deputy President Motlanthe concluded.

Both leaders endorsed the messages my office has been impressing upon those charged with governance for years.

Making clean administration a possibility

We collectively have an opportunity to make clean administration a possibility. Under the leadership of structures such as the national executive committee of Salga, district



Auditor-General Terence Nombembe.

municipalities, the national and provincial treasuries, the Department of Cooperative Governance and Traditional Affairs (CoGTA) and the Department of Public Service and Administration, we can work as a united


force to achieve good governance and sound financial administration in all our municipalities.

My office, even on the eve of the fast-approaching Clean Audit 2014 Government deadline, remains optimistic and committed to >>



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working with everyone who is committed to sustainable, wholesale clean administration and good governance in our municipalities.

Private sector professionals roll up their sleeves

There is a swell of private sector professionals who are willing to share their skills and time, sometimes free of charge, to assist local government to overcome its challenges.

For example, one such initiative is a forum started by the National Treasury, which draws expertise and resources from professionals represented by organisations such as the South Africa Institute of Chartered Accountants, the Institute of Directors and the Institute of Internal Auditors, as well as professionals from my office.

These combined skills are readily available to assist Government, in an organised manner, where there are shortages of critical skills such as financial management, engineering, and so on. I urged the Salga delegates to use these resources to help improve their results and to help train their internal personnel for continuity, thus ensuring minimal reliance on external consultants for core municipal business such as the preparation of reliable financial statements or drafting of viable integrated development plans.

This approach will surely minimise the outsourcing of local government services. All we need to do is to get people with the right skills; provide them with the right tools of the trade and the necessary support; create an environment that encourages innovation; and finally, ensure that there are consequences for poor performance and incentives for excellent work.

Ethical conduct and right tone the mainstay of leadership

It is critical to have good systems, policies, the right people and modern tools of the trade in place. But having leadership that sets the right ethical tone in pursuit of good governance is equally priceless.

In most municipalities and other government departments, where leadership has set good ethical conduct, honesty and integrity as the “tone”, we have seen great strides and improvements towards good governance. Nothing can be more honourable than this tone that we have to exhibit as leaders. At no stage must we have a situation that says: “Do as I say, not as I do”.

Good financial management and clean administration can only happen when there are robust checks, balances and systems in place. In most instances, we have excellent policies and procedures in place, and these are important as they give us guidance. But now we need to implement these with great vigour and conviction. For this to happen, we need the right leadership tone that will ensure that these systems are enforced by people who are willing to tell the whole (municipal) story in a truthful manner.


Citizens’ expectations of service delivery are becoming real

As we move forward, we need to take into account that citizens’ expectations of service delivery are becoming real.

Taxpayers are comparing notes and are giving feedback on their experiences with their local governments. We need to up our game to meet, and even surpass, their expectations. This will happen only when we work as a collective, sharing resources, skills and tested systems, towards wholesale clean administration.

Those municipalities, mostly in rural settings, that have limited or no resources have managed to achieve positive audit results by sharing expertise and systems that work. Led by district municipalities and provincial structures such as CoGTA and provincial treasuries, they have formed centres of excellence where good governance practices are shared, disseminated and duplicated among members of the collective.

To borrow from the President’s speech at the conference, we must indeed “draw lessons from those municipalities that have had success and develop clear standards and procedures for good governance.”

And dare I add that good leadership that can set the right ethical conduct tone needs to take centre stage to lead in this final lap, as we collectively march and navigate our way towards wholesale and sustainable clean administration by 2014 and beyond. 

*** Terence Nombembe is the Auditor-General.**

Photo: www.dispatch.co.za



Logistics corridor: a new point of departure



The Durban trade port is just one part of the massive new trade corridor that will connect Durban, the Free State and Gauteng.

Work is underway on a massive logistics corridor stretching between Durban and the central provinces of the Free State and Gauteng.

While most of the projects that form part of the second strategic infrastructure project (SIP2), also known as the Durban-Free State-Johannesburg Logistics and Industrial Corridor, are still in the concept or pre-feasibility stage, construction has begun on some of them.

These include the building of a R2,3-billion container terminal at City Deep in Johannesburg, a R3,9-billion project to upgrade Pier 2 at the Port of Durban and the R14,9-billion procurement of rolling stock for the rail line that will service the corridor.

Work has also started on the R250-million Harrismith Logistics Hub development to set up a fuel distribution depot, and on Phase 1 of the new Multi-Product Pipeline that will run between Johannesburg and Durban, transporting petrol, diesel, jet fuel and gas.

The aim of these and other projects under SIP2 is to strengthen the logistics and transport corridor between South Africa's main industrial hubs, and improve access to Durban's export and import facilities.

SIP2 will involve boosting rail, road and pipeline infrastructure and includes:

- developing Cato Ridge as a dry port
- expanding Durban port and Dube trade port
- transforming the old Durban International Airport into a dugout port
- extending the commuter rail to reach Pietermaritzburg
- developing Harrismith as a logistics hub

- setting up several logistics hubs in Gauteng
- developing an aerotropolis alongside OR Tambo International Airport to service aircraft and act as a manufacturing and cargo node.

The Department of Transport's Deputy Director-General of Integrated Transport Planning, Mawethu Vilana, said once the first projects were completed in the next five to seven years, the new corridor would help transform the Port of Durban into the continent's busiest port. It will also create thousands of jobs and opportunities for small and medium-sized enterprises in the logistics, transport and automotive sectors.

Benefits of the corridor

The SIP2 business plan presented in October 2012 estimates that about 135 000 jobs will be created in the construction of projects in the corridor. Once the projects are completed, a further 85 000 jobs would be created by those businesses that use the new facilities.

The corridor will also boost industrial development and promote rural development, while the more efficient use of rail and trucks will help green the economy.

Added to this, it will also form part of the North-South and Trans-Kunene corridors, which will be critical for developing neighbouring land-locked states and boosting regional integration.

The SIP2 committee, which reports periodically to the Presidential Infrastructure Coordinating Commission (PICC), is made up of members from the Department of Transport and other national departments, state-owned enterprises including Transnet and Eskom, various municipalities, and representatives of the provincial governments of KwaZulu-Natal, Gauteng and the Free State.

Inland ports

Following its R1,7-billion purchase of the former Durban International Airport from Acsa, Transnet is now set to carry out a feasibility study, including an environmental-impact assessment, to build a dugout port. The first ships are expected to be able to enter the dugout port by 2018, according to Vilana.

He said construction on the Cato Ridge dry port, which will be used to store containers when completed, had not yet started as the project was still in the planning phase.

At present, the area around the container terminal is highly congested, leading to unnecessary delays in transporting containers to ships. Once completed, the dry port will speed up the processing of containers at the Durban container terminal. It will also reduce the time that ships spend berthed at the terminal, as trucks will be able to load and offload containers at the dry port. A rail link between the terminal and the dry port will make it possible to move containers back and forth.

This will mean containers will be transported more quickly between Gauteng and the port.

Vilana said his department is holding discussions with the Free State Development Corporation and Transnet on expanding Industriqwa Industrial Park in Tshiame (the former QwaQwa Industrial Development Zone), which would form part of the Harrismith logistics hub.

The intention is that the hub would speed up distribution and lower costs, as goods arriving at Durban port must first be routed via Gauteng.

Vilana said motor component suppliers, electronics companies and fast-moving consumer goods companies were all keen on setting up in the industrial park.

An agro-processing as well as a vehicle distribution point are both planned for Tshiame in the Free State.

Meanwhile, the N5 connecting Durban and Bloemfontein is being upgraded, while a rail link is planned.

Commenting on the expansion of various distribution centres in Gauteng, Vilana said these are



mostly still in the planning or pre-feasibility phase. The centres to be expanded include City Deep, which is owned by the City of Johannesburg and Transnet; the West Rand; and Sentrarand. Transnet's Pyramid South Depot will also be expanded into a freight hub, while a new automotive centre will be expanded to complement Rosslyn, which needs to expand but does not have sufficient space to do so.

New logistics hubs will be set up in West Rand in Mogale City and at the present Tambo Springs in the Ekurhuleni Municipality.

Rail links will also be built between now and 2019, which in Gauteng will link up Pyramid in the north with Sentrarand in the east and Sentrarand with Skandsdam in the south.

Vilana said the SIPs committee was still considering the possibility of expanding the existing commuter rail link to Pietermaritzburg, while an intergovernmental committee would be set up to assess the viability of the high-speed rail link between Durban and Johannesburg mooted by the former Minister of Transport, Mr Sibusiso Ndebele.

SIP2 also includes the expansion of the electricity transmission in the corridor by 36% over the next 10 years, the upgrading of roads – principally the N3 route as well as feeder roads and the N2 – and a R9,6-billion housing project in Cornubia.

In its October 2012 presentation, the committee pointed out the existence of a funding gap over the next five years, but Transnet's General Manager: Strategy, Irvin Naidoo, said this was not anything to be overly concerned about.

Naidoo, also a member of the SIP2 committee, said some of the projects would only kick in in years to come and so had not yet been included in the budgeting cycles of Transnet, other departments and state-owned enterprises.

Commenting on the fact that a number of projects – including those to expand existing distribution hubs, rail and road links – were in the contracting and design phase, Naidoo said things are moving forward.

"We have the pipeline and are trying to manage the investments pipeline," he said. ☺

Promoting and supporting more black entrepreneurs could help South Africa transform its economy more effectively.

Broadening economic participation is vital if the country is to ensure stability and equitable growth, yet many questions still remain about the real impact that Black Economic Empowerment (BEE) has made, particularly as inequality has widened since 1994.

Census 2011 revealed that the gap between income in white and black households narrowed from a difference of nine times in 2001 to six times in 2011, but even this is still unacceptable.

Many are concerned that short of a few positive changes like an increase in black junior managers and a slight rise in black suppliers, little in the way of real change to empower black people has been achieved.

BEE was meant to help spread the country's wealth more evenly, but if anything, it has created what African National Congress Secretary-General Gwede Mantashe calls a "cappuccino society" – white on the top with just a sprinkling of black.

Though the BEE codes of good practice only came into effect in 2007, following the release of the BEE Act in 2003, BEE deals were already being concluded in the mid-1990s. Yet years on, the policy has created a heap of new business legislation, including seven



The Minister of Trade and Industry, Mr Rob Davies is determined to put fronting out of business.

Getting into the black with empowerment

different industry charters, which may have hampered job creation and deterred foreign investment.

A 2010 survey carried out by the Professor of Operations, Project and Quality Management at the University of South Africa, Professor Louis Krüger, found that 500 managers and business owners – 70% of whom was black – from small and large firms, disagreed with the notion that the adoption of BEE practices would improve the performance of their company.

The pitfalls of BEE

BEE has spawned an entire new industry of consultants, accountants and verification agencies. The Minister of Trade and Industry, Mr Rob Davies, has accused some of them of being actively involved in circumventing the true spirit of empowerment by assisting companies to get around the codes and legislation by structuring complex deals.

In a bid to close the gap on fronting, the Department of Trade and Industry (dti) last year released a Bill to amend the BEE Act, 2003;

criminalise fronting and fine companies involved in fronting the equivalent of 10% of their turnover.

The amendments contained in the Bill, which is still before Parliament, along with the alignment of the Preferential Procurement Policy Framework Act, 2000 last year with the BEE codes, will make it harder for companies to front when tendering for State work.

Yet many claim there is no certainty over when BEE will end. Neither the BEE Act, 2003 nor the BEE codes mention a date for when the policy will cease to exist. But the new draft codes, released for comment in October 2012, suggest the deletion of a clause that applies to the duration the codes will run before coming up for review.

This, says BEE analyst and expert Ajay Lalu, of Black Lite Consulting, in effect means the codes will run indefinitely.

But Lalu, who believes the present codes have had some positive impact with, for example, an increase in black junior managers, is concerned about the impact the new codes may have.

He says under the new proposals to amend the codes, some companies will see their BEE levels drop – for example from a level 2 to level 8 contributor status.

He describes the present mood of companies towards empowerment as “hostile” and “defeatist”, and believes that the Government may not have thought through the proposed amendments to the codes and its unintended consequences.

“Many companies are undertaking initiatives to empower black beneficiaries, and I have no doubt that they could do a lot more, but when you raise the bar so high that it creates a disincentive, then we need to revisit the intentions and some of the penalties in the revised codes,” cautions Lalu.

But BEE consultant Keith Levenstein of EconoBEE says much of the amendments contained in the new codes are a good thing because the targets contained in the present codes have been set at a “very lenient” level. They effectively allow white-owned firms to score top points.

Companies, he believes, can spend less time completing a BEE certificate than filling out a value-added tax form. But he says he still receives many angry “racist” calls from white managers, who are reluctant to do anything to become BEE-compliant. At the end of the day, he believes no company wants to comply with BEE.

“They are only doing it because they are being asked to do it by the Government or by those companies they supply,” he says.

Measuring success

A key problem with assessing the impact of BEE is that it is often difficult to measure accurately how much the economy really has transformed. This includes the calculation of black ownership by the number of shares owned by black people.

A study by the Johannesburg Stock Exchange Limited (JSE Ltd) last year found that black ownership of available shares on the top 100 JSE Ltd firms reached at least 17%. But many questioned whether the level was not overstated.

In June last year, President Jacob Zuma said excluding the value of foreign operations, the gross black ownership of South African assets on the JSE Ltd was equivalent to 6,8%, but when debts owed by black shareholders were subtracted, black people owned just 3,3% of the value of South African assets on the JSE Ltd.

It is even more difficult to get a gauge of real black business ownership. But figures from the *Finscope 2010 Small Business Survey* suggest that while the overwhelming majority of business owners are black (92%), most of these firms are unsophisticated, employ few people and have few assets. Where almost 14% of businesses owned by white people employ five or more people, just 2% of black-owned firms have five or more employees.

With a greater number of formidable black-owned companies, wealth could be spread more evenly.

This is something the dti is also pushing for, and is the reason why the department has allocated more points in the new draft codes to companies that focus on building black suppliers by getting larger firms involved in mentoring black entrepreneurs and buying more from them.

Lesson from Malaysia

The department’s new push is very much in line with Malaysia’s move to shift its emphasis from increasing the share capital of Malays, to that of helping more high growth Malay-owned firms to start up and expand.

Malays make up over 60% of Malaysians, but over 40 years since the implementation of the New Economic Policy (NEP) and its subsequent related policies, they own just 20% of the economy – short of the 30% target. Now there seems to be a growing realisation in Malaysia that the only way to increase Malay equity is through growing the number of Malay entrepreneurs.

The Malaysian Government’s High Performance Bumiputera Small and Medium Enterprises Programme, for example, aims to assist 1 100 Malay companies to grow their business to become regional powerhouses.

A major criticism of Malaysia’s NEP is that it fuelled rent-seeking behavior, where Malay entrepreneurs would often win State tenders only to pass these onto Chinese businessmen to complete, similar to South Africa’s surge in tenderpreneurs and BEE fat cats.

The promotion of real Malay entrepreneurs could help them compete more easily in the marketplace.

At home, entrepreneur Herman Mashaba, who started Black Like Me in the 1980s before more recently getting involved in BEE deals, argues that the only way to widen the impact of BEE is to shift away from an emphasis on ownership towards enterprise development, education, training and corporate social investment. This will also ensure that >>

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the policy does not become a punitive measure, he says, pointing out that white people will also be discouraged from starting a business and employing people, if BEE becomes too onerous.

Mashaba's view is in line with that of Vuyo Jack, of Empowerdex rating agency. Writing in a *Business Report* column in July 2012, he said that although the showcasing of black role models making it is important, the ultimate aim of BEE should be to create more black-owned firms.

"Furthermore, by creating new enterprises, you are able to create new jobs that can be sustained by having continuous procurement opportunities from both the private and the public sectors," he points out.

He believes one could get rid of the ownership element and its 20 points in the broad-based BEE scorecard and transfer these points to the procurement element. These points can then be allocated to the procurement from black-owned and black-female-owned companies.

Xolani Qubeka, chief executive of the Black Business Council (BBC), says though the council is concerned that much of the focus of BEE is still on ownership and share exchanges which have benefited only a few black individuals, critics should also question large firms that make these deals. He also questions these firms' commitment to empowerment. Among its many proposals, the BBC wants 60% of the value


of the goods and services that the Government procures to be set aside for black-owned companies.

Qubeka says such a set-aside is necessary because the structure of the economy remains racially based and therefore not sustainable.

He believes large white-owned companies remain the biggest beneficiaries of Government contracts and said that despite BEE having helped incentivise many black entrepreneurs to start up their own businesses, most contracts awarded to black-owned entities are still for small jobs at the bottom end of the supply chain.

However, he believes that the new codes will increase genuine collaboration between large companies and small businesses, and therefore ensure that more entrepreneurs become the drivers of their own enterprises.

For scenario planner Clem Sunter, economic transformation has not taken place at the necessary pace because of the failure of the Government and big companies to prioritise entrepreneurship.

He believes there is an ignorance of small business among many in Government, driven by a suspicion of capitalism. Says Sunter: "I want the rhetoric to change. I do not want them just to mention small business as a sideline issue. I want them to say 'this is the future of South Africa.'" 

Corruption: changing wicked ways in and outside of Government

Corruption is a key challenge facing Government, and it is escalating.

A presentation made in November 2012 by the Public Service Commission to Parliament highlighted the fact that over the three-year period between 2009 and 2011, the value of financial misconduct went from R100 million to R346 million to R932 million, respectively, while the number of misconduct cases dropped from 1 204 in 2009 to 1 135 in 2010 and 1 035 in 2011.

While the cost of financial misconduct has spiralled upwards, Government's performance at holding its officials accountable has become worse.

Corruption in the Public Sector has become a "wicked problem" in the sense used by design theorist Horst Rittel, who coined the phrase in the 1960s to describe a problem that is difficult or impossible to solve because of incomplete, contradictory and changing requirements, which are themselves difficult to recognise.

"Wicked" means the problem is resistant to resolution, not that it is evil, although it may be that, too. Complex interdependencies also often mean that efforts to solve one aspect of a wicked problem may cause the emergence or expose the existence of other problems. The concept has come to be widely used in social policy and planning, and is receiving renewed attention because of the growing recognition of the complex nature of so many of the challenges facing societies such as ours.

Defining characteristics of wicked problems include the fact that, in many instances, the formulation of a solution precedes any real understanding of the problem and these solutions are usually only "better" or "worse" rather than "right" or "wrong".

Examples of wicked problems include the big challenges of our lifetime, such as climate change and poverty.

Historical roots

Corruption is a wicked problem, because it is so rooted in who and what we are; and the kind of State we have inherited and built. The early history of the South African Nation State was one of colonialist and racist dispossession, extra-economic coercion and ultra-exploitation. The machinery of the State was used to facilitate different forms of capital accumulation, often in problematic and unethical ways.

These forms of accumulation were profoundly corrupt, even if their moral bankruptcy was cloaked and hidden. How can the wholesale theft of land and the dispossession of entire peoples be anything but corrupt?

Our liberal constitutional set-up has failed to right these wrongs. Take the question of land ownership. Notwithstanding the commitment to land restitution and redistribution, the entrenchment of existing private property relations in the Constitution and a "willing buyer, willing seller" approach to land reform has made the resolution of the land question extremely difficult.

Another example of how our Constitution makes righting the wrongs of the past difficult is to be found among the provisions of Chapter 10 of the Constitution to help guide the Public Service. It is stated there that service delivery must be fair, equitable and without bias. How can this be correct? One needs only take the short drive from Sandton to Diepsloot for the need to prioritise certain areas over others to become glaringly obvious.

Need for redress

Capital accumulation in South Africa explicitly favoured the white minority and so it is appropriate that the State uses its policy and purchasing power to open up new pathways and channels of capital accumulation for the black majority. Unfortunately, in practice our approach to economic development is diffuse and fragmented. This causes anaemic and disappointing growth.

Black people need real alternatives to the only real accumulation path currently open to them. Sadly, South Africans' options for wealth creation are based on the reproduction of historical patterns – except that the forms these patterns take today are worse, because they are made less creative and more exploitative by a comprador, parasitic culture. This culture blights the procurement of goods and ser-



CORRUPTION

vices by the State. As a result, supply chain management has become a very strategic and sensitive area of public administration, among the most vulnerable to corruption. Establishing clean, value-for-money supply chain systems is essential if corruption is to be curtailed and the forces of economic transformation and dynamism are to be harnessed.

An all-encompassing, affirmative, pro-poor, employment-generating economic development strategy, which considers people and international rating agencies, but which puts jobs first, is essential if we are to overcome corruption. Such a strategy must create conducive conditions for small producers and Broad-Based Black Economic Empowerment.

Government recognises the need to address corruption and is making concerted, authentic efforts to do so, but there is little public recognition of its efforts. Instead, there is a view that the African National Congress-led State is inherently corrupt. This view ignores how the political economy of apartheid – and the failures of our liberal constitutional dispensation to address poverty, inequality and unemployment – exacerbate corruption.

The political unconscious

Capital accumulation in South Africa explicitly favoured the concept of the “colonial unconscious” which helps

us understand why racist colonial ideology permeates our post-colonial discourse. University of the Witwatersrand academic, Peter Hudson’s use of the concept helps to explain how South Africans’ history of collective oppression and exploitation gets denied because we now have a progressive Constitution.



Professor Richard Levin,
Director-General of the Public
Service Commission.

The colonial unconscious chooses to believe “the playing fields have been levelled” since apartheid. South Africans in general, and whites in particular, tend only to look forward into the future without reflecting on the past. There is an unwillingness to take responsibility for the impact of colonialism and apartheid on contemporary consciousness and social practices.

The colonial unconscious calls for us to “let bygones be bygones”, while denying the historical drivers that shaped us.

The racist narrative of corruption as a post-apartheid phenomenon is offensive and deeply frustrating. Secrecy, underhandedness and duplicity were the cornerstones of our public administration, especially under apartheid. It is no wonder that the problem of corruption persists and pervades our public institutions. We have failed to root it out but we did not invent it, and its existence is not a reflection of Africans’ inability to govern.

Apartheid and colonial ideology and consciousness painted the African as devoid of ethical values. In *The Wretched of the Earth*, Frantz Fanon wrote that: “Native society is not simply described as a society lacking in values ... the native is declared insensible to ethics; he represents not only the absence of values, but also the negation of values ...”

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Measures to tackle corruption

There are things Government needs to do to enhance its anti-corruption efforts. The mandates of the various agencies should be streamlined and overlaps should be eliminated unless they add value. Every Public Service institution must be compelled to put the necessary capacity in place to implement the Public Service integrity framework. The appointment of a lead or coordinating agency with a clear legislative mandate should also be considered.

The fight against corruption can be further strengthened by implementing a research and knowledge agenda that provides better information on the scope and scale of the problem. This should support the identification of evidence-based policy options and allow their efficacy to be determined.

Institutional cultures characterised by entitlement and non-performance without consequence must also be addressed urgently. This should be done by implementing a coherent and persuasive culture-change model.

Citizens should be empowered through improved whistle-blower protection, the creation of mechanisms that protect citizens against arbitrary extortion and a range of other citizen-empowerment mechanisms.

Most importantly, we need exemplary, authoritative leadership that takes responsibility for building a new culture of Public Service excellence based on outstanding ethics and people-centred delivery at all levels of the system. Without such leadership, which cannot be permitted to have private interests that do business with Government, we are in danger of falling into the abyss warned of by Fanon.

He cautioned that in regimes characterised by inequality in wealth acquisition and monopolisation, where some players have a double source of income and demonstrate they are specialised in opportunism, "privileges multiply and corruption triumphs, while morality declines [where] the vultures are too numerous and too voracious in proportion to the lean spoils of the national wealth".

Ethical leadership

We need to reflect on what kind of leadership is needed to address corruption. Ethical, transformational leadership that will help manage the wickedness of the challenge posed by corruption needs to be focused, consistent and committed.

It needs to recognise the importance of doing all the work required to ensure that predetermined outcomes, outputs and targets are achieved, not just for compliance purposes, but also for excellent performance. Ethical transformational leadership



should also be rooted in a commitment to hard work and perseverance and should reflect on every possible occasion a deep commitment to professionalism and integrity in the workplace.

These qualities are foundational, but truly transformational leadership is also developmental and redistributive. This requires an ongoing commitment to personnel development and an understanding that in the South African context, redistribution is an ethical requirement. A commitment to redistribution means leaders must ensure that people who have been denied opportunities are provided with them wherever and however possible. Public Service leadership must excel in the delivery of Government's programmes that address poverty, social inequality and job creation.

A characteristic of corruption's wickedness is that it constantly mutates and reappears in different guises and contexts. Creating a culture of leadership that is adaptive and reflexive with the necessary dynamism, energy and resilience is a challenge that we need to embrace if we are to make progress in the long and demanding fight for integrity and ethical public management. SM

***Professor Richard M Levin is the Director-General of the Public Service Commission.**



New centre lauds Steve Biko's legacy

Thirty-five years after he died at the hands of apartheid police, Steve Biko has been immortalised with the unveiling of a monument in his honour.

The majestic Steve Biko Heritage Centre in Ginsberg in the Eastern Cape will serve as a tourism hub as well as a reminder of what this young activist stood for. It boasts a museum, an archive and library resource centre, a commemorative garden honouring human rights activists, training facilities, cultural performance and production spaces, a community media centre and retail spaces.

Struggle hero Steve Biko was born on 18 December 1946 in Tylden, a small town outside Queenstown in the Eastern Cape. Best known for championing the Black Consciousness Movement, Biko is

remembered as a martyr of the anti-apartheid struggle that claimed his life at just 30 years of age.

As part of ensuring that Biko's legacy lives on, Government recently opened the centre, built through a partnership between the departments of arts and culture and of tourism. Cabinet recently declared it a national legacy project.

Driving the centre and its operations is Biko's eldest son, Nkosinathi, who has worked tirelessly over the years to preserve his father's legacy.

In an exclusive interview with *PSM*, he revealed the rationale behind setting up the Steve Biko Heritage Centre.



What is the Steve Biko Heritage Centre?

The centre is an institution that seeks to uphold the legacy of Steve Biko. It will provide programmes to help people understand what Biko lived and fought for and hopefully, people who visit the centre will be able to use these ideals to better shape the society in which we live today.

What is significant about this project?

It is a milestone to finally open this centre. It is a project that has been long in the making, one that is long overdue. You cannot complete the narrative of our struggle unless you are able to do justice to a broad spectrum of people who made that contribution. >>

Who was Steve Biko?

18 December 1946 - Stephen Bantu Biko is born in Tylden. He is brought up in Ginsberg, King William's Town and attends the Charles Morgan Primary School and the Forbes Grant Secondary School.

1961 (age 15) – Joins his elder brother Khaya at the Lovedale Institution and is expelled because of his brother's political activities. He moves on to attend St Francis College in Marianhill, in what was then Natal.

1966 (age 19) – Attends the University of Natal (Non-European section) at Wentworth as a medical student.

1969 (age 22) – Forms the South Africa Student's Organisation (SASO) and is elected as its first president. Also forms the Black People's Convention (BPC).

1972 (age 25) – Helps form and works for Black Community Programmes (BCP). The university discontinues his medical studies.

1973 (age 26) – Biko is banned and restricted to King William's Town for five years. He is not allowed to work for any political organisation and not allowed to be published or quoted.

1974 (age 27) – Arrested and released a number of times. On occasions, he is charged and acquitted.

1975 (age 28) – Founds Zimele Trust and Ginsberg Educational Trust. He is detained and held for 137 days without charge or trial.

1976 (age 29) – Elected as Honorary President of BPC. Subpoenaed to give testimony in the SASO-BPC trial. Detained in solitary confinement for 101 days.

1977 (age 30) – Arrested in March, detained and then released. Arrested again in July, charged and then acquitted. Arrested again on 18 August.

12 September 1977 – Biko dies in police custody.

25 September 1977 – Buried.

(Timeline provided by the Steve Biko Foundation)



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I think what is significant here is that this project comes after many years during which people complained that there has not been adequate recognition of certain people.

In terms of the legacy of Steve Biko, we are beginning to see a movement in the right direction. Of course, it is not just about buildings and hopefully we have done enough work to give substance to the centre.

What does the centre offer?

Some 18 000 young people have gone through the programmes of the centre since March 2011. The legacy of Steve Biko has a lot to teach us. As we grapple with what it means to be South African on issues of values, culture, identity, the centre speaks to issues of self-initiative, which is something that is needed in this country if we are to conquer some of the challenges we face.

The centre is located in Ginsberg and the people of Ginsberg understand that we have actually been given a national responsibility to host a national legacy project. So there should not be a perception that it is a Ginsberg project; it is a legacy project.

How will the local community benefit?

The community has been extremely supportive of this initiative. It has created 630 jobs. For a small community like this, which does not have employment opportunities, it provided opportunities for the period of construction at least but more importantly, it provided training in skills such as bricklaying, electric work, layout and design. We took that skills database and passed it to another development in town and a lot of these people were employed.

It will also go a long way to promoting tourism in the area, something which will have long-term economic spinoffs for the region.

What will it take to sustain the project?

The Steve Biko Centre is not a small investment. Run by 83 people, it is a large project. So it will take a skillful balancing of our own objectives as an institution, and the mandate of the Department of Arts and Culture. There is a conversation between our institutions and we are currently finalising our partnership.

What is the role of the Biko family?

From the lessons that we have learnt, it is important that this institution retains its independence. It needs to cut through the clutter that often traps legacy foundations. For this reason, it needed to be independent not only from the political family but also the biological family.

President Jacob Zuma described the opening of the Steve Biko Heritage Centre as a milestone that would serve as an intellectual resource, while providing an economic opportunity for the region.

"It is meant to be a living monument that uses memory to channel local energies towards contemporary development challenges," President Zuma said at the official opening of the heritage centre in November 2012.

The event was graced by, among others, the Deputy Minister of Tourism, Ms Tokozile Xasa; Eastern Cape Premier Noxolo Kiviet; long-time friend and fellow activist, former University of South Africa Vice-Chancellor Barney Pitso; and academic Mamphela Ramphele. They all remembered Biko as a selfless leader who fought for the well-being of his people.

President Zuma told the gathering of about 500 people at the opening of the centre that Government had dedicated 2012 to celebrating and honouring South Africa's heritage. Part of that heritage would include unveiling monuments and memorials that pay homage to those who made the supreme sacrifice during the wars of resistance and in the struggle for liberation.


"Our intention, working with the Steve Biko Foundation, is that this centre must serve as the epitome of the values, norms and mores that Biko wanted to inculcate among all the oppressed people of South Africa," Zuma said.

Biko did not only preach self-reliance; he also practised it. This was evident in his work for Black Community Programmes in Durban after his university days.

When he was banished to his hometown, he established the Zimele Trust and the Zanempilo Community Health Centre in King William's Town.

"All these institutions were rooted in the communities, promoting self-reliance projects that sought to affirm that black people can earn their own keep with dignity and care for one another," the President said.

He added that the centre would educate the public about the leadership of Biko and his contribution to freedom and democracy. It would also contribute to poverty eradication through the development of cultural industries and would use heritage as a tool for fostering social cohesion.

The state-of-the-art building will feature as the cornerstone of the Biko Heritage Trail; a series of Biko-related sites spanning from Port Elizabeth to King William's Town. A number of these sites, among them Biko's home in Ginsberg, the Biko Bridge in East London and Zanempilo Clinic, which Biko co-founded in the mid-1970s, have been declared national heritage sites. 

Social cohesion:

where leadership and statesmanship meet



Marius Oosthuizen

South Africa has seen the most colourful displays of social change imaginable in the last few years – from the resounding vuvuzelas of Soccer City’s FIFA World Cup™ debut to desperate workers’ stinging laments piercing the dust of Marikana. Some would say this young nation is nearing a dangerous precipice, a Rubicon of dark self-effacement.

Others, more optimistic and temperate, would argue that we are merely witnessing a tumultuous adolescence to be expected of our diverse social fabric, as it comes to terms with the paradoxes inherent in its hard-fought, partially attained freedoms. So what is the state of social cohesion in South Africa today? It is to this question that we directed an extensive study and strategic policy forecast.

Describing social cohesion

The Organisation for Economic Cooperation and Development (OECD) identifies three crucial elements for social cohesion: social inclusion, social capital and social mobility. Our research showed that in addition to these, individual levels of human networking, human agency and education could also enhance or degrade social cohesion.



(From left) MP Thandile Sunduza, President Jacob Zuma, Judge Yvonne Mokgoro and Sandile Zungu deliberate over the National Social Cohesion Summit Report.

These tangible characteristics play out within the pervading social climate, or dominant social “mood”, at a given point in time. Already, with these in mind, one can begin to imagine the competing forces at work in the South African reality, where social inclusion, social mobility and social capital are undermined by systemic breakdowns – such as in the embattled education process – that discourage even the most hopeful young hearts and minds.

And so, as we have seen recently, frustration levels at times reach boiling point, producing destructive flares of social outrage and sowing seeds of fragmentation that tear at the very seams of our local communities.

Our study found that there are presently 21 dominant trends affecting social cohesion in South Africa. Like the ingredients of a recipe, these trends interact with one another in synergy, and give rise to the volatility of the current social climate.

They are the forces shaping the beloved country before our very eyes, and before those of an international community watching in pensive angst. Policy makers and leaders in civil society and business, as well as every thoughtful citizen, would do well to consider these trends.

They should study these trends not merely to understand these interesting times, but to intelligently take up the cause of building a nation worthy of our short yet notable legacy of triumph.

As then President Nelson Mandela, in an opening address to Parliament in May 1994, explained:

“Our single most important challenge is therefore to help establish a social order in which the freedom of the individual will truly mean the freedom of the individual. We must construct that people-centred society of freedom in such a manner that it guarantees the political liberties and the human rights of all our citizens.”

Today this challenge is ours to heed as never before.

The trends

Social cohesion in South Africa is affected by the following, among other things:

- downward social mobility
- upward child vulnerability
- persistent inequality
- upward unemployment
- downward levels of education
- downward empowerment levels
- downward global competitiveness
- moderate economic growth
- downward environmental perceptions
- downward sense of self-efficacy
- downward outcome expectations
- downward levels of networking
- downward sense of civil control
- downward sense making and identity
- upward safety and security
- stagnating levels of health and wellbeing
- stagnating levels of innovation
- persistent poverty
- inadequate and stagnating civil access
- upward policy effectiveness
- upward fixed investment by the State and business sector.

Taking up the challenge

Due to the extent and complexity of the problems prevalent across South Africa, there simply is no silver bullet or short-term solution that would ensure the cohesiveness of the nation.

Only through a holistic, systemic, targeted and long-term commitment to a developmental strategy of social rehabilitation, can a national reality be established that resonates with the promise of the national identity captured in the vision of a Rainbow Nation.

South Africans of every race, colour and creed must realise that their future is in their own hands.

Their aspirations are not the sole responsibility of the Government, their employer or some other powerful stereotypical benefactor, nor does their future lie in the hands of an opponent.

Instead, like astute young scholars who discipline themselves by candlelight to draw from their books all the treasures to be found, so every South African must examine their own path to uncover the potential only they can unearth.

Thereafter, the orphaned and neglected children of the nation must be seen as the responsibility of every member of the community. It is not only the overburdened grandmothers and grandfathers who should be sharing their meagre possessions to ensure the survival of their grandchildren. No, the young aspirants who visit only occasionally in their shiny new motorcars and fashionable attire must also take the responsibility to adopt the future of these children.

South Africa requires a social movement of goodwill and benevolence if it is to, within a lifetime, give access to the disenfranchised.

This movement should not be coercively regulated and enforced through taxation and redistribution, but inventively incorporated into the way of life of everyday citizens as they go about their day-to-day lives.

We require from the business world, the bold visionary patriotism of entrepreneurship that seeks to enlarge not only their own purse, but to raise the entire tide, by seizing the opportunities afforded South Africa by its place in geography and history, and forging ahead to create entire industries and raise productivity.

Brutal introspection and commitment is needed by the State to revitalise and expand the critical education processes throughout the land.

The egos of leaders across sectors will have to be set aside, and a profound capacity for tolerance adopted, if we are to capitalise on the globalising environment within which we compete. Continued and robust economic growth must be achieved, not bolstered by the unsustainable sprawl of the public payroll, but by policy that attracts and retains investment domestically and from abroad.

A national initiative that fosters a shared citizenship is needed. A citizenship rooted in a proactive view of the role of individuals, and the celebration of their contending voices, is essential if the national mood is to be changed from one of anger and debilitating uncertainty, to one of optimism, expectation and constructive engagement.

All of these trends can and should be reversed. To achieve such a high calling will require more than leadership, it will require statesmanship. 🇿

****Marius Oosthuizen is a futurist with CUSP Consulting. As a theologian, strategic thinker and entrepreneur, he helps leaders, organisations and Government departments to think about the future. At CUSP, he uses strategic foresight to advise and assist leaders in the public and private sectors on how to navigate change, how to plan strategically, and how to build foresight capacity in their teams.***

Contact CUSP Consulting on 084 670 1723, e-mail marious@thecusp.co.za or visit www.thecusp.co.za.



Vuyo Mafata

Chief Financial Officer: Unemployment Insurance Fund (UIF)

Vuyo Mafata holds Bachelor of Commerce and Master of Business Administration degrees from the University of the Free State.

Mafata joined the Unemployment Insurance Fund as Deputy Director: Financial Management in 2005, responsible for the management of the fund's debtors. In 2009, he was promoted to Director: Income, where he was tasked with managing the revenue management unit of the fund responsible for debtors, contributions and compliance.

Mafata will be responsible for, among other things, revenue management, financial reporting, expenditure, budgets and supply chain management.

Thembekile Phylicia Makhubele

Director: Limpopo Regional Office of the Public Service Commission

Thembekile Makhubele holds an Advanced Diploma in Project Management from Cranefield College of Project Management and a Diploma in Public Administration from the University of the North. She is currently finalising her Postgraduate Diploma in Project Management with Cranefield College of Project Management.

She started her career in the then Gazankulu Government as a personnel officer in 1992. She then moved to the Department of Water Affairs and Forestry as a senior personnel officer in 1995. In 1999, she joined the Department of Public Works in Limpopo as Assistant Director: Human Resources Planning. She was later promoted to Deputy Director: HR Policy in the Western Cape Office of the Premier. She then moved to the Individual Performance Management Directorate as a Deputy Director from 2005 to 2012.

Her duties will be to carry out monitoring, evaluation and investigation in the areas of service delivery, HR practice and other areas of Public Administration.



Thulasizwe Simelane

Media Liaison Officer: Office of the MEC for Infrastructure Development, Gauteng Provincial Government

Thulasizwe Simelane holds a Bachelor of Journalism degree from Rhodes University. His journalism career spans 11 years, all of which were spent in various capacities at the South African Broadcasting Corporation (SABC). Simelane joined the SABC in 2001 as a producer of the SAFM current affairs programme *PM Live*, then presented by legendary broadcaster Tim Modise. After a short stint producing *The Given Mukhari Show* on Metro FM in 2004, he joined the SABC's Johannesburg radio newsroom as a reporter.

He covered general news and several international assignments. In 2008, he was appointed SABC bureau chief in Harare, Zimbabwe; and led the public broadcaster's coverage of the country's highly-contested elections and aftermath, the negotiations for a political settlement and the workings of the country's inclusive government. He held this position for three years before returning to Johannesburg, where he joined the SABC's political desk, covering key national political developments, as well as diplomatic and presidential assignments.

In November 2012, he joined the Gauteng Department of Infrastructure Development as Media Liaison Officer in the Office of the MEC. His responsibilities include speaking on behalf of the MEC and the department; engaging media through various platforms; issuing media releases, advisories and opinion pieces; and writing the MEC's speeches and preparing briefing notes.



Solly Molayi

Specialist: Market Research, Telkom SA SCO Limited

Solly Molayi holds an Honours Degree in Mathematical Statistics from the University of Pretoria and a Master's Certificate in Advanced Social Research from the University of Johannesburg. Currently, he is doing his Master of Science Degree in Statistics with the University of South Africa (Unisa).

Molayi's work experience dates back to 1997, when he worked as a correctional officer for the Department of Correctional Services (DCS). After completing a Bachelor of Science Degree at Vista University, he worked as a research assistant for the Directorate: Research at the DCS. It was during this time that he was exposed to the world of research.

In 2006, he joined the Government Communication and Information System as an Assistant Director: Research. His main functions were assisting in the management of the National Qualitative Research project and ad hoc research projects. In 2007, he was awarded a Summer Institute Frank Andrews Fellowship, which is one of the most distinct honours within the Summer Institute at the University of Michigan in Detroit in the United States of America, to attend the 60th Annual Summer Institute in Survey Research Techniques held at the University of Michigan. On 1 December 2007, he was

promoted to Deputy Director: Research.

In his new position at Telkom, Molayi's duties involve, among other things, professional planning, execution, and management of market research projects aimed at providing Telkom decision-makers with actionable market intelligence.



Dion Harold

Director: Transport Enterprises, Transnet

Dion Harold holds a National Higher Diploma in Mechanical Engineering from the Durban Institute of Technology. His other qualifications include a certificate in the Advanced Programme in Sourcing and Supply Chain Management from Unisa and a Diploma in

Business Management from Varsity College.

Prior to joining the Department of Public Enterprises (DPE), he was a project manager in the industrial development division, under the automotive sector desk section at the Department of Trade and Industry.

In his new position as Director: Transport Enterprises at Transnet, Harold will be responsible for the oversight of Transnet activities, mainly rail and partly port.

He will also be responsible for the national corridor performance network project and related activities.



Gugulethu Tlali

Director: Legal and Governance, Department of Public Enterprises

Gugulethu Tlali joined the department from the Council for Medical Schemes,

where she was responsible for performing company secretariat and legal advisory functions. She holds B Proc and LLB degrees from the University of Natal.

In her new role, she is responsible for the coordination and interaction between the state-owned companies (SOCs) secretaries and boards and supporting her Chief Director and Deputy Director-General on interactions and relations with the SOCs' boards of directors.

Money matters made child's play

Introducing your children to the world of money can be tricky. As parents, we know it is part of our primary responsibility to prepare our children for the outside world and that includes finance.

Leoni Webster and Annelie Sdralis, owners of *money4kids.co.za* and writers of *What is in the yellow envelope?*, a children's book about money, have a few handy tips for parents.

Many grown-ups are not properly informed about money matters because no one taught them, says Webster. "Today's parents have a responsibility to teach their children about the world of money if they want them to become informed adults."

Sdralis adds that money must be fun and practical, and any mystery around it should be dispelled from an early age. Children should be introduced to money as soon as they can count, she says. Once they become teenagers, they are less likely to heed your advice – seeds planted early bear fruit later.

An allowance can be an effective teaching tool. "Teach them how much money is worth by showing them what it can buy. What can one do with R10

or R20? The best way to find out is to go to the shops and let them purchase something small. How much did it cost? How much change did you get back?"

Teenagers and students should have bigger responsibilities, says Webster. "Open a bank account for your children, teach them to work with a debit card and how to manage their own money. The better your children are informed about credit and debt, the savvier they will be when they leave the nest.

Children must learn the differences between needs, wants and wishes if they are to make good spending decisions in later life.

Setting goals is fundamental to learning the value of money and saving. Nearly every toy or other item your children ask you to buy them can become the object of a goal-setting session. Such goal-setting helps children learn to be patient, and not buy on impulse. Teach them to save up until they have enough money to buy the item they desire.

To make finances easy, use 12 envelopes, one for each month, with a larger envelope to hold all the envelopes for the year. Establish this system for each child. Encourage children to place receipts from all purchases in the envelopes and keep notes on what they do with their money. This will teach them responsible financial management.

Allow your children to make spending decisions. Teach them to spend by choice: encourage them to select at least three other things on which the



money could be spent. Then, help them choose which item to purchase.

When using a credit card at a restaurant, take the opportunity to teach your children about how credit cards work. Explain to them how to verify the charges, how to calculate the tip, and how to guard against credit card fraud.

Establish a regular schedule for family discussions about finances. This is especially helpful to show children that money needs to be managed in a responsible manner, and that the family's money does not just grow on trees: someone (Mom and Dad) worked hard to earn it, and it cannot be spent recklessly. ☺

Additional sources: <http://life.family-education.com>, www.MoneyCNN.com



Conversations with My Sons and Daughters by Mamphela Ramphele

Mamphela Ramphele is a leading South African academic, businesswoman, medical doctor and former anti-apartheid activist. She is currently a trustee on the board of the Rockefeller Foundation in New York, United States of America.

In these conversations with the younger generation, Ramphele responds to the growing despair about the cracks that are appearing in our system of governance and threatening the idealism of the country that reinvented itself in 1994.

She postulates incisively how successive post-apartheid governments have betrayed the nation for a culture of impunity among those close to the seat of power, where corruption often goes unremarked and accountability has been swept aside. Enduring poverty, inequity and a failing Public Service, most notably in health and education, she says, are the results. At once challenging and encouraging, Ramphele urges young South Africans – our future leaders – to set aside their fears; to take control of their rights and responsibilities as citizens in upholding the values of the Constitution; and to confront the growing inequality that is undermining good governance, social justice and stability.

Kgalema Motlanthe, a Political Biography by Ebrahim Harvey

Many people have been asking the question, who is Kgalema Motlanthe? What is his background and what does he stand for?

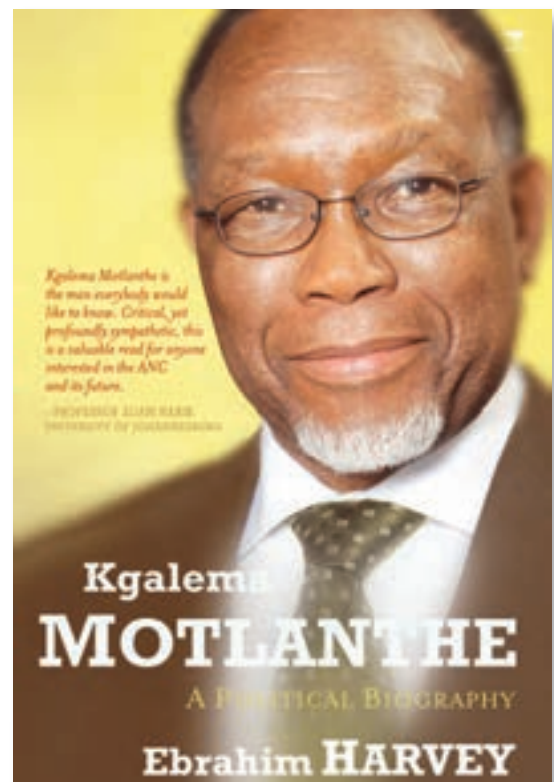
Ebrahim Harvey presents a superb account of a man characterised by his reticence. Harvey provides a rare and thorough insight into this most private yet powerful of men in South Africa. We learn about Motlanthe’s ancestral family and political awakenings as he discovers the ANC. From here, we come to understand the importance of his time on Robben Island and the friendships and alliances he formed there, which would later define his political career.

In 1997, he succeeded Cyril Ramaphosa as ANC Secretary-General and the mark of this reserved but often courageously independent politician was beginning to be noticed. Just over 10 years later, Motlanthe had risen to become the third President of the Republic of

South Africa, though under exceptional circumstances.

It was Gwede Mantashe who said that it was a measure of the man that he could allow a strong critic of the ANC to write his biography. With impeccable timing and a real sense of history, this book allows the public to get to know and understand Motlanthe.

The biography contains wide-ranging interviews with Motlanthe, his family, his friends and comrades at the Congress of South African Trade Unions (Cosatu), the National Union of Mineworkers, the South African Communist Party, the ANC and the Government. It also includes interviews with leading figures in other political organisations, civil society, academia and the media.



Unsparring in its scope, detailed in its revelations and with a rigorously critical analysis, this book reveals not only the complex politician but also the very human nature of the man.

Ebrahim Harvey is a political writer and former columnist for the *Mail & Guardian*. He has a Master’s degree in Public and Development Management and a doctorate in Sociology, both from the University of the Witwatersrand. He has been a political activist for all his adult life and was at one time a trade unionist in Cosatu. ^{PS}

Limpopo Prestige Awards

The South African Police Service (SAPS) in Limpopo recently held their Prestige Awards ceremony at the Peter Mokaba stadium. Members were awarded in operational and group categories, management categories, support categories and additional categories. The Provincial Commissioner of the SAPS in Limpopo, Lieutenant-General Simon Mpembe and the National Commissioner of the SAPS, General Ria Phiyega, attended the ceremony.

1. Top Achiever: Mahwelereng Cluster Commander Col Lucas Mogwaneng won the Best Cluster Commander of the Year and the Top Performer of the Year awards. He is flanked by National Commissioner General Ria Phiyega, Deputy National Commissioner Lt Gen Leah Mofomme and Limpopo Provincial Commissioner Lt Gen Simon Mpembe.

2. Junior commander: Gauteng Provincial Commissioner Lt Gen Mzwandile Petros, Lt Gen Leah Mofomme and Lt Gen Simon Mpembe join General Ria Phiyega in congratulating Limpopo Junior Provincial Commissioner Tshianzi Madzivhandila.

3. Best support commander: General Ria Phiyega congratulates Lt Col Julia Kgadima after winning the Best Support Commander of the Year accolade.

4. Deserving winner: General Ria Phiyega and Lt Gen Leah Mofomme pose with Madala Mathye after he won the Disabled Person of the Year award.





President Jacob Zuma attends SADC Summit in Tanzania

President Jacob Zuma travelled to the United Republic of Tanzania to take part in the Southern African Development Community (SADC) Extra-Ordinary Summit, which took place from 7 to 8 December 2012 in Dar es Salaam. Extra-ordinary SADC summits are called to consider urgent and pressing peace and security matters that threaten regional cooperation, integration and stability. The issues considered included the crisis in the eastern part of the Democratic Republic of Congo (DRC). The summit also discussed the situations in Madagascar and Zimbabwe. President Zuma was accompanied by the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane.



1. (From left) Tomaz Salamao, SADC Executive Secretary; Joachim Chissano, former Mozambican President and Madagascar facilitator; President Jacob Zuma; President of Tanzania Jakaya Mrisho Kikwete and Namibian President, Hifikepunye Pohamba at the State House before the summit.
2. President Jakaya Mrisho Kikwete and Tomaz Salamao welcome President Zuma.
3. President Zuma and Namibian President Hifikepunye Pohamba at a working session to discuss the situations in the DRC, Madagascar and Zimbabwe.
4. DRC President Joseph Kabila and President Zuma meet on the sidelines of the summit.
5. The SADC Heads of State represented at the summit.

Here's to a brand new you!

Start the year with some small, manageable changes to your lifestyle. We've got diet, fitness and fashion tips to get you feeling gorgeous.

Detox your skin

Partying, drinking and eating all take their toll on skin, but fear not! There are many beauty products that can help to revive your skin, zap spots, banish blemishes and leave your skin glowing and flawless. Your skin reveals what's going on inside of you, so it is important to detox for beautiful skin. Try Annique's Essence Skin Detox for optimum results.

Shed the extra kilos

Find your motivation

Be clear on why you want to lose weight and use that as inspiration throughout your journey.

Have a plan

A new lifestyle requires planning. Decide on the changes that you want to make and how you'll fit them into your schedule.

Keep in mind that it may be best to take baby steps rather than tackling everything at once.

Set goals

Making goals will help you measure your progress. You need to make "SMART" goals:

- Specific
- Measurable
- Attainable
- Realistic
- Timely.



A SMART goal would be something like, "I will walk 15 minutes, three days a week".

Track what you eat

Looking closely at what you eat is often an eye-opening experience. Tracking your eating habits will help you tweak your diet, so that you can still enjoy foods you love without sabotaging your weight loss or healthy eating efforts.

Eat breakfast every day

Eating a big breakfast early gives you more energy, leads you to make healthier choices during the day, and keeps you feeling full, so you eat less later on.

Fill up on vegetables

If you fill half of your plate with vegetables, you'll get fuller faster and cut down your calories without feeling deprived. Use herbs and spices to jazz up vegetables, instead of butter and salt.

Exercise

Exercise is very important, as it helps to burn calories at a faster rate and builds a healthy body. Remember to take it slow at first, and then increase duration and intensity once you feel comfortable.

Take it slow

Don't try to do everything at once. Give yourself a few weeks to achieve one or two goals at a time. Once you've established new good habits, add more. Remember: you want to make permanent changes, and these will take time to implement.

Be prepared for lapses

You will probably temporarily "fall off the wagon" – it's a normal part of the process. Don't use it as an excuse to throw in the towel. Every day is a new chance to start over, so return to your healthy lifestyle immediately.

Tips for a stress-free you

Don't work 24/7

Have a cut-off time to stop working. Reserve weekends for relaxation.

Get a new look for the new year!

Look in the mirror

Let the changes you make reveal the real you. Ask yourself: how do I want to present myself? What do I feel good about? What do I want to update?

Clean out your closet

Make three piles: one for items that fit well and make you feel great, one for items that need tailoring, and one for items to donate or toss. Clearing out clutter helps you assess what you still need and makes room for a hot new wardrobe.

Find a fashion mentor

Share your mission with one of your stylish friends. If you hit the mall solo, get advice from a chic shop assistant on which silhouettes and colours might look good on you.

Experiment

Give yourself permission to try a look that you may think "isn't you". Once you step out of your wardrobe safety zone, a world of new fashion possibilities will open.

Don't give up

Change isn't always easy, but the best thing about a style change is that if you don't love it, you can leave it. As you develop your look, you'll see what clothes and make-up make you look your best.

Make time to do what you love

Work shouldn't and cannot be your only source of enjoyment. Having a life outside of your job will keep you refreshed and ready to tackle your responsibilities during the workday.

Work smarter, not harder

Be more efficient with your time.

Enforce lunch hour

You have to get a break from your work. Take a walk; get some fresh air. ☺

Sources: www.fitday.com,
www.shine.yahoo.com and
www.blackenterprise.com.





Paradise Found

Writer: Julia Lamberti



The islands were created in such an extraordinary way that only 1% of the Maldives is actual land, which is spread over roughly 90 000 square kilometres.

Like hidden pearls within the Indian Ocean, the coral atolls that make up the Maldivian islands offer a world of beauty, mystery and adventure just waiting to be discovered.

With emerald isles, pristine beaches, delicate coral reefs and azure waters, the Maldives have attracted over ten million tourists since first welcoming international visitors in 1972. Nestled in the middle of the Indian Ocean, with its closest neighbours being India and Sri Lanka, this unusual area is made up of 1 200 ancient coral islands originally formed around the

sides of sunken prehistoric volcanoes. The islands were created in such an extraordinary way that only 1% of the Maldives is actual land which is spread over roughly 90 000 square kilometres. While only 202 of its islands are inhabited, this region still offers both fervent adventurers and languid holiday-makers a wide array of activities and accommodation options to match any pocket or preference. Although hotels can be found in the capital, Male', there are over 100 different diving, luxury and holiday resorts to be found outside the main city. All these resorts have their own unique charm yet they all boast coral

of the world's premier diving destinations. Well known dive sites like Banana Reef and Fish Head offer cliffs, caves and marine life like manta rays, sharks, turtles, barracudas, sea fans, anemones and hundreds of other exotic sea creatures. More experienced divers can explore the wreck of the sunken *Maldivic Victory* and marvel at the coral, sponges and schools of tropical fish found here. Night diving is also particularly beautiful, as is a macro dive that lets divers see tiny, interesting and usually disregarded creatures at close range.

The less adventurous can slip on some flippers and enjoy a snorkelling excursion closer to the shoreline. For those seeking deeper waters, many resorts offer excellent snorkelling trips to neighbouring reefs and to manta ray "cleaning stations". If carving through waves with the wind in your hair and sun on your back is your idea of heaven, try waterskiing or windsurfing in one of the sapphire lagoons that surround many of the resorts. Kayaking and kite surfing are popular holiday activities and surfers from all over the world are discovering that these sparkling islands also offer ideal surfing conditions. Sailing aficionados can enjoy a parasailing session or watch the water and wildlife from the comfort of a catamaran. There is also deep-sea fishing available for those with a desire to reel in large fish.

Tourists can also delight in island life by taking a trip to one of the many quaint fishing villages, and mingle with the friendly locals or purchase some handcrafted goods. Or why

not experience the thrill of catching and cooking your own fish on a night reef-fishing trip? These moonlit adventures are offered by resorts throughout these islands and are a must for people looking for a fun and unique experience. There are also a number of untouched islands sprinkled across the Maldives where visitors can retreat day or night. It is on these unaltered isles that you can enjoy a private picnic or barbecue, explore virgin territory or simply soak up the sun in solitude. The more culturally inclined can visit the last standing remains of the opulent original Sultan's Palace, which was torn down in 1968 and is the site of the only national museum. The elaborately decorated coral-stone walls, engraved Arabic script and beautiful woodcarvings of the Hukuru Miskiiy (or Old Friday Mosque) are also worth seeing. Built in 1656, this is the oldest and arguably the most striking of all Maldivian mosques, and is situated in Male'.

Whether you are looking for relaxation and pampering or you seek a vacation with exploration and adventure, the Maldives is an ideal getaway. Add to this the friendly and efficient service found throughout the islands, an eclectic array of places to stay, this region's unsurpassed natural beauty and the fact that it is totally private and pollution-free. With all this in mind, I guess the issue isn't whether you should visit the Maldives, but rather when you plan to start packing those bags! 🌴

Since 99% of the Maldives comprises water, it is no surprise that water activities are a huge drawing card for visitors and many holiday resorts have scuba diving facilities to meet the demand.



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The new Jaguar F type and Range Rover promise to take the sports and luxury SUV markets by storm.

HOLLYWOOD

2013 Motoring Wish List



An array of spectacular cars are going to be launched in South Africa this year – Ashref Ismail, our motoring editor, suggests what the top five could be.

Jaguar F-Type

The new Jaguar F-Type represents a return to the company's heartland: a two-seater, convertible sports car focused on delivering performance, agility and maximum driver reward. The F-Type is a continuation of a sporting bloodline that stretches back more than 75 years and encompasses some of the most beautiful, thrilling and desirable cars ever built, including the iconic E-type. A front-engine, rear-wheel drive convertible, the F-Type is engineered to deliver pure dynamic driving reward and stunning performance. The interior features a driver-focused philosophy, with engaging controls encased in dramatic architecture. Unique technical grains tailor the trim materials, further differentiating the dual-cockpit cabin. Three models will be available: the F-Type, F-Type S and the F-Type V8S. They are powered by Jaguar's new 3.0-litre V6 supercharged petrol engine in 340PS and 380PS outputs and its 5.0-litre V8 supercharged petrol-producing 495PS, respectively.

The range-topping F-Type V8S will reach 60 mph in 4,2 seconds and has a top speed of 300 km/h. The 380PS V6 F-Type S will reach 60 mph in 4,8 seconds and 275 km/h, the equivalent figures for the F-Type V6 are 5,1 seconds and 260 km/h.

Range Rover

The all-new Range Rover has been developed from the ground up to provide the ultimate luxury sport-utility vehicle (SUV). It is the world's first SUV to have a lightweight all-aluminium body and is 20% lighter than the outgoing model, with a weight saving of 420 kg. The lighter body structure has driven a dramatic 22% reduction in fuel consumption and CO₂ emissions, achieving figures of 37,7 mpg and 196 g/km, respectively. Land

Rover also announced plans for a hybrid Range Rover – the world's first fully capable SUV. The state-of-the-art high-efficiency diesel hybrid model, which is planned for production in late-2013, will see step changes in Range Rover's environmental credentials and will target CO₂ emissions of less than 169 g/km. The all-new Range Rover is designed, engineered and manufactured in the United Kingdom and will be exported to over 170 global markets. Over £370 million has been invested in the Solihull manufacturing plant to create a state-of-the-art, aerospace-inspired aluminium body shop – the largest of its kind in the world.

Mercedes-Benz CLS Shooting Brake

The new CLS Shooting Brake sees Mercedes-Benz making its mark once again with a creative design concept that underscores its leading role in the design field: while unmistakably coupé in its proportions, the new CLS opens up a wealth of new possibilities, with five doors and a roof extending back all the way to the rear end. The CLS Shooting Brake's proportions create a crouched posture: long bonnet, narrow window profile with frameless side windows, roof sloping dynamically towards the rear and continuing to the tail end of the vehicle. The CLS Shooting Brake is available with three engine variants – three petrol engines: CLS 350 BlueEFFICIENCY, CLS 500 BlueEFFICIENCY and the CLS 63 AMG. The CLS 350 BlueEFFICIENCY with the V6 naturally aspirated engine and the CLS 500 BlueEFFICIENCY with the V8 bi-turbo engine both come with a seven-speed

automatic transmission. Both the CLS 500 BlueEFFICIENCY and the CLS 63 AMG come with the ECO start/stop function as standard.



BMW M3 DTM Championship Edition

BMW M GmbH is celebrating with the unveiling of the BMW M3 DTM Champion Edition. Mimicking the looks of Spengler's racing car, this special-edition model is available exclusively in frozen black metallic, while the carbon flaps and gurney, various dark chrome elements, matt black wheels and sections of the race car's livery also betray its close links with the triumphant BMW M3 DTM. Technical elements like the Competition package, M Drive, M DCT Drivelogic and the M Driver's Package underline the car's focus on high performance. BMW M is also offering the 54 new custodians of the BMW M3 DTM Champion Edition – which will be available





Dark and mysterious - the new BMW M3 DTM Champion Edition, for those who are not satisfied with the performance of the standard M3.

in various international markets – a very special extra. Owners of this automotive rarity will have the chance to attend the BMW M Fascination Nordschleife driver-training course under the watchful eye of Bruno Spengler. One of the most coveted elements of the BMW Driving Experience programme, the course is held on the Nürburgring’s legendary Nordschleife track where BMW M cars are put through extremely exacting testing sessions and final chassis tuning is carried out.

KTM X-BOW

With its aggressive design and immense sporting potential, the X-BOW is a milestone in the 50-year history of the KTM brand. At the same time it represents a new benchmark in the small, but elite, segment of radical lightweight sportscars. This exceptional achievement is the result of its highly original design concept and the fact that for its first car, KTM employed the finest materials, advanced technology and the know-how of respected development partners. The result is a street-homologated sportscar with pedigree motorsport technologies – including a cutting-edge monocoque made from carbon

fibre, identical to those that have become standard in modern Formula 1. Carbon fibre, the high-tech material from aerospace and Formula 1, opens up completely new possibilities for sportscar construction. These have been extensively exploited in the X-BOW’s construction. The X-BOW’s high-strength survival cell satisfied the stringent demands of international crash tests right from the start.

Thanks to the car’s light weight and the 177 kW (240 hp) Audi 2.0 TFSI engine, the KTM X-BOW sets new performance standards and outstrips even far more powerful sportscars. Weighing in at around 790 kg, it accelerates from a standing start to 100 km/h in only 3,9 seconds. At the same time, low fuel consumption (7,2 litres/100 km) and exhaust emissions (171 g/km) rival those of powerful compact cars. [®]

****Ashref Ismail is a member of the South African Guild of Motoring Journalists and presenter of Bumper2Bumper.***

The KTM X-BOW offers motorcycle performance on four wheels.





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The 3-in-1 architecture means its operation is not only intuitive — it's the safest switchgear in its class. And, due to an SF6-free design, end-of-life is made easier, with no need to worry about future legislation.

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- 2 Cable test
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30's



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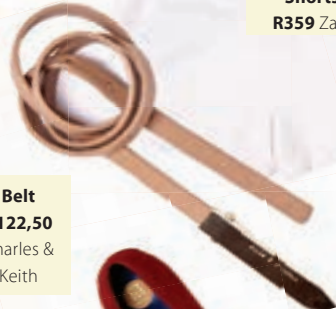
Perspex cutout cuff
R380 Philippa Green @ Olive Green Cat



Diamond perspex ring
R1 890
Ida Situ @ Olive Green Cat



Shorts
R359 Zara



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Melissa loafers R570
Imagenius

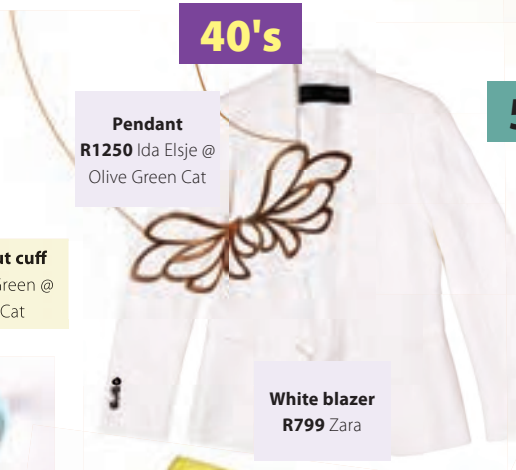


Blue perspex cuff R620
Philippa Green @ Olive Green Cat



Espadrilles
R449 Charles & Keith

40's



Pendant
R1250 Ida Elsje @ Olive Green Cat

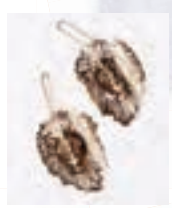
White blazer
R799 Zara



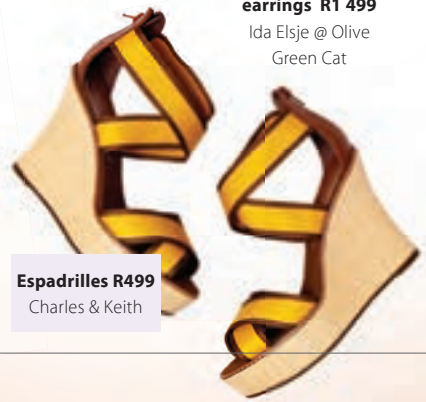
Silk skirt R1 199,95
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24ct gold-plated lion earrings R1 499
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Kaftan R659 Zara



Floral print pants
R399 Zara



Sandals R499
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Silver ring with rose quartz R2 999
Ida Elsje @ Olive Green Cat



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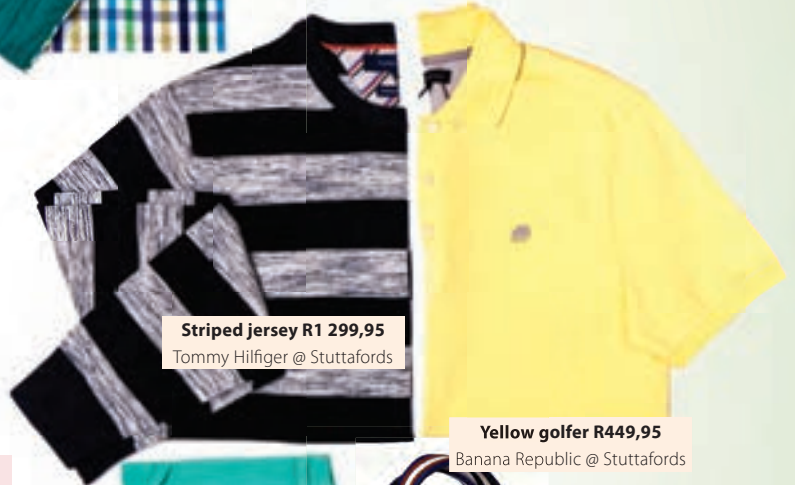
50's



Blue poplin shirt R495
Carlo Visconti @ Markham

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C-Squared @ Markham

40's



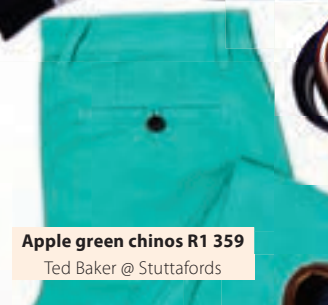
Striped jersey R1 299,95
Tommy Hilfiger @ Stuttafords

Yellow golfer R449,95
Banana Republic @ Stuttafords



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Stylist: Pippa Pereira
Photographer: Donovan Fichardt



*Writer: Herman R Gibbs
Photographer: Timothy Hutchings*

Last September, a group of nine retirement village residents, ranging in age from 76 to 98, parachuted over a cotton field in Texas in the United States of America. All of them landed safely on their feet, and without injury. It was their first skydiving experience done in tandem with trained, experienced instructors.

Ross Dickmann, an official at the retirement facility, came up with the skydiving idea. "We believe ageing is a celebration process, instead of an end," he said. "It's all about 'why can't we?' instead of following the rules."

All over South Africa, there are skydiving clubs where young and old alike can and do enjoy skydiving. Many clubs also cater for people with disabilities.

There is very little to stop you from skydiving, but medical conditions such as epilepsy, severe head injury, recurrent blackouts or giddiness, disease of the brain or nervous system, high blood pressure, heart or lung disease, recurrent weakness or dislocation of any limb, diabetes, mental illness, drug or alcohol addiction can prevent you.

SKYDIVING

Nothing beats the adrenaline-rush of pure fun that skydiving offers, as a group of men and women in their seventies, eighties and nineties, discovered recently.

Word from the Parachute Association of South Africa is that skydiving can be as social or individual as you would like it to be. You get to interact with people from all walks of life and participate in any one or more of the disciplines. Skydivers competing at national and international level do have fitness regimes.

You can skydive 365 days a year as long as there is no rain, storm activity, low cloud or high winds. Most drop zones operate on weekends only but there are a few that operate seven days a week.

Off to a flying start

When starting out, find out where the nearest club is and then establish how to join. Usually you'll be invited to meetings where you can learn about the starting-out process and chat to experienced jumpers who will share their experiences with you. There will be pictures and videos available where you can view the action close-up, which will give you an initial idea of the life-changing experience that skydiving is all about.

Once you have formally joined, instructors will familiarise you with the equipment skydivers use, such as the harness, parachute and reserve parachute. The equipment is checked ahead of a jump by a qualified parachute rigger.

Helmets and goggles are necessary and usually clubs provide all the equipment.

The recommended clothing includes a pair of running shoes and an overall or jumpsuit. In hot areas, it's advisable to use sunscreen.

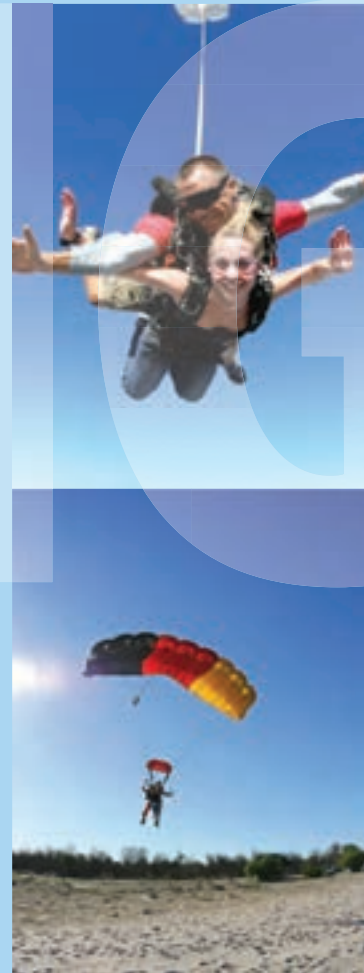
Standing orders

The Parachute Association of South Africa has briefly outlined the subject of skydiving for the benefit of *PSM* readers. "To skydive, you must be 16 years of age with parental consent required under 18 and you must weigh no more than 100 kg.

"There are three means of entry into this sport: Tandem skydiving is the quickest way to experience free-fall. You are attached to an instructor with a special harness. You both exit the aircraft and free-fall from around 10 000 feet for about 40 seconds at a speed of 120 mph. Training for a tandem jump takes approximately 10 minutes.

"Static-line training takes about six hours and includes a classroom discussion and a hands-on practical session. You exit the aircraft at 3 500 feet and, as you exit and fall away, the static line automatically activates the parachute.

"Accelerated free-fall (AFF) is the most in-depth training programme for tough-minded individuals who want to experience solo free-fall on their first jump. On the first AFF jump, you exit the aircraft at 11 000 feet with two AFF instructors who will maintain a grip on you from the time you leave the aircraft until your parachute opens." 🌐



The Samsung Galaxy Note 2

ends up being a great big salad of good and bad

The Note 2 features a 5,5-inch, 1280x720, Super AMOLED screen. Images are clear while text is crisp, making the Note 2 a pleasure to read on. Viewing angles are excellent and colour distortion only happens at extreme angles.

Call quality on the Note 2 is acceptable. The rear speaker, though it does not lack in volume, produces a thin, ailing sound.

On the back of the Note 2 is an 8-MP camera. Users will be pleasantly surprised by the quality of the camera on the Note 2. The front-facing 1,9-MP camera is more than enough for a video chat.

Video capture is of a similar quality, with smooth frame rates making the Note 2 an overall excellent shooter if



you are on the move.

The Note 2 contains a 3 100-mAh battery. In normal daily use – with some music, browsing and reading and generally lots of online activity – the

Note 2's battery could easily manage two days.

The S Pen works well for note taking, which is obviously its primary intended use. A handy feature is that the Note 2 can detect the S Pen from a centimetre or two away, displaying a little dot to indicate its position. This means that you can use it to bring up button tooltips or pop-up pictures or videos by hovering the pen over them.

If you spend some time on the settings, there are some gems that Samsung has added. Smart Stay, a setting that keeps your screen on if you are still looking at it, is really enjoyable. Page Buddy produces a specific home screen when a certain condition is met, such as calling up an audio page when you plug in headphones.

Another great feature is the split screen. The difference this time is that Samsung has ironed out the performance issues and made it compatible with more apps.

The Note 2 brushes off almost everything you can throw at it. Swipes, scrolls, browsing and gaming are all silky smooth. ☺

This article first appeared on www.mybroadband.co.za



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DITSONG: National Museum of Natural History

The DITSONG: National Museum of Natural History is one of the most recognisable and prominent features in Tshwane today. The main building was completed in 1912 and the two wings were added later as the collections grew. The DITSONG: National Museum of Natural History curates a fossil skull that has been given the nickname "Mrs Ples". Its scientific name is *Australopithecus africanus* and it represents a distant relative of all humankind. The fossil was discovered in the Cradle of Humankind and is about 2.1 million years old. Dr Robert Broom a palaeontologist discovered it in 1947.

Contact: Tel: +27 (012) 000 0040, Fax: +27 (012) 322 7939, Email: info@mitsong.org.za, bona@mitsong.org.za



DITSONG: National Museum of Military History

The Museum provides a home for the national military heritage of southern Africa. The Museum began its existence in 1942 as part of the Union Defence Forces, when a few far-sighted individuals decided to collect material evidence of our country's contribution to the Second World War. In 1940, Capt J Agar-Hamilton was appointed official historian to the Union Defence Forces. He formed an Historical Research Committee to ensure the preservation of documents and materials of military interest, laying a foundation for the establishment of the Museum.

Contact: Tel: +27 (010) 001 3515, Fax: +27 (011) 646 5256, Email: milmus@mitsong.org.za



DITSONG: National Museum of Cultural History

Limpopo Province sculptor Noria Mabasa's work in celebration of the anniversary in August of the Women's March against the apartheid dompas-system is exceptional. The wooden sculpture standing more than three metres tall and over two metres wide, carved from a single piece of wood is a must-see. The work depicts women in protest with the slogan Wathint' abafazi wathint'imbokodo, a traditional Zulu saying that translates to 'you strike a woman, you strike a rock'.

Contact: Tel: +27 (012) 000 0030, Fax: +27 (012) 328 5173, Email: dnmch@mitsong.org.za



DITSONG: Kruger Museum

The Kruger Museum and its contents tell the story of President Paul Kruger and his struggle for the independence of the old Zuid-Afrikaansche Republiek (ZAR). The Museum consists of the original house, in which S.J.P. Kruger and his family lived during the last years of the 19th century, as well as two display halls and President Kruger's state railway coach.

Contact: Tel: +27 (012) 000 0010, Email: krugerm@mitsong.org.za



DITSONG: Pioneer Museum

Built between 1848 and 1853, the Pioneer dwelling is the principal feature on this historic site. It is one of the oldest and best preserved dwellings erected by a European settler in the old Transvaal. The house is furnished according to the lifestyle of a Pioneer settler of the 19th century.

Contact: Tel: +27 (012) 000 0031 / +27 (012) 813 8006, Email: pioneerm@mitsong.org.za



DITSONG: Sammy Marks Museum

The DITSONG: Sammy Marks Museum was built in 1885 by Jewish businessman and entrepreneur, Samuel Marks (1844-1920). The house consists of 40 odd rooms and features a Burmese teakwood staircase and billiard room with a beautifully painted ceiling.

Contact: Tel: +27 (012) 755 9541, +27 (083) 280 3797, Email: marks@mitsong.org.za



DITSONG: Tswaing Meteorite Crater

Tswaing means "Place of Salt" in Setswana. About 220 000 years ago a blazing meteorite entered earth's atmosphere and slammed onto the earth's crust incinerating everything within a 10 km radius. The impact formed a huge crater, 1.13 km in diameter and 200 m deep. Tswaing is one of the best preserved terrestrial meteorite impact craters anywhere in the world and one of a few with its own saline crater lake.

Contact: Tel: +27 (012) 000 0041 / +27 (076) 945 5911, Email: tswaing@mitsong.org.za



DITSONG: Willem Prinsloo Agricultural Museum

The Museum is in possession of a 1913 J&H McLaren steam tractor from Leeds, England. It is still in a good working condition. It was donated to the Museum in 1978 and was restored by the SA Transport Services. Nowadays this old steam giant is maintained and driven during festivals at the Museum – an impressive experience! The annual Farm Festival in September attracts historical engine and tractor enthusiasts.

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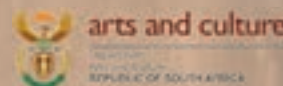
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Ciao 2012!

It's 2013, and as with each New Year, it's time to set some realistic resolutions.

Every New Year starts the same for me: headache pills, strong coffee, refuse bags and listing my resolutions.

2 January is much like the day before: headache pills, strong coffee, and crossing the resolutions I've already managed to break off my list. And then the list goes into the bin.

But I've now realised why I'm unable to stick to my resolutions: I've been unrealistic about them; I've been setting the bar too high.

I don't know why I thought that each year since 2000 would be the one in which I would make my first million. Hell, I'm not even sure I've made half a million in all of those years combined.

Near the top of my list is meeting Brad Pitt. He's been my number one crush since I was 13. And not that I'd ever advocate becoming a home-wrecker, but Brad is my destiny. We were definitely meant to be. Sorry Angie and your soccer team of kids, but I'm totally coming for him.

Every year on 1 January, I firmly believe that I will become a better person, and quit all of my vices. One of these is smoking. But that point is always moot, as I'd almost always be smoking as I write up my list.

I also believed that by 1 June, I'd step on the scale and I'd have lost that pesky 25 kilos. Instead of losing it, I've found more of its friends situated around my thighs and stomach.

I have a feeling, however, that this year is going to be different. I'm a grown-up now. This year I'm setting some real, do-able goals.

The first is to learn a new language. Once I become a millionaire, I suspect Brad and I will be spending a lot of time abroad. I'd like to say a bit more than *obrigado*, *hola*, *merci*, *ciao*, and *konnichi wa*. That, I'm afraid, is my entire arsenal of foreign language words. Unless of course, we stick to English-speaking countries.

Second on my list is to travel more (with or without Brad). It's going to take a lot of belt-tightening and saving, but I want to take at least two

international trips, and one or two local top-up trips. For this to happen, I'll probably have to save my entire salary and live out of a shopping cart on a pavement. Of course, I'd also have to live on no-name brand crackers.

Frankly, it's a win-win situation. I'll save enough money to travel, and my new belt-tightening venture should help me lose those pesky pounds. Brad won't be able to resist me.

I'm also going to take up a new sport. I was thinking golf. Let's face it, I've never found much use for sport. I never participated because I hate losing. And in the 200-m dash, even if I were competing against a one-year-old who has just learned to walk, I'd probably manage to bungle that too and lose. I was always just terrible at any type of sport.

But I'm all grown up now, and maybe my hand-eye coordination has improved. Golf seems the perfect sport. There's no running involved. All I have to do is whack the ball really hard and hope for the best. Stress release and physical activity. It's killing two birds with one stone. Although I suspect I may actually kill quite a few real birds with wayward golf balls.

Anyway, that's my list for 2013. Here's to hoping I can stick to it this time around. ☺



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SITA has embarked on a turnaround journey that seeks to re-engineer the company into a leading organisation that provides optimal and efficient ICT services to the public sector. This transformational trajectory will reposition the organisation to reclaim its strategic position as an enabler and integrator of ICT goods, systems, infrastructure and related services for the public sector.

We are well on our way to becoming a prime systems integrator for government that is capable of optimal performance and an invaluable partner for the South African government. This is our mission and through this journey, we'll ensure that SITA has the capacity to be a provider and facilitator of ICT goods and services; but more importantly to be a regulator that sets the benchmark for security and interoperability. We're also committed to acting as a developer of government information systems convergence strategy and the maintenance of the IT inventory - whilst establishing ourselves as government's procurement arm for ICT goods and services.

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