

PublicSector

MANAGER



THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

DECEMBER 2013

Farewell Madiba

The world mourns the passing of an icon

Celebrating a milestone

Iconic Union Buildings turn 100

Plugging SA into the future

Minister Yunus Carrim at the forefront of the digital revolution

Lifestyle

- Your best getaways
- Festive gifts
- Perfecting Christmas lunch



R2299 (NATIONAL) SOUTH AFRICA

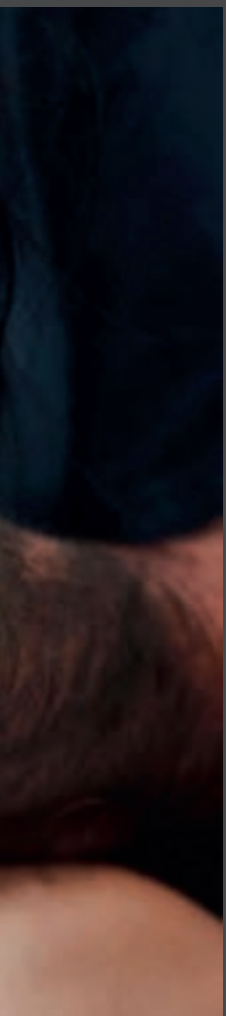
The Foundation believes that through stakeholder partnership, it can educate the public about the negative effects of violence and prevent violent behaviour in people's homes and within communities.

MTN SA FOUNDATION

COMMITTED TO
STOPPING ABUSE OF
WOMEN AND CHILDREN



At the launch of partnership Honourable Minister Lulu Xingwana, Minister of Women, Children and People with Disabilities, Deputy Minister of the same department Honourable Hendrietta Bogopane – Zulu, MEC of Eastern Cape Department of Social Development and Special Programmes, honourable Dr Pemmy Majodina and MTN SA Foundation represented by Senior Manager Angie Maloka: On the 26 November 2013 in Eastern Cape, Butterworth the partnership between MTN SA Foundation and Eastern Cape Department of Social Development and Special Programmes was cemented with the launch of White Door Centre of Hope to raise awareness within communities that 16 Days of Activism campaign should take place 365 Days per year.



The MTN SA Foundation has a strong association with the 16 Days of No Violence Against Women and Children campaign. Throughout the years the Foundation has partnered with various government departments to commemorate the campaign and create awareness about the devastating effects of violence against women and children.

In 2013 and in the future, the MTN SA Foundation has chosen a different route to provide a chance to abused women by partnering with Eastern Cape Provincial Government, Department of Social Development and Special Programmes to provide sustainable solutions to victims of gender based violence.

To make its voice heard, the Foundation has funded the provision of furniture and equipment for the White Door Centres of Hope (WDCH). These are homes of members of community who have partnered with the Department of Social Development to volunteer their homes to be utilised as centres for victims of crime and violence. Currently, the department is managing several of these homes across the Eastern Cape in both rural and urban areas.

The WDCH project is a brainchild of the Eastern Cape's Department of Social Development, under the leadership of MEC Pemmy Majodina. This great initiative was in response to increased reports of violent actions against women and children around the Eastern Cape areas.

MTN SA Foundation is aiming to ensure that more centres are fully resourced and operational by 2015. The Eastern Cape's Department of Social Development has already established 10 WDCHs. The 16 Days of Activism for No Violence against Women and Children is a United Nations campaign, initiated in 1992, which runs annually from 25 November to 10 December. Since 1999 the South African government has run a parallel campaign focusing on violence against women and children.

The MTN SA Foundation has been supporting these initiatives for the past four years. In 2012, the MTN SA Foundation partnered with the Department of Health and Social Development, the City of Johannesburg and the Nisaa Institute for Women's Development (Nisaa), a non-profit organisation

that promotes women's and children's rights, to run the campaign. With the theme "the only thing you should beat is a drum".

Throughout the 16-day period, the campaign aimed to raise awareness about the abuse against women and children by drumming at 16 public spaces including railway stations, taxi ranks, parks and other spaces across Gauteng. These public spaces were selected as this was where everyday women were affected by violence and where MTN and its partners felt they could have the largest impact based on commuter volumes and the number of women who pass through these public spaces daily. A total of 365 drummers were used to symbolise that abuse does not only occur for 16 days in the year, but happens every day.

In 2011 the Foundation partnered with the Department of Correctional Services to highlight the plight of children as a result of their mothers serving their sentences while the children are in their care. Such babies stay with their mothers in prison until the age of two when the department releases the toddlers to the care of other family members or welfare organisations.

This year the MTN SA Foundation decided to up the ante through the WDCH initiative.

As part of its efforts to make the lives of ordinary people better, the MTN SA Foundation honoured the 16 Days of Activism campaign and launched four WDCH on the 26 November 2013.

The following services will be offered to the victims at the centre:

- Counselling
- Short-stay sheltered accommodation
- Information to refer victims for further assistance from the police, social workers, health department, housing department etc
- On-going support with regard to skills empowerment

MTN SA Foundation views violence against women and children as a problem not only for the government alone, but a societal problem. The Foundation believes that through stakeholder partnership, it can educate the public about the negative effects of violence and prevent violent behaviour in people's homes and within communities.

"We have taken part in increasing awareness campaigns for supporting 16 Days of Activism, and now we are taking part in creating sustainable solutions for assisting those who are affected while playing a role in preventing violent behaviour," explains Kusile Hairwadzi-Mtunzi, general manager, MTN SA Foundation.



Senior manager Angie Maloka from MTN SA Foundation and MTN senior account manager: Government, Sivuyile Mdeleeni, honouring a community member who volunteered her home to be turned into a White Door Centre of Hope which serves as a crisis centre for victims of gender-based violence in Tholeni village, Butterworth.

MTN Foundation



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Nelson Rolihlahla Mandela

18 July 1918 – 5 December 2013

We will always *love you Madiba*

On 5 December 2013, President Jacob Zuma addressed the nations on the passing of former President Nelson Mandela.

My Fellow South Africans,
Our beloved Nelson Rolihlahla Mandela, the founding President of our democratic nation has departed.

He passed on peacefully in the company of his family around 20h50 on the 5th of December 2013.

He is now resting. He is now at peace.

Our nation has lost its greatest son. Our people have lost a father.

Although we knew that this day would come, nothing can diminish our sense of a profound and enduring loss.

His tireless struggle for freedom earned him the respect of the world.

His humility, his compassion, and his humanity earned him their love. Our thoughts and prayers are with the Mandela family. To them we owe a debt of gratitude.

They have sacrificed much and endured much so that our people could be free.

Our thoughts are with his wife Mrs Graca Machel, his former wife Ms Winnie Madikizela-Mandela, with his children, his grand-children, his great grand-children and the entire family.

Our thoughts are with his friends, comrades and colleagues who fought alongside Madiba over the course of a lifetime of struggle.

Our thoughts are with the South African people who today mourn the loss of the one person who, more than any other, came to embody their sense of a common nationhood.

Our thoughts are with the millions of people across the world who embraced Madiba as their own, and who saw his cause as their cause.

This is the moment of our deepest sorrow.

Our nation has lost its greatest son.

Yet, what made Nelson Mandela great was precisely what made him human. We saw in him what we seek in ourselves.

And in him we saw so much of ourselves.

Fellow South Africans,

Nelson Mandela brought us together, and it is together that we will bid him farewell.

Our beloved Madiba will be accorded a State Funeral.

I have ordered that all flags of the Republic of South Africa be lowered to half-mast from tomorrow, 6 December, and to remain at half-mast until after the funeral.

As we gather to pay our last respects, let us conduct ourselves with the dignity and respect that Madiba personified.

Let us be mindful of his wishes and the wishes of his family.

As we gather, wherever we are in the country and wherever we are in the world, let us recall the values for which Madiba fought.

Let us reaffirm his vision of a society in which none is exploited, oppressed or dispossessed by another.

Let us commit ourselves to strive together sparing neither strength nor courage to build a united, non-racial, non-sexist, democratic and prosperous South Africa.

Let us express, each in our own way, the deep gratitude we feel for a life spent in service of the people of this country and in the cause of humanity.

This is indeed the moment of our deepest sorrow.

Yet it must also be the moment of our greatest determination.

A determination to live as Madiba has lived, to strive as Madiba has strived and to not rest until we have realised his vision of a truly united South Africa, a peaceful and prosperous Africa, and a better world.

We will always love you Madiba!

May your soul rest in peace.

God Bless Africa.

Nkosi Sikelel iAfrika.

Remembering *Madiba's legacy*

Our busy schedules move at a rapid pace and for them to stop, something truly significant, or emotional has to happen. This is exactly what happened on 5 December 2013. Time stood still and people around the world paused in shock and sadness because an icon had passed away.

Some of our memories of Nelson Mandela made us laugh and others brought tears to our eyes. People spoke about his humility, compassion, fearlessness and his ability to bring a nation together. He was a Nobel Peace Laureate, the father of the nation, peacemaker, humanitarian and one of the greatest leaders of the 20th century. Above all, he changed the world for the better.

His history teaches us that greatness can come from small beginnings. Rolihlahla Mandela was born 18 July 1918 in Mvezo in the Transkei. While attending primary school in Qunu he received the name Nelson from a teacher.

Mandela matriculated at Healdtown Methodist Boarding School and enrolled at Fort Hare University College, where he met close friend Oliver Tambo. It was here that he first became involved in student politics. After participating in a student protest in 1940, he was expelled.

Following this, Mandela moved to Johannesburg and completed his degree by correspondence. He became friends with Walter Sisulu and his family, with whom he stayed at Orlando West.

In the Sisulu's home the "dashing" Mandela set eyes on Evelyn Mase. A few months later they were married and had four children. The marriage ended in 1958.

In the beginning of 1940s he joined the ANC and became intensely involved in activism and began to rally for political change against the increasingly aggressive apartheid government. He was instrumental in the formation of the African National Congress Youth League and Umkhonto we Sizwe. Mandela also served both in leadership roles.

At the end of the 1950s he met social worker Nomzamo Winfreda (Winnie) Madikizela. "Winnie has laughingly told people that I never proposed to her, but I always told her that I asked her on our very first date and that I simply took it for granted from that day forward," he used to joke. The couple had two daughters and divorced in 1996.



Over the years Mandela was incarcerated several times under apartheid laws and banned from political activity. He however continued to mobilise in defiance of the system. Mandela and nine others were arrested and subsequently charged with sabotage when the police raided an ANC safe house in Rivonia where they discovered a cache of arms.

Facing the death penalty his statement to the court became especially poignant: "I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die."

On 12 June 1964, Mandela along with Walter Sisulu, Ahmed Kathrada, Govan Mbeki, Raymond Mhlaba, Denis Goldberg, Elias Motsoaledi and Andrew Mlangeni were sentenced to life imprisonment.

He spent more than half of his 27 years of incarceration on Robben Island and rejected at least three conditional offers of release. During his last months in prison, Mandela, a stern advocate for education, completed his LLB through the University of South Africa.

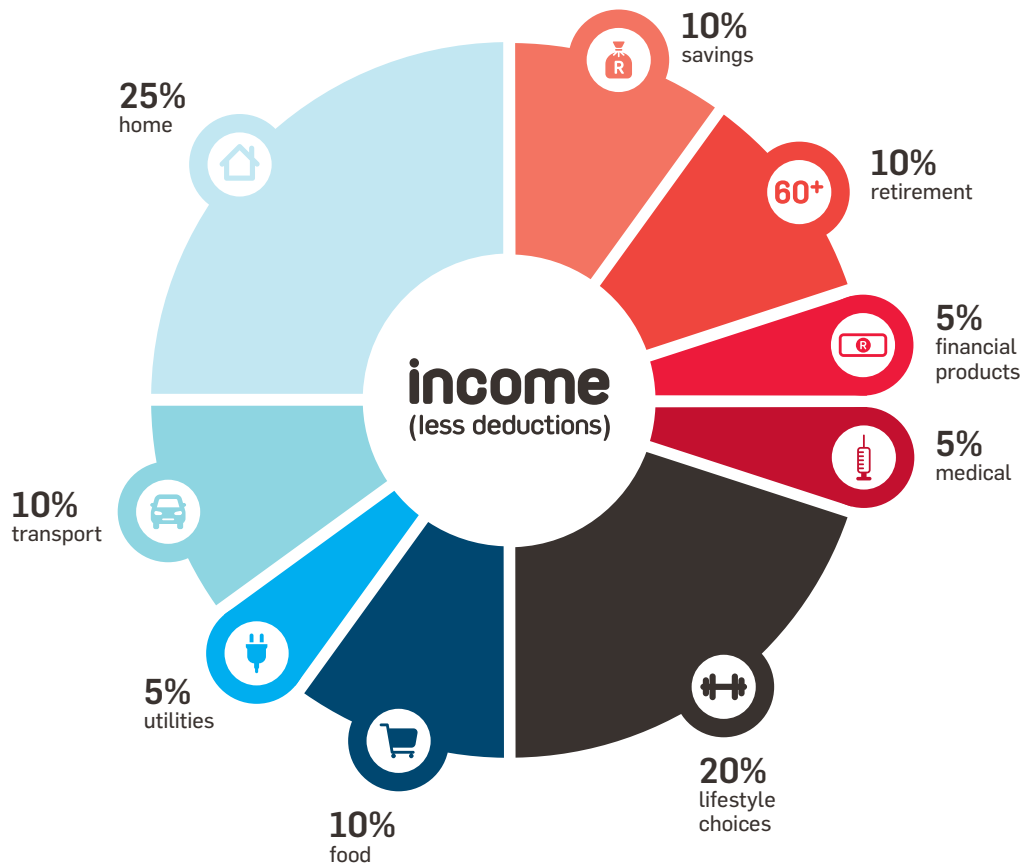
On 2 February 1990 apartheid President FW de Klerk announced the unbanning of the ANC and other political parties. Nine days later Nelson and Winnie Mandela walked hand in hand through the gates of the Victor Verster Prison. The world watched as he held up his fist and smiled broadly.

Over the next few years, Mandela stunned the world. There was no bitterness or resentment as he preferred to use his charismatic personality to promote peace, human rights and democratic principles.

"As I walked out the door toward the gate that would >>

budget guide

The festive season is upon us and careless spending without a budget can lead to serious financial trouble. With 2014 around the corner it's time to think ahead and determine what you will need in the next month or months to come. Use this budget guide to choose your own financial priorities based on your needs and your wants.



needs

50% of income essential expenses

No more than 50% should be used for essential expenses to meet your basic needs.

These include:

- home **25%**
 - rent, home loan, insurance, maintenance and garden
- transport **10%**
 - fuel, insurance, instalments and maintenance
- utilities **5%**
 - water and electricity
- food **10%**
 - groceries and cleaning supplies

30% of income financial priorities

At least 30% should be used for financial priorities before you do any other spending. These include:

- savings **10%**
 - holiday, nest egg and investments
- retirement **10%**
 - retirement annuity and pension
- financial products **5%**
 - personal loan, credit accounts, bank charges and insurance
- medical **5%**
 - medicine and treatment
 - medical aid

wants

20% of income lifestyle choices

No more than 20% should be used for lifestyle choices.

These include:

- entertainment
- personal care
- clothing
- hobbies
- other expenses
- dining out



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lead to my freedom, I knew if I didn't leave my bitterness and hatred behind, I'd still be in prison," he later said.

In 1993 Nelson Mandela, along with FW de Klerk were awarded the 1993 Nobel Peace Prize for "their work for the peaceful termination of the apartheid regime, and for laying the foundations for a new democratic South Africa".

Apartheid formally came to an end on 27 April 1994 when South Africa held its first democratic elections. International media stood ready expecting the worst, but through former President Mandela's leadership South Africa became a shining beacon of hope for millions the world over.

During his inauguration address on 10 May 1994, our founding president outlined his vision for South Africa. "We enter into a covenant that we shall build the society in which all South Africans, both black and white, will be able to walk tall, without any fear in their hearts, assured of their inalienable right to human dignity — a rainbow nation at peace with itself and the world," he stated.

For many his vision appeared impossible, but as a strong, compassionate, humble leader he had all the qualities to bring peace, dignity and equality to our nation. He did not achieve it alone, but worked and met with South Africans from all walks of life in the spirit of reconciliation.

His vision to restore human dignity and rights was marked when the Constitution of the Republic of South Africa took effect on 4 February 1997. It laid the basis for the construction of a democratic, non-racial, non-sexist, united and prosperous society based on justice, equality, the rule of law and the inalienable human rights of all.

At the signing of the Constitution, former President Mandela said: "As we close a chapter of exclu-

"As I walked out the door toward the gate that would lead to my freedom, I knew if I didn't leave my bitterness and hatred behind, I'd still be in prison,"

sion and a chapter of heroic struggle, we reaffirm our determination to build a society of which each of us can be proud."

Under his leadership, South Africa also implemented the Reconstruction and Development Programme (RDP) to address the enormous socio-economic challenges brought about by years of apartheid.

On his 80th birthday, Mandela married Graca Machel. "Late in life, I am blooming like a flower because of the love and support she has given me," he said.

Also on his 80th birthday, Mandela along with Archbishop Desmond Tutu, formed The Elders — a group of leading world figures who offer guidance to tackle some of the world's most intractable problems.

In 1999, he stepped down after one term as President. Former President Mandela was extremely proud of the difference his administration made to the lives of South Africans, particularly the poor. These included building of numerous clinics and thousands of subsidised houses; the introduction of Primary School Feeding Scheme and Child Support Grant; and a steep increase in households with access to water and electrification.

Once retired from public office, his attention shifted to social issues and campaigning for global peace. In 2005, Mandela announced that his son Makgatho had died of AIDS and called for the disease to be destigmatised. In the same year he launched the 46664 campaign to raise awareness on HIV and AIDS.

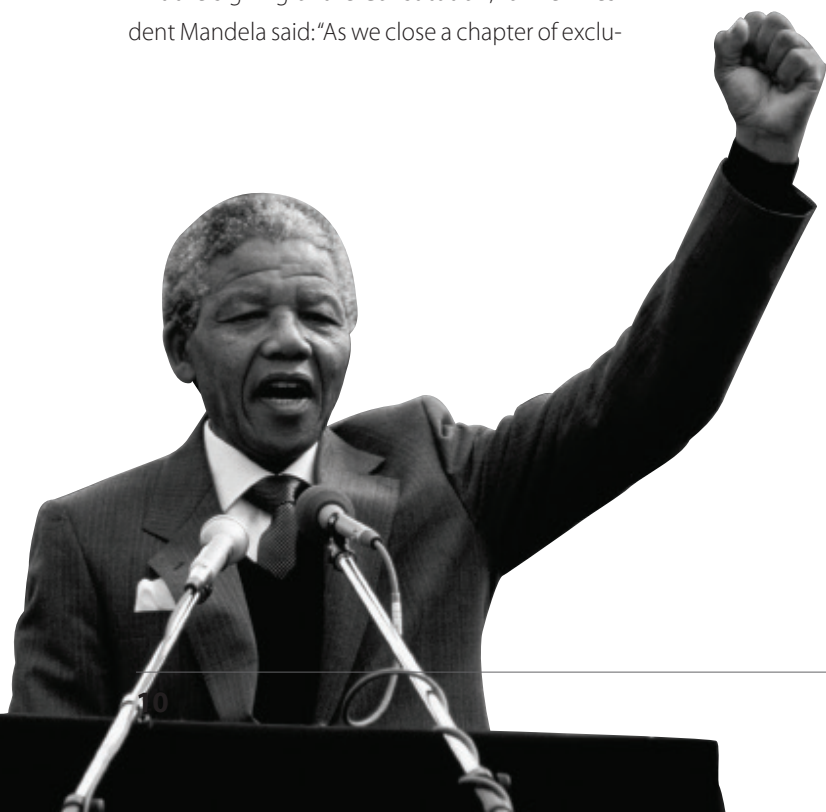
In 2009, the United Nations General Assembly proclaimed Mandela's birthday as "Mandela Day", marking his contribution to the anti-apartheid struggle. It called on individuals to donate 67 minutes to doing something meaningful in their communities.

The father of our nation might have passed, but his legacy lives on. Let us pay tribute to him by building on his achievements. 🇿🇦



Oim Collins Chabane

Minister in The Presidency for Performance Monitoring, Evaluation and Administration



SITA (State Information Technology Agency) CSI (CORPORATE SOCIAL INVESTMENT) INITIATIVES

Take Control of your Future with SITA's Youth Development Programmes

Wanting to break into the IT industry but not sure where to start? The Government's Youth Development Programme initiative was implemented in order to develop skills and create sustainable employment, with a view to alleviating the plight of unemployment amongst South African youth. In support of this initiative, SITA is overseeing the following programmes focussing on Learnerships, Bursaries and job shadowing opportunities within the IT Industry. Perhaps one is right for you...

INTERNSHIP PROGRAMME

This programme aims to provide relevant skills and experience to unemployed graduates and tertiary students requiring in-service training/experiential learning as part of their academic agenda, with a view to enhancing their chances of gaining permanent employment. The programme aims to bridge the gap between theory and practice by providing interns with an opportunity to practically apply theoretical knowledge acquired on the job. Interns are placed in areas that are relevant to their field of study and work under the supervision of a workplace mentor and coach for the full duration of the 12-month course.

Who Qualifies?

Unemployed South African IT graduates between the ages of 18 - 35.

Duration of the Programme

Twelve months (unless stated otherwise by the institution of higher learning).

LEARNERSHIP PROGRAMME

This structured IT learning programme incorporates theoretical learning and practical work experience leading to an occupation directed, NQF aligned qualification. The learnership is governed by an agreement between the learner, employer and service provider.

Who Qualifies?

South Africans between ages of 18 - 35 who have completed matric.

Duration of the Programme

Twelve months: six months theory and six months on-the-job training.

BURSARY PROGRAMME

Through the Bursary Programme, financial assistance is provided by SITA to South African youth studying towards a qualification in Information Technology with an accredited institution of higher learning within the country. The programme is aimed at disadvantaged South Africans already in their first year of study towards an IT qualification.

Who Qualifies?

South African tertiary students already studying towards an IT qualification.

Duration of the Bursary

The bursary applies from the second year of study onwards.

HOW TO APPLY

Invitations for application to all programmes will be advertised in print media nationwide. Closing dates for applications will be specified on the adverts. (Terms and conditions apply)

CONTACT INFO Tel: 012 482 2407 / 012 482 2275 / 012 482 3285

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a proud partner of the
Techno Girl Programme

Techno Girl is a long term, national Job Shadowing Programme in South Africa endorsed by key roles players in Government in the areas of education and issues pertaining to women, children and people with disabilities. The programme seeks to expose girls to the world of work and mentors assisting them with study related reserves.

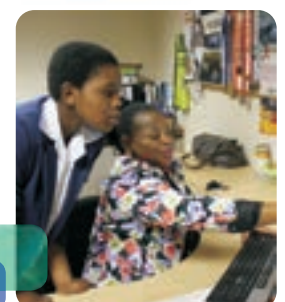


SITA

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TechnoGirl
Experience. Learn. Grow



We have come to the end of the year - a time for many of us to take that well deserved break after what has been an eventful year for the Public Service.

This was a year of renewal as the Department of Public Service and Administration introduced measures to put the Public Service on a new trajectory towards absolute professionalism.

This year, as government and public sector unions, we signed a Public Service Charter, renewing our pledge to serve the public with diligence. We also honoured our most outstanding public servants at the inaugural Batho Pele Excellence Awards and unveiled a new institution that will harness and nurture the intellectual capital of the Public Service - the School of Government. These measures should spur us to greater heights in our quest to build a better South Africa for our people.

It has also been a year in which we've been asked to do more with less, challenging us to be more efficient and creative in the way we provide services.

Holidays provide a time to relax and spend quality time with our loved ones. Ironically, it is also at these times, and in our private spaces, that we need to be extra vigilant and discreet in the way we conduct ourselves.

This is a time to take care of those closest to us in our homes and communities.

But it is also in this private space that abuse often happens. It is all our responsibility to ensure that it does not happen, speak out when it does and act to stop it in the spirit of 16 Days of Activism Against Gender Violence.

As we mark Aids Day, we should also act with compassion and empathy towards those who are infected or affected by the AIDS pandemic. The place to start in tackling this scourge is by each of us testing, knowing our status and taking appropriate measures to either prevent being infected or to treat the virus.

For the Public Service, it will be crucial to keep the foot on the pedal over the next three months, which promises to be hectic as election season gains momentum.

But for us, the end of the political term is not the end of service delivery. We have to continue serving our people and providing services in order to realise the vision outlined in the National



Development Plan and make the 12 outcomes a reality in the lives of our people.

As we enter the silly season, we must not allow public debates to derail our commitment to serve the people. We have a clear job to do and we must do it until a new administration is in place.

Here's wishing you a merry Christmas and hoping that you come back with the batteries recharged to face 2014, a year in which we'll celebrate 20 Years of freedom and support a new administration. 🇷🇺

A handwritten signature in black ink, appearing to read 'Phumla Williams'.

Phumla Williams
GCIS: Acting Chief Executive Officer

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The passing of an icon



There are only a few former leaders who, once their term of office is completed still serve as a moral compass to the world. Former President Nelson Mandela was one of those rare leaders.

He touched the world with his compassion and unified a nation. Through his leadership we cast off the shackles of apartheid and rose to become a beacon of hope for millions the world over.

As a true leader he had a vision for South Africa to be a united, non-racial and non-sexist country where respect for human rights and dignity would be the norm. During his inauguration address on 10 May 1994, former President Mandela outlined his vision for South Africa. "We enter into a covenant that we shall build the society in which all South Africans, both black and white, will be able to walk tall, without any fear in their hearts, assured of their inalienable right to human dignity — a rainbow nation at peace with itself and the world," he stated.

For many his vision appeared impossible, but as a strong, compassionate and humble leader he had all the qualities to bring peace, dignity and equality to our nation. He however did not achieve this purely by himself, he interacted with South Africans from all walks of life in the spirit of reconciliation.

Thirteen months after his inauguration the country was already a different place; all South Africans showed their support when

His aspirations for this country therefore live on in our National Development Plan and we should continue to work together to achieve a better life for all by 2030. In his spirit of volunteerism, let us each play our part to make place our country on an even higher trajectory.

Madiba handed the Rugby World Cup trophy to the Springboks. His triumphant smile said it all, because for the first time in our history South Africans were truly united.

His vision to restore human dignity and rights was placed firmly on our agenda when the Constitution of the Republic of South Africa was enacted on 4 February 1997.

It provided the basis for the construction of a democratic, non-racial, non-sexist, united and prosperous society based on justice, equality, the rule of law and the inalienable human rights of all.

At the signing of the Constitution, former President Mandela said: "As we close a chapter of exclusion and a chapter of heroic struggle, we reaffirm our determination to build a society of which each of us can be proud, as South Africans, as Africans, and as citizens of the world."

South Africa has since that momentous occasion been moving steadily forward to entrench a new culture of human rights and a respect for dignity.

Under his leadership, South Africa also implemented the Reconstruction and Development Programme (RDP) to address the enormous socio-economic chal-



"The world has lost a visionary leader, a courageous voice for justice, and a clear moral compass..." Former UN Secretary-General Kofi Annan.

lenges brought about by years of apartheid. In 1999, at the end of his term, he often proudly referred to the achievements of his administration. These included building of numerous clinics and thousands of subsidised houses; the introduction of a Primary School Feeding Scheme and Child Support Grant; and a significant increase in households with access to water and electrification.



Madiba loved children and children loved him too.



Mandela meant something to everyone.

words that "while poverty persists, there is no true freedom". His aspirations for this country therefore live on in our National Development Plan and we should continue to work together to achieve a better life for all by 2030. In his spirit of volunteerism, let us each play our part to make place our country on an even higher trajectory. As a nation we remain eternally grateful to former President Mandela for guiding us through our first democratic steps. The impact he made would never be forgotten. He has bestowed a rich legacy on us, but it is now the responsibility of every South African to ensure that we entrench his vision and reflect it throughout the length and breadth of the country. 🇿🇦

No one will argue that we have come a long way since 1994. Almost two decades later we continue to reap the socio-economic benefits from the solid foundations our first democratic president laid to address with post-apartheid's challenges. We can now proudly say that we are forging a new national identity that is built on mutual respect, tolerance and acceptance. Admittedly various challenges remain, but our society has now been transformed in every sphere. However, we are always reminded of former President Mandela's



Former President Nelson Mandela seen here with Fidel Castro and his wife Graca Machel.

A giant has *fallen*

A sombre cloud has stretched over our beautiful rainbow nation as South Africa and the world mourns the passing of its beloved son, icon and international statesman Nelson Mandela.

Losing someone of Nelson Mandela's stature, who has been larger than life and impacted the lives of each and every South African in one way or another, is indeed heart wrenching and painful.

Addressing the nation on Madiba's passing, President Jacob Zuma said: "Our nation has lost its greatest son. Our people have lost a father... nothing can diminish our sense of a profound and enduring loss".

The President added that "let us express, each in our own way, the deep gratitude we feel for a life spent in service of the people of this country and in the cause of humanity".

Our grieving process for the father of our nation and our national hero will happen gradually. It cannot be forced or hurried as we take time as a country to remember how this great man has made a difference in our lives through his actions and words.

Many people were touched by his triumphant release on 11 February 1990 after being imprisoned for 27 years. That he was able to cast aside the burden of the past and move decisively towards reconciliation is a mark of the man.

He chose not to exact revenge on those that perpetrated the injustices of apartheid, instead he claimed the ultimate victory by choosing forgiveness.

Highlighting the power of forgiveness, Nelson Mandela said: "No one is born hating another person because of the colour of his skin, or his background, or his religion. People must learn to hate, and if they can learn to hate, they can be taught to love, for love comes more naturally to the human heart than its opposite."

Madiba plunged himself wholeheartedly into his life's work,

"For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others. The true test of our devotion is just beginning."



Former President Nelson Mandela with his long time friend Walter Sisulu.

striving to attain freedom and equality that he and many others had fought tirelessly to achieve.

Many will recall with vivid clarity the day Nelson Mandela took the reins on 10 May 1994 as South Africa's first democratically elected black President and forged a government of national unity.

Few will ever forget how he used the nation's enthusiasm for sports as a pivot to promote reconciliation between white and black South Africans.

During the country's hosting of the 1995 Rugby World Cup Nelson Mandela became the unifying factor when he adorned the national Springbok jersey of a sport that had previously represented oppression.

For others it would be when he signed into law a new constitution for the nation in 1996, establishing a strong government based on majority rule, and guaranteeing the rights of minorities and freedom of expression.

Perhaps it was his words of affection, extraordinary humility and peace that often touched even the most hardened hearts.

Nelson Mandela said: "I stand here before you not as a prophet but as a humble servant of you, the people. Your tireless and heroic sacrifices have made it possible for me to



be here today. I therefore place the remaining years of my life in your hands."

Mandela has been at the centre of a most compelling and inspiring story – the building of our rainbow nation.

Madiba embodied the spirit of South Africa. Today just months away from our celebration of 20 Years of Freedom we see a country that has made remarkable progress from the evil clutches of apartheid to a vibrant democracy.

Our transition has been peaceful despite the country's history of political violence and dispossession.

Over the years we have together made important advances in nearly every facet of life. We have begun building an inclusive multi-cultural society with broadening opportunities for all.

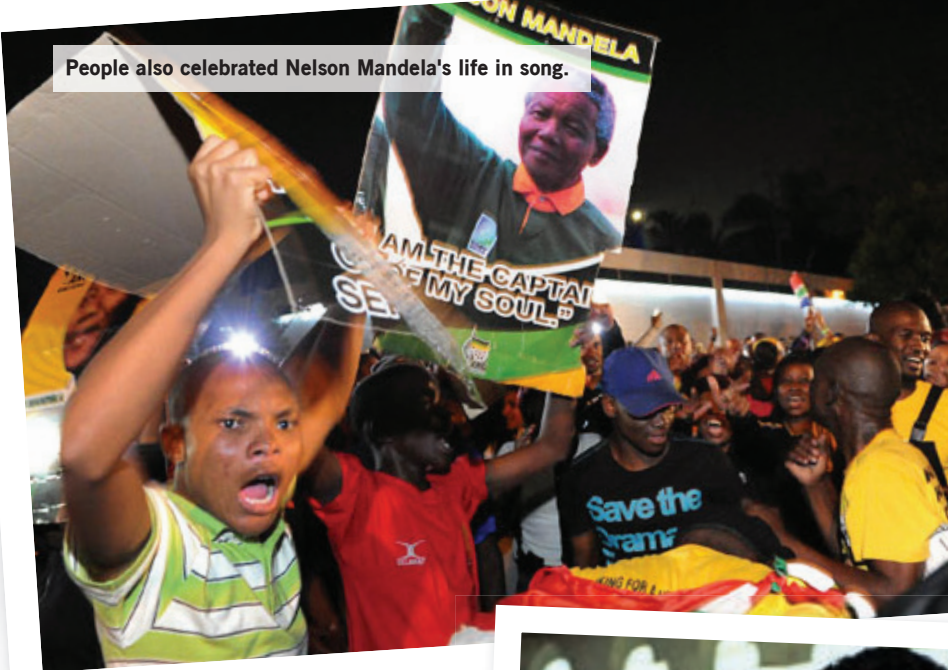
South Africa has been able to build the institutions necessary for a democratic and transformative state.

Our democracy is safeguarded by one of the world's most progressive constitutions, an independent judiciary, a free press and a robust multi-party political system.

The constitution enshrines a rights-based approach and envisions a prosperous, non-racial, non-sexist democracy that belongs to all South Africans.

Our constitutional imperatives also focus on healing the wounds of the past and redressing the inequities caused by centuries of racial exclusion.

People also celebrated Nelson Mandela's life in song.



We have expanded access to services, the economy has been stabilised and a non-racial society has begun to emerge.

Millions of black South Africans who were previously excluded now have access to education, water, electricity, health care, housing and social security.

While there are still many challenges, life for millions of South Africans is better with each passing day since 1994.

Our democratic journey continues as we aim to accelerate progress and build a more inclusive society.

Nelson Mandela himself not-

ed that our historic journey from apartheid to democracy is just the beginning when he said "we have not taken the final step of our journey, but the first step on a longer and even more difficult road".

He added: "For to be free is not merely to cast off one's chains, but to live in a way that respects and enhances the freedom of others. The true test of our devotion is just beginning."

As we remember and pay tribute to Madiba, let us reaffirm his vision towards a united, non-racial, non-sexist, democratic and prosperous South Africa. ©



Former President Nelson Mandela with Rev. Jesse Jackson

There was outpouring of emotions from all corners of the world.





Nelson Mandela:

forever in our hearts

World leaders and ordinary members of society throughout the world took to different platforms to pay homage to global icon, Nelson Mandela. Here are just a few messages that illustrate how people across the world embraced Mandela as their own.



"We have lost one of the most influential, courageous, and profoundly good human beings that any of us will share time with on this Earth. He no longer belongs to us - he belongs to the ages... I cannot fully imagine my own life without the example that Nelson Mandela set, and so long as I live I will do what I can to learn from him." **US President Barack Obama.**

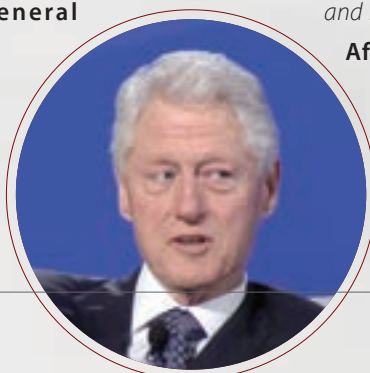


"In the life of every nation, there arise men who leave an indelible and eternal stamp on the history of their peoples; men who are both products and makers of history. And when they pass they leave a vision of a new and better life and the tools with which to win and build it." **ANC Secretary-General Gwede Mantashe.**



"Nelson Mandela was a giant for justice and a down-to-earth human inspiration... Nelson Mandela showed what is possible for our world and within each one of us - if we believe, dream and work together for justice and humanity." **United Nations Secretary-General Ban Ki-Moon.**

"I will never forget my friend Madiba." **Former US President Bill Clinton.**



"Our world is a better place for having had a Nelson Mandela, and we in South Africa are that bit better... We thank God for you, Madiba. May you rest in peace and rise in glory." **Archbishop Emeritus Desmond Tutu.**

"With arduous and extraordinary efforts he led the people of South Africa to success in the struggle against apartheid, making a historic contribution to the birth and development of a new South Africa." **Chinese President Xi Jinping.**



"He showed that human will could not only break the chains of servitude but free the energy to succeed in building a common destiny." **French President Francois Hollande.**

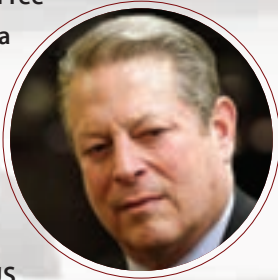


"Mandela has fought a good fight, and bowed out with great reverence. His passing on is a great loss to his family, to our continent and indeed to humanity itself." **African Union Chairperson Nkosazana Dlamini Zuma.**



"As we remember his triumphs, let us, in his memory, not just reflect on how far we've come, but on how far we have to go." **US actor Morgan Freeman, who portrayed Mandela in the 2009 film, "Invictus."**

"Today marks the passing of one of the world's great leaders and visionaries, Nelson Mandela. Farewell, Madiba." **Former US vice-President Al Gore via Twitter.**



"Barbara and I mourn the passing of one of the greatest believers in freedom we have had the privilege to know." **Former US President George Bush.**

"Nelson Mandela was one of the great figures of Africa, arguably one of the great figures of the last century." **Australian Prime Minister Tony Abbott.**

"A great light has gone out in the world... Nelson Mandela was a hero of our time." **British Prime Minister David Cameron**

"President Mandela's departure demands of those of us who remain, South Africans and all Africans on the rest of our continent, that we commit ourselves selflessly to address the many challenges we face." **Former President Thabo Mbeki.**



"Mr Mandela was the embodiment of courage and reconciliation. He was also a man of great humour and had a real zest for life. With his passing, there will be an immense void not only in his family's lives, but also in those of all South Africans and the many others whose lives have been changed through his fight for peace, justice and freedom." **Prince Charles, Prince of Wales.**



"...Even now as a judge when I do my work, I remember so well all his ideals for our great country and I am trying to live them through my work as a judge the best I can by serving all of you as faithfully and honestly as I ever can." **Deputy Chief Justice Dikgang Moseneke.**

"It is such an honour and a great feeling to study in a university that has produced many of these great leaders as Mandela. It feels like we are following in their footsteps." **Asangezwa Madliwa, law student University of Fort Hare.**


"I cannot even describe how grateful we are to have had someone like him ... he changed our lives; he changed the way we thought about ourselves and most importantly, he showed us that in life you can achieve anything irrespective of your background." **Samkelo Gebengu, Grade 8 learner at Qunu Junior Primary.**


"Madiba stepped out of his personal experiences to show the world what international statesmanship really means – and proved to the world that South Africans could work together despite huge historical differences." **Jos Charle, Chairperson of the Press Club.**




"He taught the world that no matter the sins of the past, no matter the horror of apartheid, the way ahead toward peace was to forgive but not forget, to remember what happened but also to offer a hand in order to start anew." **World Bank Group President Jim Yong Kim.**

"His modesty in the face of greatness will always be remembered and, moreover, will continue to inspire us all." **Christine Lagarde, Managing Director International Monetary Fund.**

"Exceptional human being, example for the world, Father of multiracial South Africa, the endearing friend of Fidel and Cuba. Long live Mandela!" **Juana Carrasco, journalist Juventud Rebelde newspaper via Twitter.** 

"RIP Tata, your legacy will live on. You have done so much for our country words cannot describe how much you will be missed!" **Colette Swanepoel Saitowitz via Facebook.** 

"Telling my 4 yr old son about Mandela on way to school: Was he a super hero?" he asks. I paused a moment, then said Yes." **Jason Solomons via Twitter.** 

Yunus Carrim:

plugging South Africa into the future



He's unassuming, never had a government credit card and jokes that his daughter says he has no style.

These are just a few attributes that define former political activist Yunus Carrim, who has had his work cut out trying to stabilise his department since he took over as the Minister of Communications in July 2013.

Carrim is very close to the cause of the workers, having previously been a researcher for the trade unions and as part of his commitment to communism. He also trained as a journalist in 1977. But he says he has been limited in his ability to clean up the department and discipline public servants for wrongdoing, because of lengthy disciplinary processes under the country's labour and other laws.

At the time of the interview, in late November, his department had been waiting for the Public Service Commission to conclude its report on two of the department's staff, after the process was referred to the commission in August by the department's ethics committee.

When he was sworn in as Minister of Communications in July, he says sections of the industry were concerned, "even wondering if this guy can switch on his cellphone". But he adds that many have since changed their tune to one of "hey, this guy is okay".

He nonetheless remains uneasy about the way many compare him to his predecessor "as if we were from a different government or (political) party".

Boosting internet penetration

But with just a few months left of the current administration before the 2014 national elections, Minister Carrim has been able to forge ahead despite the new challenges, including having submitted the new broadband policy to the cabinet for finalisation on 4 December. Government wants to ensure that every South African is able to access the internet by 2020, and Minister Carrim admits that for the past 15 years, South Africa's broadband policy has been lagging behind.

About a third of South Africans have access to the internet according to Census 2011, compared to nearly half of Brazilians and almost two thirds of Malaysians. The department's new broadband policy aims to ad-

dress this shortfall. Minister Carrim says the department plans to release a Green Paper on ICT Policy Review and hold national consultations early next year. This would be followed by the release of a White Paper, hopefully by July next year, which he says would pave the way for a new ICT dispensation.

Minister Carrim quotes a 2011 report by Unesco, which found that a 10 percentage-point rise in broadband penetration added 1,38-percentage points to economic growth. "Its spin-offs in every other sector of the economy, as has been shown in other economies, are enormous. If you look at Kenya, its high growth rate is partly attributed, it is said by experts, to ICT."

The department, which is co-ordinating Strategic Infrastructure Project (SIP) 15 aimed at increasing ICT access in South Africa, is looking to boost internet connectivity at public facilities such as schools, health centres, government offices, libraries and police stations.

This financial year, the department aims to supply an extra 1 500 schools with broadband.

The cellphone market is highly concentrated and mobile operators MTN and Vodacom, says Minister Carrim, hold 80% of the market of customers and 90% of the market by revenue in South Africa.

A World Economic Forum (WEF) report released earlier this year – the Global Information Technology Report 2013 – ranked South Africa 89th out of the 144 economies when it came to the affordability of fixed broadband internet tariffs and 117 when it comes to the affordability of mobile cellular tariffs.

Towards cheaper cellphone rates

Minister Carrim says following the department's policy directive, the regulator, the Independent Communications Authority of South Africa (ICASA), intends to bring down mobile termination rates – the rate charged by one operator to connect to a call to another operator – from 40c to 10c by 2016.

Mobile termination rates have fallen from R1,25 in 2010 to 40c this year and will drop to 20c by April 1 next year. He says there is a feeling among those in developing countries that regulators are unable or unwilling to intervene to bring down high cellphone rates. But he points out that the government is limited in how it can tackle high fees – as the state cannot interfere directly in the market itself.

Despite this, he says the department is considering further ways with which to get cellphone operators to bring down the high cost of calls and data fees. "We are trying to tell them (operators) that it is in the interest of the whole economy for development >>



Public Sector WEEK 2014



PUBLIC SECTOR WEEK OVERVIEW

REVENUE & RISK MANAGEMENT WORKSHOP 2014

11th February 2014
Southern Sun Nelson Mandela
Blvd, Cape Town

5th PUBLIC SECTOR INVITATIONAL GOLF CHALLENGE 2014

12th February 2014
Pearl Valley Golf Estate
Paarl, Cape Town

INFRASTRUCTURE DEVELOPMENT & PPP PUBLIC SECTOR LUNCH

13th February 2014
Southern Sun Waterfront
Cape Town

OPENING OF PARLIAMENT SCREENING & NETWORKING COCKTAIL DINNER

13th February 2014
Southern Sun Waterfront
Cape Town



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to bring down communications costs],” he says, adding that the high communication costs are cited by many foreign investors as a barrier to investing in the country.

To address this, next year Minister Carrim plans to take up a plan by his predecessor to issue a policy directive to the ICASA to compel cellphone operators to publish transparent pricing of services.

On the ball with digital TV

The digital terrestrial television network now covers 81,7% of the population and in September, state signal distributor Sentech launched the Freevision satellite platform to cover the 16% of the population not reached by the digital television signal. Minister Carrim allays the fears some have - that South Africa risks missing the June 2015 digital migration deadline set by UN body the International Telecommunication Union (ITU). Should South Africa miss the deadline, it will lose the protection of its signal and will have to negotiate with neighbouring countries for the necessary protection of its respective signals.

But Minister Carrim says the urgency to meet the deadline may be somewhat minimised in that none of South Africa’s neighbours are anywhere near starting to implement digital migration.

Despite this, he insists that the department is serious about working to meet the date – so that spectrum released through digital migration can be distributed to cellphone operators as soon as possible.

When it comes to mentors, Minister Carrim, a Marxist and a political activist since 1971, is a strong admirer of former ANC Secretary-General Walter Sisulu. He is particularly drawn to Sisulu’s humility, humaneness, wisdom and willingness to stay in the background without taking credit for the contribution he made to the struggle. “You can’t fully understand former President Nelson Mandela either without understanding Walter Sisulu’s role in his life. After all, it was Sisulu who introduced Nelson Mandela to the ANC,” he says.

It’s something that the unassuming former Deputy Minister of Cooperative Governance and Traditional Affairs and table tennis player can relate to. He’s known for his frank remarks and modesty – in both the financial sense and in his dress sense. In August, he joked to the National Assembly’s Portfolio Committee on Communications that his daughter had told him he has no style.

He fully backs Cabinet’s decision in October to reduce perks for those in top government positions. South Africans, he says, should remain strongly aware of the increasing divide between the elites and the masses and the need to bridge that gap.

For Minister Carrim the ideals he learned in the decades he served as political activist are never far off.

“Obviously we live in different times from the struggle, and with the improvements in our material circumstances, being human, we have become vulnerable. But we should try to as far as humanly possible to live by the ideals and values we held during the struggle.” ^{PSM}

Meyer: helps troubled youngsters find their purpose.

When society rejects and marginalises youngsters, Lucille Meyer takes them in and helps unlock their true potential.

They arrive at the Chrysalis Academy in the Western Cape, where she is CEO, as school dropouts, some as gangsters, depressed, angry and are not able to find employment or study opportunities. But when they leave after three months at the academy, it is with determination and a new purpose in life – spurred on by their new mother.

Since 2011, Meyer has been revolutionising youth development, and through the academy's extensive programme, thousands of youngsters have passed through the doors of the academy, with a new outlook on their lives and their future.

"Youth mentorship, development and teaching come naturally to me," says the former youth activist.

Growing up in the culturally diverse and vibrant District Six of the 1960s, Meyer began schooling in the Western Cape before moving to KwaZulu-Natal where she completed her matric at Beshet High School in Durban.

She then studied Communications and Sociology through the University of South Africa before jet-setting off to the United Kingdom to get her Master's degree in Adult Education at the University of Manchester and later added an MBA degree to her name to top it off.

Her extensive studies, and being a youth and community activist in the early 1980s, prepared her for the role she plays today. "As a child I would line up my toys and pretend to be teaching, I always had a passion for it, and clearly it was something that I was meant to do."

The academy, says Meyer, was founded by the Western Cape provincial government in 2000 and is currently funded by the Western Cape department of Community Safety, Department of Social Development and the private sector. The academy which sits on the Porter estate in the suburb of Tokai, is a beacon of hope and offers youngsters the chance to turn their lives around.

Sterling career in Public Service

Even though teaching was her passion, Meyer had to work her way up the ranks to get to where she is today. From working at the Constitutional Assembly, to becoming a



Chief Director, then Deputy Director-General in the private office of Former President Thabo Mbeki, Meyer says she has always been attracted to the Public Service.

After spending over a decade in Gauteng, she returned to her hometown and was approached by the Department of Social Development to share her experience and expertise in Adult Education at the academy.

"What drew me was that I could play a vital role in changing lives." According to Meyer, many youngsters who enter the Chrysalis programme are withdrawn, vulnerable, some have resorted to using



Lucille Meyer and her Chrysalis Academy team inspire and mould young boys to unlock their potential and become responsible young men.

drugs, and many come from abusive households and communities.

Because of this, Meyer and her team decided to refine the programme and added therapeutic elements such as yoga, mindfulness meditation and stress release which helps students deal with anger and feelings of disconnect. "It is exciting but hard work, and it enables young people to grow their resilience - that is what this academy is about. When youngsters leave our doors, they face severe challenges out there, so we try to equip them with the skills to cope and deal with those challenges."

Putting youngsters on the straight and narrow path

One of the academy's aims is to empower young people and discourage substance abuse as a means to deal with their challenges. The academy also aims to diminish the gang and violent culture facing many communities. Each year the academy hosts two all-boy and one all-girl empowerment training programmes which run for three months at a time.

The programmes focus on the learners' physical, emotional, mental and spiritual development. To qualify, learners have to be aged between 17 and 25, have a minimum of a grade 9 pass, no criminal record, unemployed and not studying.

The programme is carried out in four stages: The Orientation Phase allows learners to adapt to the daily routine. Here they set goals for themselves and commit to

learning. The Outdoor Phase exposes learners to the outdoors to test their strength, limits and weaknesses while developing leadership and teamwork skills. The Skills Phase places learners in the classroom with a range of different subjects from sports coaching and woodwork to hairdressing and cookery. Finally, the Community Phase is where learners are prepared for the real world outside Chrysalis and equipped with career guidance and life orientation skills.

Since the programme began 13 years ago, approximately 6 000 learners have emerged from Chrysalis empowered to face life's challenges. This is why the academy has become one of the most successful youth development organisations in South Africa, with applications from hundreds of thousands of learners each year.

"The harsh reality is that we have so many youths who have lost their way. Approximately 50% of our youth are not in education, employment or training. If they are not doing anything productive they are easily drawn into the temptation of drugs and crime. These are our future leaders, so we have to put in the work to build a sustainable country."

This is what Chrysalis aims to tackle, while contributing to nation building, adds Meyer. With youth of different racial, cultural and religious backgrounds, the academy instills a sense of unity, by raising the South African flag and singing the national anthem each and every morning.

"We are trying to build, uplift and instill values to enable the learners to transform their lives," says Meyer. >>

"The harsh reality is that we have so many youths who have lost their way. Approximately 50% of our youth are not in education, employment or training."

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Chrysalis Academy graduates Patrick Stungwa from Mitchells Plain and Zama Tasana from Philippe East in the Western Cape have totally transformed their lives since completing the programme. The two are currently completing an internship at the academy and encourage and motivate other youngsters to do the same.

Model learners

Two such learners who have totally transformed their lives are Patrick Stungwa from Mitchells Plain and Zama Tasana from Philippe East. Both aged 26, they are now interns at the Chrysalis Academy and have become ambassadors for change in their respective communities. After completing the programme in March this year, Stungwa says Chrysalis has truly changed his outlook on life. "Before I came to Chrysalis I used to just do things without thinking, with my actions often getting me into trouble, but now I take time to process decisions and make the right choices in life."

With a keen interest in office administration, Stungwa was awarded the an internship by South African National Biodiversity Institute through the Groen Sebenza programme and now works at the academy's admin office on the premises. "Chrysalis has given me the tools to dream and achieve something with my life," he says.


Bubbly and confident Tasana, who completed the programme last year, was a short-tempered angry teenager who now has learnt the art of self-control, thanks to Chrysalis. "At first I was scared when I started at the academy. I did not know anyone and I was troubled. Today I have lifelong friends who at Chrysalis and have found a

purpose in my life. Who knows where I would be without this programme?"

Tasana excelled in fire-fighting and says the skills she learnt helped her save lives in her township. "In the township where I live, many people use candles for light and shacks burn down almost every week. What I learnt at Chrysalis saved my life." She now advocates fire safety and prevention in her community.

Due to the programme's success, other provincial departments, like KwaZulu-Natal and Gauteng, have also approached Chrysalis to learn about programme. Eleven youth facilitators from KwaZulu-Natal have been trained by the Chrysalis team and the first youth development academy has been rolled out in KwaZulu-Natal by the Department of Social Development.

In addition to the three-month programme, the academy offers a five-year support programme and also assists learners find employment. "We do everything with love and compassion, which lets learners know they are valued, and they matter in society."

Change starts with each and every individual, says Meyer. "As South Africans, and as public servants, we need to look at ourselves and reflect on how we relate to other people. Do we look and treat others as fellow South Africans? Change starts there. If I can relate to others in a way that I would like them to relate to me, we are halfway there, towards creating a better society for tomorrow." 



17th ICASA Conference 2013 7–11 December

The 17th International Conference on AIDS and Sexually Transmitted Infections in Africa (ICASA), which will take place at the Cape Town International Convention Centre, is an opportunity for the international community, and all Africans, to join efforts in committing to achieving an AIDS-free Africa.

The conference theme, "Now More Than Ever: Targeting Zero", is derived from the UNAIDS' vision of striving for "Zero new HIV infections. Zero discrimination. Zero AIDS-related deaths". It also highlights the need to, now more than ever, maintain the commitment to ensure access to treatment for everyone in Africa irrespective of their ability to pay for such treatment. The hosting of this conference in South Africa is highly symbolic as it was in South Africa during the 13th International AIDS in 2000 that a turning point was reached in breaking



the silence around AIDS in Africa, which resulted in an unprecedented commitment by donors, government and civil society to increase access to treatment in an attempt to turn the tide of this epidemic.

The conference will be chaired by Professor Robert Soudre, the President of the Society for AIDS in Africa, and co-chaired by Professor Ian Sanne, the CEO of Right Care and Associate Professor of Internal Medicine at the University of the Witwatersrand. The conference will be an excellent opportunity to promote inter-sectoral achievements in the AIDS response and to strengthen the partnership among governments, civil society, and development partners.



World Economic Forum 22–25 January

Business leaders, international political leaders, selected intellectuals and journalists will gather at Davos, Switzerland to seek solutions to the most pressing issues facing the world at the World Economic Forum (WEF).

The annual meeting remains the foremost creative force for engaging leaders in collaborative activities focused on shaping the global, regional and industry agendas. "The Reshaping of the World: Consequences for Society, Politics and Business" is therefore the theme

of the World Economic Forum Annual Meeting 2014. The aim is to develop the insights, initiatives and actions necessary to respond to current and emerging challenges.

For over 40 years, the WEF has been committed to improving the state of the world and has driven the design and development of the annual meeting programme. The meeting aims to facilitate global, regional and industry transformation as a trusted partner of members and constituents.

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All about Public Service Excellence

Today South Africa is a far, far better place than it was 20 years ago. What is not in any doubt is that much of this has been made possible because those people charged with the responsibility to deliver government services are mostly hard at work. And even more significantly, a great many of them do what they do with passion and dedication.

The future of this country is intrinsically linked to whether we succeed or not in repositioning the Public Service. The National Development Plan has been bold to suggest that unless we fix the Public Service, all our objectives, all our hopes and all our plans would come to nothing. It is worth repeating over and over so that we, who are in the Public Service, understand our centrality - the Public Service is the engine of the state. It is worth repeating also because the Public Service needs to understand that if the engine is not performing optimally, the state cannot deliver as fast as it should.

We hosted the first Annual Batho Pele Excellence Awards recently in honour of those who toil with dedication to serve our people. This is our first attempt to acknowledge our achievements and those who made it possible for us to achieve them. By next year and the year after, it will be the event that all public servants will look forward to as a pinnacle of their calendar.

We will institutionalise this day in appreciation of those who

will have shown diligence of exceeding limits in the discharge of their duties because we recognise that they are the embodiments of our people's aspirations. We hold them aloft in full public gaze as the shining examples of Public Service cadres who have laboured assiduously to provide quality public services to our people in our hospitals, schools, ports of entry, offices and out on the streets.

The basic values and principles governing public administration as enshrined in our Constitution is our measure as we bestow the Annual Batho Pele Excellence Awards.

Our Constitution calls for:

- A high standard of professional ethics.
- Efficient, economic and effective use of resources.
- A development-oriented administration.
- Services to be provided impartially, fairly, equitably and without bias.
- People's needs to be responded to, with the public encouraged to participate in policy-making.
- An accountable public administration; transparency to be fostered by providing the public with timely, accessible and accurate information. >>





MOHAIR EMPOWERMENT TRUST

THE EMPOWERMENT TRUST OF THE MOHAIR INDUSTRY

Established proudly to promote Black Economic Empowerment (BEE) within the Mohair Industry, The Empowerment Trust seeks to provide training and support to the small holder mohair farmers in order to improve capacity to start and manage agricultural operations. The main business activity of the Trust is aimed at ensuring that previously disadvantaged individuals are empowered and may gain access to the benefits offered by the industry. The ultimate goal is to establish them (Small holder farmers) as commercial mohair producers that are financially independent, running profitable and sustainable Angora goat operations.

The Empowerment Trust collaborates closely with the Eastern Cape Department of Rural Development and Agrarian Reform, Department of Agriculture Provincial Government of the Western Cape, Department of Rural Development and Land Reform and Local and National Government in seeking the promotion of BEE within the Mohair Industry. Funding from Government Departments, Private Sector, industry role players and international donors will make this initiative possible.



UKUFUYA

INVOLVEMENT OF THE EMPOWERMENT TRUST

The Empowerment Trust is involved in BEE projects grouped as follows:

- Mohair Training Centres
- Commonage Farmers
- Black Commercial farmers
- Communal Farmers

WHAT THE EMPOWERMENT TRUST PROVIDES

- Training, Mentorship and Skills transfer.
- Facilitates the supply of Angora goats, dips and doses.
- Facilitates the supply of farm infrastructure through Partnership Agreements with the Provincial Departments of Agriculture for the development of Angora goat farmers as well as commodity training initiatives, particularly in the Eastern and Western Regions.



LONG TERM OBJECTIVE

The long term objective of the Empowerment Trust is to see **successful** small holder farmers and commercial farmers living next to each other as good **neighbours**.

OUR NEEDS

- Mohair training farm
- Donor funding for projects

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E-mail : bongani@mohairempower.co.za



- Good human-resource management and career-development practices, to maximise human potential.
- A public administration broadly representative of the South Africa people.

We launched the Public Service Charter on 30 August 2013 and made a commitment by both the labour unions in the Public Service Coordinating Bargaining Council and government as the employer.

This is a historic commitment that binds all of us to agreed principles because of our collective belief that our people come first. For the first time, we agreed with labour on what our respective roles and responsibilities ought to be as we collectively advance service delivery improvement. Through the Charter, both labour and ourselves have bound ourselves to working towards the progressive realisation of a professional, efficient Public Service.

Based on the recognition by the partners that citizens are at the centre of service delivery, as recipients, providers and custodians of Public Services, the Charter enables service beneficiaries to understand what they can expect from the state and forms the basis of engagement between the government, citizens and organs of civil society.

The Charter commits public servants to, amongst other professional goals:

- Serve the public in an unbiased and impartial manner in order to create confidence in the Public Service.
- Provide timely services to promote the development and upliftment of all South Africans.
- Respect and protect every person's dignity and rights as contained in the Constitution.
- Not engage in any transaction or action that is in conflict with or infringes on the execution of official duties.
- Act against fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest.
- Demonstrate professionalism, competency, excellence, transparency and impartiality in the performance of official duties.

From a disenfranchised citizenship that had no political or economic power and no influence over decision-



making to improve the quality, quantity, accessibility, affordability or efficacy of Public Services that were made available to them by the government of the day, we are, through the Charter, advancing to a culture where citizens are proactive in enforcing their role in Public Service delivery.

Based on the Service Charter's principles and values, every public servant will sign a contract and will be assessed on how they have advanced these principles, to ensure that the Batho Pele culture becomes the Public Service organisational culture.

We trust that the School of Government will distinguish itself from previous academies by providing training and development programmes that emphasise commitment to excellence in the provision of quality services to all citizens, instil the spirit of patriotism and respond to the work demands of government.

Through the annual Batho Pele Excellence awards we seek to showcase and reward public servants for excellent service, recognise best practices in implementing the Service Charter and Batho Pele principles and programmes, recognise the link between this leadership and management commitment, integrity and self-sacrifice in providing quality and effective services to the citizen.

We also seek to promote a new culture of professionalism, dedication, integrity and effective service. We also seek to encourage continuous delivery of quality services that are responsive to the people's needs, establish an open platform for public servants and the citizens in general to gauge government's performance in rendering quality and better services and facilitate a culture of continuous improvement, innovation and excellence in the Public Service.

Batho Pele calls for public servants to be service orientated, strive for excellence in service delivery and commit to continuous service delivery improvement. It is a simple and transparent mechanism, which allows citizens to hold public servants accountable for the level of services they deliver. 🇿🇦

***Ms Lindiwe Sisulu is the Minister for Public Service and Administration**

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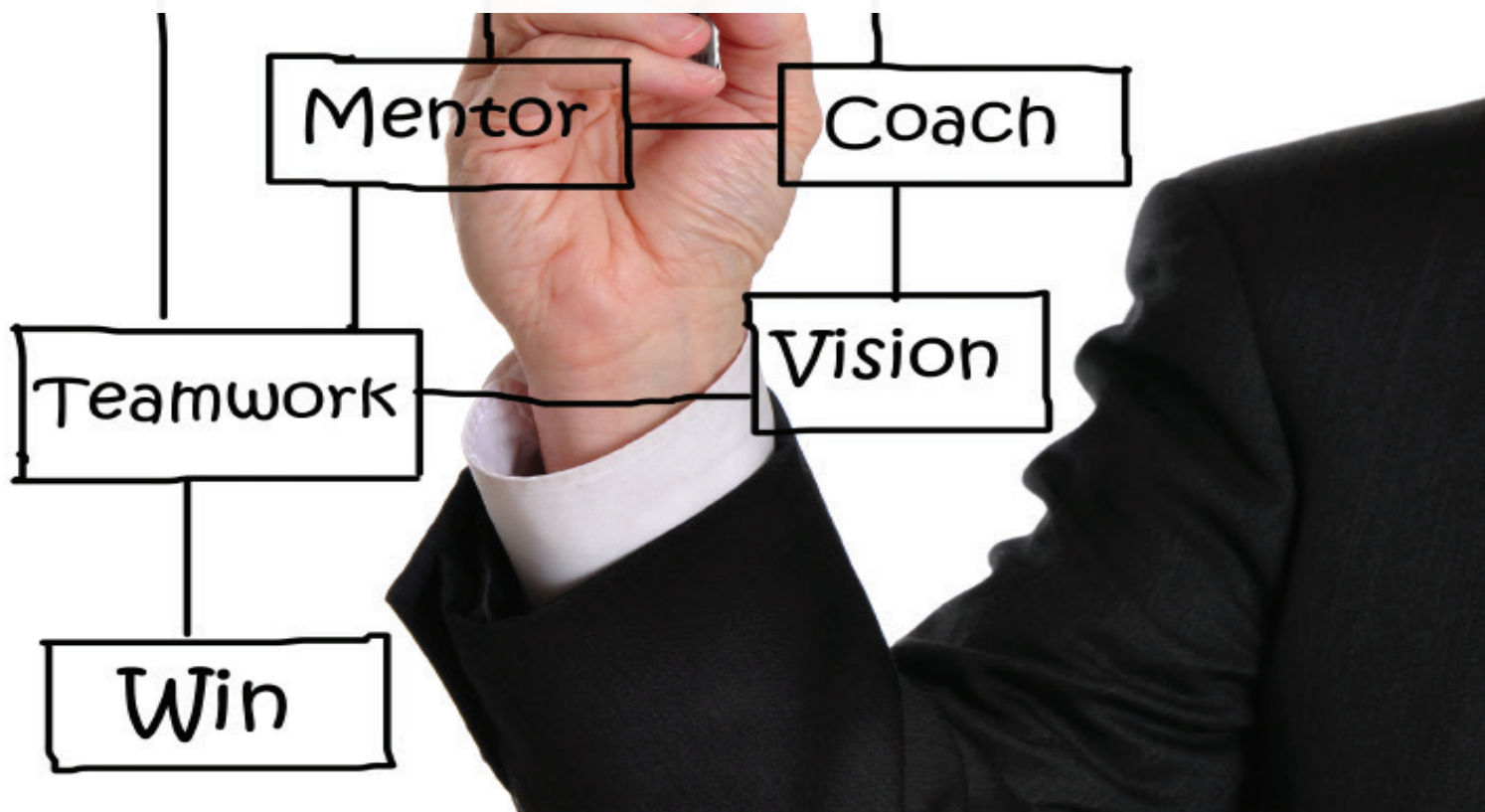
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Coaching as a business imperative in the Public Service



Many executives are interested in how coaching applies to the business world and why it is important in the world of commerce today. From our experience, the need for innovation is endless. Businesses must keep on reinventing not only their products and ways of delighting their customers, but also the way they organise themselves and communicate so as to coordinate activities and stay current with changes in technology, demographics, politics and government regulations.

The traditional relationship between organisations and employees has changed remarkably. Even outstanding performers do not anticipate staying with one organisation for their entire career and are always working with the knowledge, at least in the background, that their job is temporary.

Organisations have to find a way to retain such people as long as possible by providing both attractive compensation and a chance to learn continuously.

Integrating coaching into the culture of an organisation provides a way of working with people that leaves them feeling more competent and fulfilled so that they are more

able to contribute to the organisation and find meaning in what they are doing.

GCIS shows the way

The Government Communication and Information System (GCIS) recently introduced coaching for its senior managers in partnership with Orion Business Solutions.

The coaching space provided an opportunity for the managers to discuss issues regarding leadership development, dealing with feelings of being overwhelmed and overworked, designing quick win action plans and many more developmental areas in leadership.

Ontology: the basis of coaching

This brings us to the question we would like to provide an answer to in this article, and that is how does coaching work? Orion Business Solutions follows an ontological approach to coaching. Ontology refers to our way of being. So the focus of coaching is to coach our way of being in the world. In this approach we follow two models:

The first model refers to the observer/action and results model

and the second model refers to the language/body and emotions model.

The observer/ action/ results model:

When we are faced with problems and challenges, our normal traditional approach to these is to find solutions, to change our actions to get different results. We may try three or four different actions, none of which leads to a desired result, and we end up frustrated and unsure of what else might be done. We are stuck in a thought loop.

In the ontological approach, we step back and look deeply at who we are as observers in the world before we take the next step. We then use the language/body/emotions model to uncover who we are as observers. We examine how we are approaching life and a situation in terms of the language we use, the disposition of our body, and the emotions we are generating in ourselves. The language, body and emotions come together in the middle like three interlocking circles to create our soul. Our soul is how we see the world and from which we generate our possibilities for new action. Our soul is who we are as observers.

The goal in the ontological approach is to be aware of our mind-set as a starting point in understanding our relationship with the world

and what we want to change. When we are aware of our own physical feelings, thinking, values and beliefs we are more likely to be able to assess behaviours, take action and make decisions in a way that moves us to mastery in life. Being aware of what is happening within ourselves is the starting point for all deep learning. This awareness allows us to shift our own perspective for easier learning and quicker, more effective changes in our responses.

We therefore need to expand our awareness by challenging our observer or we will still choose from the same old perceptions. Our perceptions and assessments limit us. We cannot choose what we cannot see. We cannot assess or manage what we are unaware of. The expanded perception is more likely to generate new possibilities that help us to achieve our desired results. So through ontological coaching, we challenge the observers that we are, creating leaders with a different presence and emotional awareness.

The next article will share some of the experiences of these managers and shift they made through their journey in coaching. ☺



The Khayelitsha Community Trust



Sod turning ceremony for the 358 housing units. From left: Bulelwa Belu-Toni (KCT Chairperson), Patrick Mngxunyeni, MAYCO member of human settlements Thandeka Gqada, George Penxa and Micheal Benu.

About us

The Khayelitsha Community Trust (KCT) is a Public Benefit Organisation (PBO) that was established by the City of Cape Town in 2003 with the specific purpose of advancing the Khayelitsha Business District (KBD) through the development of commercial, residential and community facilities. This was marked by the signing of the Land Availability Agreement between the City of Cape Town and the KCT in August 2004.

Mission

KCT is Public-Benefit Organisation which aims to advance the Khayelitsha Business District through the development of commercial, residential and communal facilities.

Vision

KCT strives to empower the community of Khayelitsha through the promotion of social and economic development.

KCT's Objectives

The overall objective of the KCT is the upliftment of Khayelitsha through the development of, inter alia, the Khayelitsha Business District (KBD). This was to be achieved by the KCT in the following manner:

- To establish a development entity/entities to implement the development;
- Through and with other parties, procure community facilities;
- Through and with other parties, procure the promotion, facilitation and support access to the land and use of the land;
- To procure the management of the business district;
- To further refine and implement an empowerment strategy;
- To raise additional funds to achieve the above
- To determine the terms and conditions and manner in which grant

funding received will be distributed/ invested.

STRATEGIC PROJECTS

A phase 2 urban design framework which will unleash a potential investment of approximately R2.2 billion has been submitted to the City of Cape Town for approval. This entails the following projects:

Upgrade and Extension of the KCT Mall

KCT Mall is a highly successful 19,254 m² shopping mall situated in the heart of the Khayelitsha Central Business District. It is owned by KBD Retail Properties (Pty) Ltd, a wholly owned subsidiary of the Khayelitsha Community Trust. The anticipated upgrade and refurbishment will not only harvest an additional 15000 – 30000 m² GLA Shopping Space to the existing footprint, but it will also see the mall being fully enclosed with a new roofing structure.



Mr. Mkhu Gaula, CEO of the Trust (top left), with members of the community



A single storey duplex

Housing Project

23 ha piece of land is earmarked for residential development within the Khayelitsha Busines District.

Phase 1: Institutional Housing Subsidy Roll-out

358 single residential units will be built on a 6 ha piece of land and the installation of bulk infrastructure services has recently been completed and installation of internal services will commence in March 2014. The institutional Subsidy houses are targeting the joint income category of R3500 per month.

Phase 2: GAP Housing

In one of its groundbreaking empowerment achievements, the Trust recently awarded to a local developer known as Bazi Developments an opportunity to Finance and Develop 6.5 ha piece of land. This R175 million opportunity is expected to yield no less than 400 affordable units where homeowners stand to benefit from the state's Finance-Linked Individual Subsidy Program (FLISP) that is tailor-made for the higher-end units that do not exceed the R300 000 price tag with better finishes as well.

KCT Private Hospital

Due to some teething internal challenges the construction of the Khayelitsha private hospital / Phila Medical Centre has encountered massive delays as the Trust had hoped that project implementation should've been underway by now. This has resulted in some significant restructuring of the project having to take place. KCT is in the process of having the hospital operating licence ownership to be in the name of the Trust and no longer with its medical partners. The Trust is absolutely confident that

as soon as the appointment of the hospital operator is finalized, project construction of the 60-bed facility must take place with immediate effect. The project is envisaged to inject to the local community capital investment of approximately R180 million and significant shareholding benefits to local medical practitioners.

KCT CARES CAMPAIGNS

KCT is also involved in various empowerment initiatives through involvement with social community initiatives. Here are a couple of initiatives:

Sponsorship

Young star Sibahle Tshibika, who had won a scholarship to study at ballet at the Atlanta Ballet Centre for Dance Education in the United States of America; has yet again made Khayelitsha proud by winning the talent dance television show So You Think You Can Dance. KCT was pleased to have met Sibahle again to congratulate her on her winnings.

Mandela Day

KCT celebrated Mandela Day on the streets of Khayelitsha. Trust CEO Mkhululi Gaula and community members and volunteers spent 67 minutes painting houses and showing support to disadvantaged families in Khayelitsha.

Skills development

As part of youth skills development; the Trust gave an opportunity to a young photographer, Teddy Sambu a student photographer at the Cape Town School of Photography to capture the images for the Annual Report.

Orange Day: Human Rights Violation

The Khayelitsha Community Trust contributed in hosting the Orange Day, an initiative by the Department

of Women, Children & People with Disabilities Orange Day was held on the 25 May 2013 at the LookOut Hill. Orange day is an initiative to bring one of the most pervasive forms of human rights violations to the forefront of the public's attention, highlighting the need to all to take action against a growing and horrific epidemic. KCT was only happy to show support for such an important event in the community of Khayelitsha

KCT in partnership with Capaciti1000

KCT is in partnership with Capaciti1000, assisting them with recruiting mostly Khayelitsha based unemployed graduates for various IT related training and qualifications. In the programme that started beginning of January 2012, approximately 6 graduates were recruited from Khayelitsha. Upon completion, the graduates are recruited for various work opportunities in the IT sector.

Looking Ahead

We are very pleased with our progress so far and excited about what the future holds for the people of Khayelitsha. KCT welcomes any input from potential investors keen to partner with us in delivering on our objectives. Companies or individuals with social responsibility portfolios geared at addressing community development initiatives are invited to talk to us ...



Khayelitsha Community Trust
Committed to the upliftment of Khayelitsha and its people

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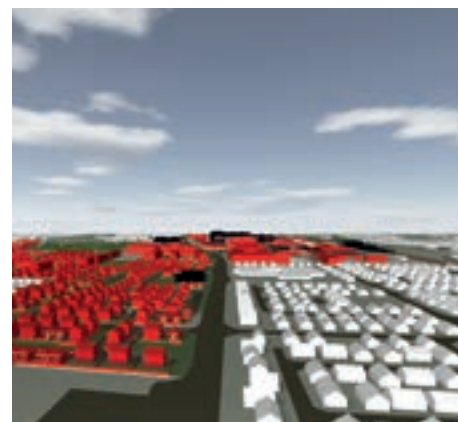
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Khayelitsha Development Forum

The Khayelitsha Development Forum (KDF) is a voluntary organisation that was started in 1992 to unite all stakeholders and the people of Khayelitsha at large. It was then formally established in 1994 and launched in December 1995. KDF is a conduit for development facilitation in Khayelitsha. KDF organisers mobilise and manage all developmental structures in Khayelitsha for sustainable development.

Since its establishments the KDF has always been upholding the principles of democracy, inclusivity, transparency, accountability and promoting gender equality and non-racialism. KDF is always encouraging community participation through all organisations within the Khayelitsha community. It is the responsibility of the KDF to ensure that the community of Khayelitsha has access to information pertaining to development through KDF structures.

THE VISION STATEMENT

” A democratic, non-racial and economically viable Khayelitsha that is fully integrated with the broader Cape Metropolitan Area in which there is peace, justice, equality and security for all residents”

THE MISSION STATEMENT

To efficiently mobilise community development initiatives through extensive public participation, empowerment

programs, resources mobilisation and effective co-ordination.

PRINCIPLES

The following summary captures the principles of KDF:

- Democracy
- Inclusivity
- Transparency
- Accountability
- Gender equality and non-racialism

STRATEGIC GOALS

The goals of KDF are derived from its original mandate at its inception. These are:

- To continue to assess needs within the Khayelitsha community that address re-construction and development;
- To enhance effective community participation in the formulation of development programmes and to ensure that all parties participate in the process;
- To lobby, advocate, co-operate, affiliate/associate with other

organisations including civic, women, labour, business, youth, religious, disabled people’s organisations and all spheres of government and any other bodies pursuing similar aims and objectives as the KDF;

- To mobilise financial, human and other resources for development programmes;
- To establish educational and training programmes in order to increase the employment opportunities, skills levels and quality of life of the Khayelitsha community;
- To receive funds by way of grants, donations or any other way from sources in South Africa and internationally and to expend such funds promoting the aims and objects of the KDF;
- To participate in joint projects and programmes with other bodies, whether local, national or international in furtherance of the aims and objectives of KDF;

Since its establishment, the KDF has always been upholding the principles of democracy, inclusivity, transparency, accountability and promoting gender equality and non-racialism

- To acquire by purchase, donation or in any other way, to let, sell, hire, offer as security movable or immovable property in the furtherance of the aims and objectives of KDF; and
- To establish Development Trusts, relevant to promoting the aims and objectives of KDF.

OBJECTIVES

- To ensure that KDF is financially viable and able to long-term sustainability by the end of October 2005;
- To development a funding plan with identified potential funders by end of July 2005;
- To develop KDT's capacity to tender for business in partnership with other organisations;
- To ensure that all annual KDF programs take place as planned and are successful;
- To develop a human resource plan and its budget by the end of October 2005;
- To continue seizing opportunities for the Khayelitsha community through weekly project review meetings;
- To develop capacity building program of KDF leadership quarterly on leadership skills;

- To develop and review KDF policies yearly and monitor implementation thereof on a quarterly basis; and
- To conduct monthly program monitoring, reporting and evaluation of the impact of KDF's intervention on an annual basis.

Key achievements of the Khayelitsha Development Forum (KDF)

- KDF was instrumental in the construction of the Khayelitsha Sanlam in 1995.
- On the 9 and 10 February 2002, KDF hosted a summit.
- KDF lobbied successfully for the construction of the Oliver Tambo Sport Complex.
- KDF hosted the Khayelitsha Awards in partnership with the City of Cape Town in 2004.
- Hosted the Khayelitsha Festival in partnership with PGWC and the City of Cape Town in 2008.
- KDF has hosted a number of prominent people including, Premiers, Mayors, the Deputy President of the German Development Bank and a host of prominent individuals.
- In 2005 KDF ensured the successful screening of the worldwide popular movie, *U Carmen EKhayelitsha*.

- For the past few years they have been working with the relevant stakeholders to ensure the completion of the construction of the Khayelitsha District Hospital.
- KDF is a partner in initiatives for the Khayelitsha Poverty Reduction Programme and the Population Registration Update with the Department of Social Services and Poverty Alleviation then, now known as the Department of Social Development.
- Together with the City of Cape Town and German KFW Bank, KDF has identified four nodal points for Violence Prevention through Urban Upgrading (VPUU) in Khayelitsha.
- Recently they hosted the Khayelitsha Human Settlement Summit in partnership with the Department of Human Settlements – national and provincial.
- On the 24 and 25 May 2013, KDF and Mitchells Plain People's Forum (MPPF), a range of CSOs, together with the Department of Agriculture, Forestry and Fisheries (DAFF) and the support of the National Planning Commission (NPC) hosted the Food Security Summit in Khayelitsha.

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'Tis the season to feast

Christmas is the time where food takes precedence and the delectable smells of Christmas lunch wafts through the air.

Even though Christmas is a time for decadence and feasting, your Christmas lunch doesn't have to leave you penniless.

Executive chef Chris Wilding at Johannesburg's top spot, Randlords, uses a combination of creativity and calm to cook for his clients. Unlike a restaurant where the menu is set, Randlords tailor-makes its menus to suit its clients, leaving Wilding to conjure up unique and tantalising creations. With former President Nelson Mandela, business woman Jenna Clifford and South African Music composer Lebo M (Morake) among the many people who have

tasted his food, 25 year old Wilding's passion for food is clear.

With a Higher National Diploma in Hospitality and seven years of experience under his apron, Wilding is a firm believer that one never stops learning. "Being young in such a demanding and cut-throat environment is tough but for me it is a benefit as I am adventurous and not afraid to add my own signature to the classical ways I was trained to cook."

Chef Wilding shows you how to create a delicious Christmas lunch that won't break the bank.

Roast turkey

Ingredients

1 whole turkey, about 5–5.5kg
sea salt and freshly ground black pepper
2 onions, peeled and halved
1 lemon, halved
1 head of garlic, halved horizontally
6 bay leaves
olive oil, to drizzle
8 rashers of smoked streaky bacon

Lemon, parsley and garlic butter:

375 g Butter, at room temperature
1 tbsp Olive oil
finely grated zest and juice of 2 small lemons
3 garlic cloves, peeled and crushed
Small bunch of flat leaf parsley, leaves only, chopped





Method

Preheat the oven to 220°C and prepare the herb butter. Put the butter into a large bowl and season with salt and pepper. Add the olive oil and mix well. Add the lemon zest and juice, crushed garlic and chopped parsley. Mix well to combine. Remove the giblets from the turkey cavity and season well with salt and pepper, then stuff with the onions, lemon, garlic halves and two bay leaves. With your hands, loosen the skin of the bird so that you will be able to stuff the flavoured butter underneath it.

Stuff half the butter mix into the opened spaces under the skin. Finally, insert the rest of the bay leaves under the skin of the breasts. Place the bird in a large roasting tray, breast side up. Spread the rest of the butter over the skin, season well with salt and pepper and drizzle with a little olive oil. (If preparing a day ahead, cover the turkey with foil and refrigerate at this stage.)

Roast the turkey in the hot oven for 10 to 15 minutes. Take the tray out of the oven, baste the bird with the pan juices and lay the bacon rashers over the breast to keep it moist. Baste again. Lower the setting to 180°C and cook for about 2,5 hours, basting occasionally.

To test whether your turkey is cooked, insert a skewer into the thickest part of the leg and check that the juices are running clear, rather than pink. As oven temperatures and turkey shapes and sizes vary, it is crucial to check your turkey about 30 minutes before the calculated roasting time. If the juices are pink, roast for another 15 minutes and check again. Transfer the turkey to a warmed platter and remove the parson's nose, wings and tips of the drumsticks; reserve these for the gravy. Leave the turkey to rest in a warm place for at least 45 minutes. Remove the bay leaves from under the skin before carving.

Glazed Gammon

A lovely glazed ham is a great staple in my holiday menu, not least because it's also delicious served cold. Roast on the day if serving hot, or up to two days ahead if serving cold.

Ingredients

- 3kg unsmoked boneless gammon joint
- 4 medium carrots, peeled and roughly chopped
- 1 leek, cleaned and roughly chopped
- 1 onion, peeled and roughly chopped
- 1 tsp black peppercorns, lightly crushed
- 1 tsp coriander seeds, lightly crushed
- 2 cinnamon sticks, broken in half
- 2 bay leaves
- handful of cloves

Honey glaze

- 100g demerara sugar
- 50ml Madeira wine
- 25ml sherry vinegar
- 125g honey

>>



Method

Put the gammon in a large saucepan and cover with cold water. Add the carrots, leeks, onion, peppercorns, coriander seeds, cinnamon sticks and bay leaves. Bring to the boil before turning down the temperature to a simmer and cook for three hours, topping up with more boiling water if necessary. Skim off the froth and any impurities that rise to the surface from time to time. To make the glaze, put the sugar, Madeira, sherry vinegar, and honey into a pan and stir over a low heat. Bring to the boil, lower the heat and simmer for 3 to 4 minutes until you have a glossy dark syrup. Do not leave unattended, as it will easily boil over. Preheat the oven to 170°C and lift the ham into a roasting tin. Snip and remove the strings and then cut away the skin from the ham, leaving behind an even layer of fat. Lightly score the fat all over in a criss-cross, diamond pattern, taking care not to cut into the meat. Stud the centre of each diamond with a clove. Pour half of the glaze over the ham and roast for 15 minutes. Remove from the oven and allow to rest for 15 minutes before carving.

Summer Christmas trifle

This traditional South African trifle recipe is sure to get you in a festive mood. Trifle is a dessert typically consisting of plain or sponge cake soaked in sherry, rum, or brandy and topped with

layers of jelly, custard and whipped cream. In South Africa it is typically enjoyed over the Christmas season but is also a great anytime treat. I love this delicious recipe.

Ingredients

1 large jam Swiss roll / vanilla sponge cake
Strawberry jelly
75ml sweet or medium sherry / rum / brandy / liquor
Any type of fruit, peeled and sliced (my personal preference is strawberries, blueberries and raspberries)
Homemade custard or Ultramel
Whipped cream
Flake / grated chocolate
Fresh mint

Method

Make the jelly and custard and allow both to set. Slice the Swiss roll or sponge cake and place at the bottom of a glass bowl (round and deep is normally the best). Moisten with alcohol. Chop up the jelly and cover cake. Add fruit and then custard in multiple layers. Cover with whipped cream and berries on top. Decorate with the flake or grated chocolate and fresh mint. Refrigerate and serve cold. ☺



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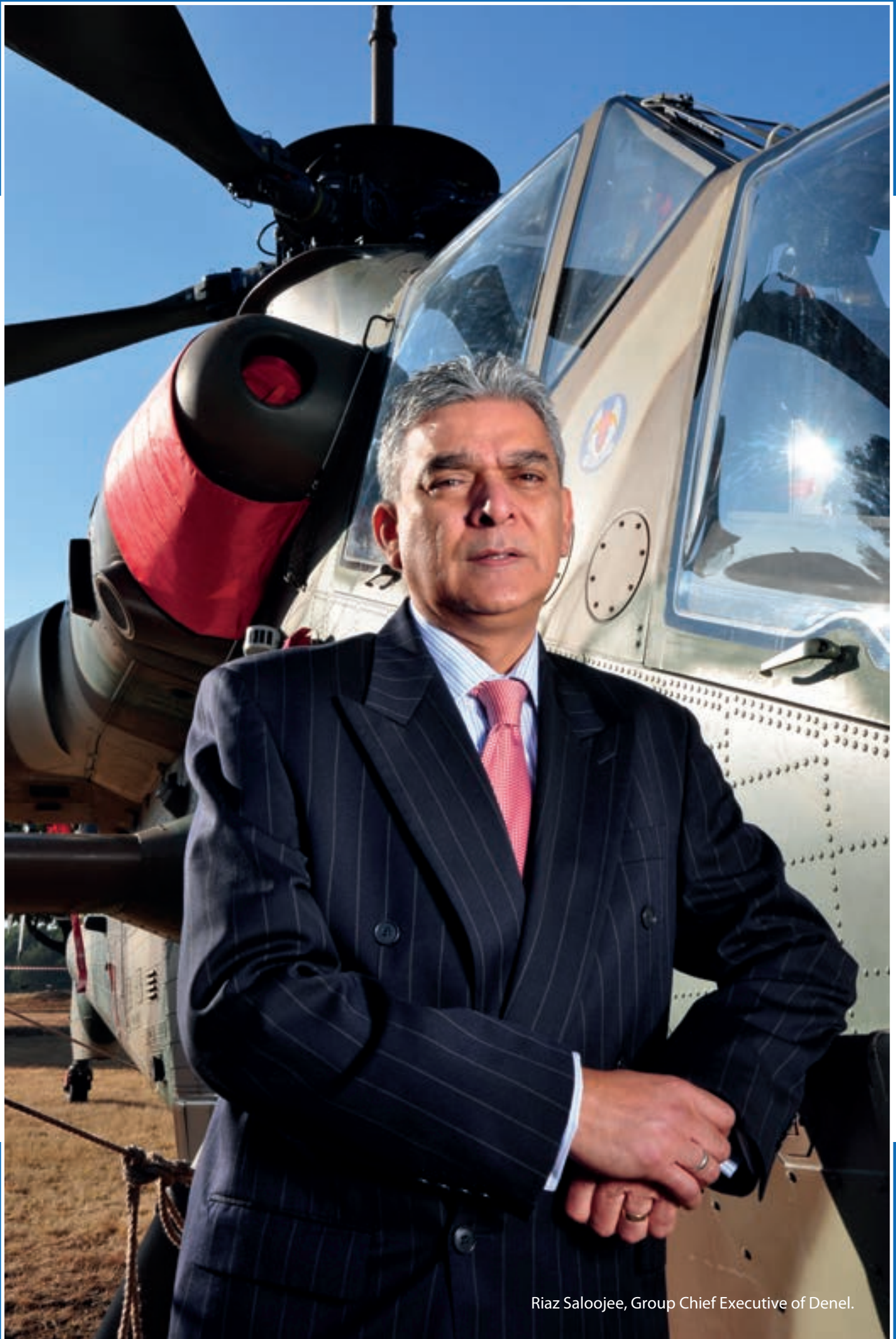
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Riaz Saloojee, Group Chief Executive of Denel.

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One of South Africa's best kept secrets in the areas of best-of-breed innovation and technology is without any doubt, Denel State Owned Company. A proudly South African company under the Department of Public Enterprises' stable, the company provides the country's defence community with independence, security of supply and a consistent flow of innovative products and solutions based on world-class research and development.

Denel's defence capabilities date back to more than 70 years when some of Denel's first manufacturing plants were established. Between the six Denel entities, there is a collective experience of over 200 years!

The Group Chief Executive of Denel, Riaz Saloojee, says the company is in the process of modernising its product offerings in most of its divisions to provide it with a competitive edge in the global defence industry.

"Right now I can say that we are on track to grow our revenue to more than R7-billion in the next five years and create a long-term order book of more than five times the company's turnover".

"By 2018 Denel will have moved from its current position as a 'good company' to occupy the space of being a 'great company' that every South African can begin to appreciate as a national strategic asset that we can all be proud of," says Mr Saloojee.

The changing nature of the global defence environment is driving demand for new technologies and Denel has responded to this by investing R528 million in Research & Development during the past year. This includes a whopping R142 million from its own funds! These investments

will enable Denel to retain its competitive edge and provide the foundation for future growth.

Parallel to developing defence products and solutions for global markets, Denel continues to play a significant role in support of South Africa's national developmental priorities. These include skills and supplier development, maintaining advanced manufacturing and aerospace capabilities, growing the strategic technology base and creating skilled jobs that bring downstream benefits to broader society. At least R46-million was spent in Skills development within the 2012/13 financial year, dominantly focussed on engineering and technological disciplines.

Mr Saloojee says the company will continue to develop world-class products in the strategic areas of artillery, unmanned aerial vehicle systems, ammunition and in the provision of maintenance services to aircraft and helicopters on the African continent.

The company is steadily growing its order book and is currently pursuing an opportunity pipeline of R35-billion – of which almost 50% is on the African continent, including within South Africa. There are also a number of opportunities in other primary target markets in South America, the Middle East and the Asia-Pacific region.

"We have undergone significant restructuring in the past year with 11 businesses being integrated into six divisions. Support services are now shared across the group leading to cost optimisation and savings."

"Revenue has improved by more than 10% and profit grew by R30 million to R71-million. The only remaining loss-making unit in the group, Denel

Aerostructures, has improved its position by 35%. Exports now contribute 50% of the group's revenue," Mr Saloojee says.

Part of Denel's business is in supporting South Africa's national security and peacekeeping efforts, contributing to the country's strategic military independence and defence stature.

The company's more than R528 million a year investment in Research and Development is set to grow in the coming years with a specific focus in the fields of artillery and ammunition production. It is further improving its technology base in the field of asymmetrical warfare through the acquisition of specialised armoured vehicle manufacturer, LMT, and the introduction of new missile technology.

Alongside the high technology and innovative defence capabilities bred in Denel, the company also contributes significantly to national developmental objectives through skills development and socio-economic initiatives. This includes support for efforts to combat rhino poaching and protect South Africa's natural resources.

"We are repositioning Denel as an employer of choice through innovative branding and recruitment strategies for both employees and the general South African public. In the past financial year we have spent at least 3% of the payroll – R46 million – on skills development, while at the same time providing bursaries to students in a range of engineering and artisan training fields," says Mr Saloojee.

A truly great South African story that Minister Malusi Gigaba must surely be proud of, especially when looked at against the company's performance of the past three financial years, and the great prospects for the future!

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Masoga puts Limpopo on the road to *recovery*



MEC Lehlohonolo Masoga.

Both hands on the steering wheel, safety belt fastened and headlights switched on: Member of Executive Council (MEC) of Roads and Transport in Limpopo, Lehlohonolo Masoga is ready to drive the Limpopo Department of Roads and Transport out of the dark.

Just 100 days in office, MEC Masoga has put in place austerity measures to curb spending in his department.

He says his department will no longer splash money on five-star hotels and non-essential items that are not related to the work of the department. "I want a Public Service that is considerate on how it uses public funds," he says, setting the tone for how things will run in his new portfolio.

Masoga took over after the department, along with four others, was put under administration by National Treasury. The others were education, public works, and health and social development and provincial treasury.

In August, National Treasury's administration team pulled out of the province leaving the five departments to function on their own. Cabinet at the time expressed satisfaction that the departments were showing signs of recovery.

"Having appreciated the corrective measures put in place in the five departments that are under administration, Cabinet approved that the Ministerial Committee can commence the six-month transitional process of handing over the administration of Limpopo to the Premier and his new Executive," read the Cabinet statement.

"As of 31 July 2013, the credit balance was R3,3 billion compared to an overdraft of R1,7 billion when it went under administration in December 2011."

According to the Department of Public Service and Administration (DPSA) Intervention Progress Report, in recent years, the Roads and Transport Department had left posts vacant, compromising service delivery. In October 2011, the department had a 21,28% vacancy rate, in December 2011 the figure stood at 21,46% and in March 2012, it decreased to 17,44%.

Spokesperson for the department Mathole Machaka says the department is on track to fill all the vacant posts by the end of the month.

When the department was put under administration, National Treasury cited lack of contract management, poor internal controls and the absence of supporting documents for financial commitments to the value of R84,5 million as some of the problems bedeviling the department.

To confront the challenges facing the department, National Treasury suggested different measures to strengthen the department.

The measures were:

- a new organisational structure, appropriate job descriptions, and a project-based learning programme
- alignment of actual expenditure with the Annual Performance Plan and the Strategic Plan of the department and a new monitoring tool is implemented
- an appropriate contract management system for major “cost driving” projects
- a procurement and reporting facility with adequate audit trail
- implemented sustainable transport policies, strategies and systems
- implemented monitoring systems for public entities
- new payment of suppliers’ compliance process linked to cash allocations.

These measures appear to have paid off.

This year, the department received an unqualified audit opinion from the Auditor-General for the first time in years. This, says Masoga, is an indication that the department has turned the corner.

Under Masoga’s stewardship, the department has now signed an agreement with the Transport Education Training Authority (TETA), launched the Limpopo Transport Planning Forum, appointed a board of directors for Gateway Airport Authority Limited (GAAL) as a body responsible for managing all airports in Limpopo and started a process to appoint a new board for Road Agency Limpopo. Masoga says the department is in a good financial state and he is optimistic that by the end of the financial year, they would have spent all the money allocated to the department. He adds that the department needs more money to implement major projects such as building new roads and employing more traffic officers to increase the province’s law enforcement capacity.

According to the MEC, the task of driving the department back to smooth road has not been simple and it has been a journey filled with discovery.

His understanding of the internal systems of the department and the good working relationship he established with his management team made the first 100 days bearable.

“We have succeeded in reviving the morale of the staff and assuring them that things will change for the better.”

Speaking to stakeholders in the transport sector at a recent *Public Sector Manager* Forum, MEC Masoga said his department was on a path to recovery and vowed that under no circumstances will the department be put under adminis-

tration ever again.

“...In the EXCO meeting, we unanimously agreed that what happened with the imposition of Section 100 1b national Cabinet was an unfortunate turn of events in the history of this province and made a pledge that, never again shall it be in our lifetime, that we fail as leaders to manage our own affairs in the province now with the benefit of almost 20 years’ experience of governing,” explains Masoga.

Implementing austerity measures

To curb overspending and under spending in the department, Masoga says the department will be taking a new direction in its spending patterns where money will no longer be splashed on “items that are not essential for the work of the department” eventually leading to wasteful expenditure.

“We must avoid the luxuries and unnecessary items. For example procurement of T-shirts for things like workshops, the use of luxury facilities and holding meetings in five-star hotels, buying of luxurious cars that we don’t need, reducing

of government meetings into holidays where people go to expensive game farms for meetings that could be held in the office.

“We must tighten the belt and if there is work that can be done by fewer people, let’s do it,” he says.

Dealing with road infrastructure backlog

Limpopo has a 22 000 km road network, but only 7 300 km is tarred. According to Masoga, the province will need billions of rands to clear the backlog. “It is estimated that the investment to clear the backlog is about R81 billion and R9 billion for maintenance.”

As a result of the financial crisis that almost crippled the department, 34 projects were shelved due to budget constraints. The estimated value of the projects is R7,2 billion that will only cover 700 kilometres.

To deal with the challenge, the department was allocated R3,7 billion for road infrastructure and R2,9 billion of that will be for building new roads, while R876 million will be for maintenance.

Masoga says though the department has made progress in dealing with the road network connecting the “economic centres” (towns) across all the five district municipalities, a lot still has to be done.

“We have succeeded in laying the base in terms of connecting our strategic economic centres across all the five »

I want a Public Service that is considerate on how it uses public funds...

districts and we are stuck with a backlog which should connect many rural communities with those economic centers." Masoga is optimistic that the department will deal with the challenge.

The route to job creation

MEC Masoga says the department is working closely with municipalities across the province to implement an Extended Public Works Programme (EPWP) road maintenance project to upgrade the road network and create jobs at a cost of R126 million.

"The objective of the EPWP project is to provide maintenance to the provincial roads infrastructure using labour-intensive methods. The entire projects will benefit 4 200 households (600 per project) from the poorest communities.

"Seven municipalities from various districts (Ba Phalaborwa,

Ephraim Mogale, Greater Giyani, Makhado, Thulamela, Thabazimbi and Polokwane) will benefit from the projects. Each project will cost 18 million, with the overall cost of R126 million," adds Masoga.

Limpopo on the move

Recently, President Jacob Zuma accompanied by Minister of Transport opened a new road linking Giyani and Polokwane. MEC Masoga says the road will fast track the movement of goods people between the two cities.

At the opening of the road, President Jacob Zuma said another road, the R71 linking Polokwane and Tzaneen, was under construction. The road is mostly used by Zion Christian Church members during their pilgrimages, and leads to the Kruger National Park. ^{PSM}



President Jacob Zuma at the official opening of the R81 road between Polokwane and Giyani, Limpopo.

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Celebrating 19 years of South Africa's foreign policy

As we prepare to celebrate 20 Years of Freedom in South Africa, it is appropriate that we pause to reflect on how we have fared so far in our international relations. Perhaps more importantly, we need to draw lessons from our experiences, take stock of the ever-changing global environment we operate in, and look at how we will forge ahead to achieve the goals and aspirations of our people.

A new foreign policy for a new South Africa

The roots of our foreign policy extend well beyond the historic events of 1994. It draws from the Freedom Charter and other landmark decisions and events that formed the rich tapestry of our historic struggle for freedom. It is informed by our experience of international solidarity, our values and principles for which so many of our heroes paid the ultimate price, and the visionary leadership that emerged from South Africans who were determined, against all odds, to build a nation that would be free from oppression, segregation and discrimination. Our Constitution, which entrenches these values, is therefore an important foundation of our foreign policy.

Endowed with this rich base of norms and values, we sought to codify a foreign policy for a new South Africa that would guide our renewed engagement with the rest of our continent and the world at large. The Green Paper on South Africa's Foreign Policy we adopted in 1996 laid the basis for the new trajectory we travelled.

It must, however, not be forgotten that the positive burst of diplomatic engagements with South Africa happened while we were in the process of building a new department, developing a new foreign policy and that we had to do so immediately to meet the expectations of a world eager to welcome us back into the global family of nations.



President Jacob Zuma with the Minister of International Relations and Cooperation Ms Maite Nkoana-Mashabane at the inaugural meeting of the High Level Committee of African Heads of State and Government on the post-2015 Development Agenda.

The birth pains

Any country going through a transition will know the challenges that accompany such a mammoth task. This was all the more difficult because we consciously opted for a unique approach that sought to promote reconciliation and friendship at national level among old and new civil servants as well as with all nations, including those who did not always support our cause. We also asserted a foreign policy that was independent and would project our national values and interests in a unique way that recognised our indebtedness to our friends, our responsibility to others who still seek their own freedom and our desire to forge partnerships with those who wished to commit to supporting our transition and development. The vulnerability of a nation in transition is the ultimate test of gifted leadership and its unflinching resolve to consolidate the gains of their new-found freedom. It would therefore not have been unreasonable to expect a democratic South Africa to be inward focussed and to promote a narrow-nationalist agenda, even in the short term. However, we were mindful of our responsibilities to others on



our continent and beyond, even if the expectations on us were at times quite high, as well as the imperative to play an active role in shaping an equitable and development-friendly world order in which a country such as ours would be able to prosper.

Much has been written about post-apartheid South Africa's foreign policy but I believe that scholars often omit to recognise the realities that limit and sometimes even inhibit the conduct of an active foreign policy on the scale that we did, given our limited resources and the immediate pressing needs and expectations of the majority of our people during this relatively short period. We therefore have good reason to celebrate our successes as we pause to look back, because we have come a long way, and have achieved an extraordinary amount, despite the constraints and understandable reasons we could have heeded to do much less.

Major achievements

South Africa's conduct in international relations is based on mutual respect, sovereign equality and peace. Our foreign policy is informed by the fundamental values

and principles enshrined in our Constitution, including human dignity; the achievement of equity; the advancement of human rights and freedoms; non-racialism; non-sexism; democracy; and a respect for the rule of law.

19 years on, we can identify six areas where our new foreign policy has made positive strides:

- We have moved our country from its pariah status to being an active and respected player in world affairs. This has resulted in an increase of resident diplomatic missions, consulates-general, consulates, and international organisations to 315, the second-largest number of diplomatic representation accredited to any capital after Washington DC. In turn, South Africa's representation abroad increased from 36 missions in 1994 to 125 missions currently.
- We have established our foreign policy as a projection of our domestic priorities and continue to sharpen our focus in promoting our national interest through our foreign engagements.
- We have reorientated our approach to foreign relations to prioritise Africa, placing the continent at the centre of our foreign policy. Our commitment to the continent is demonstrated by our continued promotion of the African agenda. We are also the top investor on the continent and work towards greater regional integration.
- We have established dynamic relations with countries of the south on the basis of shared interests and common challenges. In support of south-south cooperation, we engage countries of the south, including the emerging economies and play an active role in formations of the south such as the Non-Aligned Movement (NAM); the Group of 77 (G77); India, Brazil, South Africa (IBSA); Brazil, Russia, India, China and South Africa (BRICS) and others.
- We have maintained and continue to build strong working partnerships with countries of the North which continue to play a key role in our socio-economic development and remain partners in our endeavours to support global peace and security, democracy and good governance.
- We are a recognised player in the multilateral system both in the United Nations (UN) and our regional body, the African Union (AU), as well as in other multilateral forums such as the G20. We have consistently championed the cause of reforming the global system of governance, in particular the Bretton Woods Institutions and the UN Security Council, and call for a more equitable, rules-based system. >>



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Opening Ceremony of the 5th Ministerial Conference of the Forum on China-Africa Cooperation

Cérémonie d'ouverture de la 5^e Conférence ministérielle du Forum sur la Coopération sino-africaine

Beijing, 19 July 2012 2012年7月19日 北京 Beijing, 19 juillet 2012



The Forum on China-Africa Cooperation is held once every three years. Chinese and African leaders deliberate on economic political and social ties between China and Africa.

Africa rises

From the outset, our approach to our neighbourhood has been that South Africa cannot exist as an island of prosperity in an ocean of poverty and instability. We have invested heavily in Pan-African efforts to energise Africa's renewal through the African Renaissance that our country has championed. As we commemorate the 50th anniversary of the establishment of the Organisation of African Unity (OAU), our country has been in the vanguard of efforts towards strengthening this important institution. Having found the OAU ill-equipped to address the needs of Africa in the 21st century, South Africa worked with partners to spearhead a revised continent-wide organisation, and hosted the inaugural summit of the AU in 2002.

We can be proud that the first female at the helm of the AU, Nkosazana Dlamini Zuma, brings with her the experience of being the former South African Foreign Minister, which also demonstrates our commitment to strengthening the AU.

South Africa continues to play a substantial role in policy formulation at the AU, with one of the most important instruments adopted being the African Charter

on Democracy, Elections and Governance, which along with the Constitutive Act, frontload the strengthening of democracy and human rights, making provision for the suspension of member states that have undergone unconstitutional changes of government.

Make peace, not war

Over the past 19 years, and in collaboration with the OAU/AU, our country has participated in and contributed to peacekeeping and peace-making on the continent.

We have played a key role in the establishment of the AU's Peace and Security architecture, so that the continent now boasts the most elaborate security regime of any region.

Given the demands placed on our continental body in this area of work, we have also recently championed the establishment of an African Capacity for Immediate Response to Crises. This is a transitional arrangement, pending the full operationalisation of the African Stand-by Force that will provide the AU with a flexible and robust force, to be voluntarily provided by member states, to be deployed rapidly to emergency situations. >>

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South Africa successfully hosted the UN Climate change conference (COP17) in Durban in 2011.

We are proud of our contribution to peace missions in Africa, ranging from mediation in Zimbabwe, Burundi, Madagascar, Sudan, Côte d'Ivoire and Libya to assistance with post-conflict reconstruction and development, for example, our work in Sudan, Somalia, the Democratic Republic of Congo (DRC) and the Central African Republic; and of course deployments. In this regard, South Africa has contributed personnel to regional, AU and UN missions in Lesotho, Burundi, Comoros, Ethiopia and Eritrea, Sudan and the DRC.

Our support for the socio-economic development programme of the AU, the New Partnership for Africa's Development (NEPAD), has been a major focus area of our work since 2000. NEPAD has managed to mobilise our collective energy for the economic renewal of Africa. Today, we talk of a Rising Africa, and NEPAD has played a significant role in making this possible.

The African Peer Review Mechanism (APRM) has helped respond to the challenges placed before us by the African Renaissance. It has given sharp focus to what needs to be done to strengthen democracy and good governance on the continent.

South Africa was one of the five founding fathers of both NEPAD and the APRM and has continued to be in the forefront of the promotion and implementation of these initiatives and the resulting programmes of NEPAD. We continue to host both the NEPAD Agency and the APRM Secretariat pursuant to this commitment.

Connecting the region

Through our Southern African Development Community (SADC) membership, we have succeeded in enhancing regional integration. Regional and continental integration is the foundation for Africa's socio-economic development and political unity. In this regard, it is imperative that we deepen the continental integration process and infrastructure development, which lays the foundation for intra-Africa trade and holds the key to rapid economic development. Today, the

attention that our leaders are giving to infrastructure connectivity is unprecedented.

The NEPAD Heads of State and Government Orientation Committee met in Kampala, Uganda, in July 2010 and adopted the Presidential Infrastructure Championing Initiative (PICI). We are honoured that President Jacob Zuma was bestowed with the responsibility to chair a Committee of eight NEPAD Heads of State, whose primary responsibility is to ensure forward movement of critical projects. In this regard, the President also champions the North-South Road and Rail Development Corridor.

In these and other developmental initiatives, such as the negotiations underway to form a Tripartite Free Trade Area combining Common Market for Eastern and Southern Africa, the East African Community and SADC, our role has been and continues to be key in the advancement and unlocking of Africa's economic capabilities.

Critical to understanding the impact of the AU is acknowledging that the AU has championed the principle that Africa should take the lead in deciding its future and in spearheading solutions to its challenges. The AU insists that Africa be approached in terms of partnership, among its own states and also when engaging with other regions of the world, including the former colonial powers.

Global governance

Since 1994, South Africa has taken up many international positions of responsibility. Often the task was daunting, but through innovative hard work and dedication, we have consistently recorded resounding successes.

A central pillar of our foreign engagement is the prime importance South Africa places on the United Nations (UN). South Africa is fully committed to actively participating in the UN, specifically to ensure that the

UN's mandates are not usurped by less representative international bodies and by ensuring that the UN is responsive to the needs of its membership, not only the narrow interests of a few states.

The successful completion of our second term as a non-permanent member of the UNSC that ended in December 2012 strengthened our stature in the international community. We worked tirelessly to promote and achieve international peace and security, especially on our continent. We also picked up where we had left off in 2008 and successfully formalised consultations between the UN and AU on matters of peace and security on our continent. Throughout our term, we executed our mandate independently – not bowing to outside pressure – and with integrity by upholding and defending the principles and purposes of the UN Charter.

The battle for UNSC representivity

A central challenge has been to ensure that the UNSC acts “without prejudice to the rights, claims and positions of the parties” involved in a particular situation. Too often, the permanent members of the UNSC tend to promote their own narrow interests, which are fleeting and not geared toward achieving peaceful, sustainable solutions that reflect the will of the affected populations.

We have learned from our own experience domestically, as well as in our efforts on the continent, that the peaceful resolution of disputes is preferable to the

destruction and furies unleashed by military interventions, that dialogue is the only way to achieve such outcomes, and that as uncomfortable as it is, parties should engage with their enemies to find solutions as the zero-sum approach to conflict has an expensive and bloody price tag paid by the people on the ground.

Our most recent term in the UNSC, and the consistent failure of the council to address the situation in Syria, has reinforced our belief on the urgent need for the reform of the council. Continued failure to do so will affect the UNSC's legitimacy, undermining the entire system of global security.

I reiterate the challenge posed by Minister Maite Nkoana-Mashabane in the General Assembly in April this year – let's not celebrate the 70th anniversary of the UN in 2015 with an unreformed Security Council!

South Africa has played a leadership role in the field of sustainable development, which encompasses economic and social development and environmental protection. At the Durban Climate Change Conference in 2011, we facilitated a comprehensive package of decisions that takes forward the urgent work underway to meet the challenge of climate change, which is possibly the greatest sustainable development challenge humanity faces today. We have also been elected to the UN Economic and Social Council, which is the principal coordinating body for economic and social matters within the UN system.

South-south cooperation

In view of the changing patterns of global economic power as well as shared principles regarding inclusive global governance, President Zuma pursued South Africa's membership of the BRICS grouping. The President met in the course of 2010 with all >>



Minister Maite Nkoana-Mashabane at the fifth BRICS Summit in March this year.



The African Diaspora Summit was created to create and promote partnerships between the African Diaspora and the continent.

BRICS heads of state/government and as a result, South Africa was invited to join the grouping at the end of 2010. South Africa hosted the Fifth BRICS Summit on 27 March 2013 under the theme: "BRICS and Africa: Partnership for Development, Integration and Industrialisation". President Zuma also hosted a post-Summit BRICS Leaders-African Dialogue Forum Retreat, which was attended by the AU Chairperson, the Chairperson of the NEPAD Heads of State/Government Orientation Committee and the Chairperson of the AU Commission, as well as various African leaders representing the AU's regional economic communities and the PICI.

Pertinent outcomes of the summit included the warm support articulated by BRICS leaders for the AU's infrastructure development programmes, the decision of BRICS leaders to launch the new Development Bank as well as the launch of two new structures, i.e. the BRICS Business Council and the BRICS Think-Tanks Council.

South Africa's membership has contributed to further expand BRICS' geographic reach, representivity and inclusiveness. South Africa's membership of BRICS recognises the country's systemically important economic position, including its non-energy in situ mineral wealth estimated at US\$2,5 trillion by Citibank, its internationally recognised role as a leading financial services centre, as well as its driving role as a champion for integration and development initiatives in Africa and its well-developed infrastructure base.

The road ahead

While we celebrate our successes, we are also cognisant that more needs to be done. However, our successes, and the many I have not mentioned, must inspire us for the challenges ahead.

Rooted in our own rich history and heritage, our foreign policy remains unique, and continues to speak to our domestic priorities. We continue to do more with less. In the face of the global financial crisis, we have stepped up our economic diplomacy objectives of attracting investment and boosting job creation as well as ensuring that tourist arrivals continue to grow year after year.

South Africa's foreign policy of Ubuntu simply means that what we want for ourselves, we also wish for others. Our struggle for a better life in South Africa is therefore intertwined with our pursuit of a better Africa in a better world.

It is therefore in our best interest that Africa and the world emerge a better place for all to live in. In all we do as a country, we must tap in to the wisdom of our forebears to achieve some of the ideals placed before us by our history. It is the very character of our history that should place us firmly as champions of democracy, good governance, human rights, development, peace and justice. 🌍

***Mr Ebrahim Ebrahim is the Deputy Minister of International Relations and Cooperation.**

*This article first appeared in Ubuntu magazine.

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HRDC

HUMAN RESOURCE DEVELOPMENT COUNCIL
of South Africa

WHAT IS THE HRDC AND WHAT ARE ITS OBJECTIVES?

The Human Resource Development Council of South Africa (HRDC) is a national, multi-tiered and multi-stakeholder advisory body under the leadership and stewardship of the Deputy President. It is managed by the Ministry of Higher Education and Training. It was established in March 2010. Membership is comprised of government ministers, senior business leaders, organised labour, academia and civil society.

It ensures that all relevant policies, projects, interventions and strategies are streamlined and optimised to support overall government objectives and not merely sectoral imperatives. The council meets at least four times a year.

The HRDC Provincial Co-ordination Forum was established with the mandate of creating a link between the HRDCSA and HRD activities at provincial level. It encourages provinces to form their own HRD Councils and to work in alignment with the national structures.

The HRDC is supported by the **Technical Working Group (TWG)**, which is co-chaired by business and labour. It is supported by a team of experts consisting of Technical Task Teams that are appointed on an issues basis to drive the work of the HRDC's priorities. The work of all these Technical Task Teams below will be showcased at the HRDC summit in February 2014.

1. Foundational Learning Technical Task Team

Investigating key leverage interventions within the schooling system that if addressed will have the biggest impact on the quality of schooling in the country.

2. Further Education and Training Colleges Technical Task Team

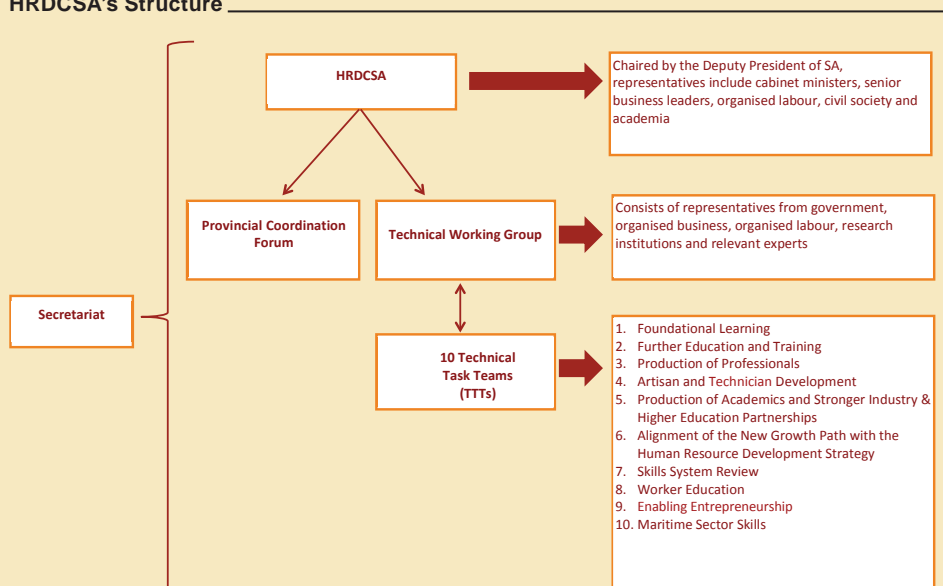
The FET Colleges Technical Task Team was established with a mandate, to "Propose measures on how to strengthen and support all Technical and Vocation Education and Training (TVET) Colleges in expanding access and improving quality". Three broad themes were identified as a framework to assist TVET colleges to achieve their mandate:

- a. The formation of **Partnerships** for co-ordination of the implementation of interventions;
- b. Mechanisms for students access to **Pathways** towards occupational routes, further learning opportunities, entrepreneurship and work places.
- c. Internal functions of colleges to offer students a **Positive Learning Experience** eg. student support, lecturer development, improving college management etc.

3. Production of Professionals Technical Task Team

The Production of Professionals TTT was established to develop recommendations regarding ways to increase the number of professionals in South Africa. The TTT identified blockages along the entire education and training pipeline right from schooling through to the world of work. The TTT is currently working with professional

HRDCSA's Structure



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Deputy President of the Republic of South Africa

Nzimande Blade

Minister of Higher Education and Training



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bodies to determine ways of supporting professional bodies to play a much stronger role in the development of professionals in each of the respective professions.

4. Artisan and technician development technical task team

The Artisan and Technician Development Technical Task Team was established to identify blockages in the artisan and technician pipeline. The TTT has identified four key blockages and has set in place processes and mechanisms to unlock the blockages.

5. Production of Academics and Strengthening of Higher Education Partnerships Technical Task Team (PASHEPI – TTT)

This Technical Task Team's mandate is to propose measures to the HRDC on how to improve the production of academics and how to forge stronger industry-higher education partnerships/linkages

6. Alignment of the new growth path with the human resource development strategy

The aim of the task team was to ensure that government's human resource policies are aligned with its economic development strategies. The TTT has recommended that economic departments play a much stronger role in skills planning and this recommendation is being driven forward by the Department of Higher Education and Training.

7. Skills System Review Technical Task Team (SSR-TTT)

The Skills System Review Technical Task Team (SSR-TTT) was established to review the current skills system in South Africa and to establish whether the current sectoral approach to skills delivery in the country is the best model for South Africa.

8. Worker Education Technical Task Team
In order to develop a clear and collective

framework on an integrated, accredited and non-accredited worker education and training system in South Africa, the Worker Education Technical Task team embraces this vision: "Capable and skilled workers in a just society free of poverty, inequality and unemployment".

9. Enabling Entrepreneurship Technical Task Team

The Enabling Entrepreneurship Technical Task Team is investigating ways in which to strengthen the delivery of entrepreneurship curriculum in schools, FET colleges

and universities so as to create a much stronger culture of entrepreneurship in the country. The TTT is also developing recommendations as to how to better support existing small businesses.

10. Maritime Sector Skills Technical Task Team

The Maritime Sector Skills Technical Task Team is investigating the key human resource challenges facing the maritime sector and will develop recommendations regarding an approach that should be adopted to address the shortage of skills in the sector.



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**20-21 February 2014
Gallagher Estate**

Purpose: To share the research outcomes and the work done by HRDC and its Technical Task Teams

Key speakers:

- 1 Deputy President of the Republic of South Africa: Mr Kgalema Motlanthe
- 2 Minister of Higher Education and Training: Dr Blade Nzimande

Other speakers include

- 1 Participations from Provincial HRD Councils
- 2 International Speakers.

Exhibitions by companies and Institutions within the Skills Development and Education and Training Sector



Public servants shine at Batho Pele Awards

Hard-working and dedicated public servants, doing their bit behind the scenes to make South Africa a better place, were honoured at the inaugural Batho Pele Excellence Awards held in Midrand recently. The biggest winner of the evening was Dr Kelly Gate, a surgeon from the Bethesda Hospital in KwaZulu-Natal, who won the Best Overall Batho Pele Award and gold for Best Public Service Leader of the Year.

Former Chairperson of the Public Service Commission, Professor Stan Sangweni, South Africa's oldest teacher, Nontsikelelo Qwelani and former Secretary of Parliament, Ambassador Sindiso Mfenyana were honoured with The Public Service Lifetime Achiever Awards. Nosipho Ncaba, Director-General of the Department of Environmental Affairs, scooped the award for Best National Head of Department, and Constable Mapule Tshepe from Kagiso Police Station won the Best National Frontline Service Award.

The Department of Science and Technology, was named the Best

Functioning National Department, while the Department of Community Safety in the Western Cape won the Best Functioning Provincial Department. The National Department of Public Enterprises won the award for Best Department on Professional Ethics; while the Department of Cooperative Governance, Housing and Traditional Affairs in Limpopo was awarded Best Public Service Creative Innovator of the Year for its New Engine Server. Public Service and Administration Minister Lindiwe Sisulu confirmed that the awards would be extended to cover the entire Public Service next year. Nominations for public servants, who have gone beyond the call of duty, will open early next year.

Road Accident Fund HR Manager wins big at Amara awards

Road Accident Fund (RAF) Chief Human Capital Officer, Rathata Matabane won the prestigious Avusa Media Annual Recruitment Award (Amara) for 2013 in the category of HR Manager/ Executive of the Year (Public Sector).

The annual awards, launched by Times Media three years ago, recognise individuals in the recruitment industry who have demonstrated outstanding leadership and excellence in people management, driving transformation, fostering talent, and creativity in attracting the most talented and suitable individuals to their respective organisations, in both the public and private sectors. Matabane is credited for having implemented the most successful change management programme in the history of the RAF.

Matabane said it was an honour to be recognised by



his peers and leaders in the industry. He attributed his achievement to the support he had received from the RAF and his hard-working team, rather than to his skilfulness. "If the RAF was not delivering on its mandate and making a difference in the lives of motor vehicle accident victims, then this award would not have been possible."

According to RAF CEO, Dr Eugene Watson, recruitment is an integral part of how the Fund builds and strengthens its team as it seeks to turn the organisation around. "Working for the RAF is not just a job, but a calling to serve. We will continue endeavouring to make our resourcing function the best in order to attract the best."

Madiba stands tall

A three-meter statue of Nelson Mandela, showing him with a fist raised as he walked out of Victor Verster Prison a free man on 11 February 1990, was unveiled outside the entrance to South Africa's embassy in Washington. The statue is a copy of the one outside the Drakenstein Correctional Facility near Cape Town, where Mandela spent his final years in prison.

It was created by Cape Town sculptor Jean Doyle from photographs of Mandela striding triumphantly to freedom after 27 years



of incarceration. The new statue is situated where thousands of American anti-apartheid protesters symbolically surrendered their liberty under the banner of the Free South Africa Movement in the mid-1980s.

This month South Africa will honour former President Nelson Mandela by unveiling a golden statue of him in celebration of the 100th anniversary of the Union Buildings in Pretoria.

Created by sculptors Andre Prinsloo and Ruhan Janse van Vuuren, the statue depicts Mandela with his arms outstretched and one foot slightly forward.

Other statues of the global icon have also in recent years been erected in Parliament Square in London, Nelson Mandela Square in Sandton, Johannesburg and Bloemfontein. Cape Town, Port Elizabeth and New Delhi in India also have plans to build their own statues of the former President. Howick in KwaZulu-Natal is also home to the breathtaking Mandela Capture Monument. This towering monument is a large sculpture erected from 50 steel rods depicting the face of Nelson Mandela. Another sculpture can be found at Church Square in Worcester in the Western Cape.


Crime fighters descend on South Africa

After scooping two top media awards at this year's Crime Stoppers International Conference (CSI) in Barbados recently, Crime Line is now preparing to host the conference next October as part of Crime Stoppers Southern Africa (CSSA).

Head of Crime Line and CSI Vice-President, Yusuf Abramjee, together with Lieutenant-General Vinesh Moonoo and Colonel Dr Attie Lamprecht from the South African Police Service (SAPS) represented CSSA at the conference in Barbados.

CSSA secured the bid to bring the international conference to the African continent for the first time in October 2014.

"The conference is for us to share ideas and the latest trends in global crimes. Crime knows no borders and it is therefore vital for us to forge these bonds with foreign partners," said Abramjee.

It is also an opportunity for South Africa to showcase the various organisations and NGOs that form part of the southern African crime fighting community. The conference will also highlight a variety of crime topics with expert speakers from all corners of the world. 

Festivities as the Union

The expansive and majestic Union Buildings, one of the country's most recognisable buildings, celebrated 100 years in November this year. To mark this important milestone, a number of activities have been planned, including the unveiling of a golden statue of former President Nelson Mandela.

The statue of President Mandela will grace the

lawns of this building that was once a symbol of the past Union of South Africa, built for a political and social order that excluded the majority of South Africans. Today, the Union Buildings are the official seat of the democratically elected South African Government and also house the offices of the President and Deputy President.

The changing face of the Union Buildings is a symbol of a transforming and democratic country.



Buildings hit a century

The early days

The story of the Union Buildings goes back to 1909 when Sir Herbert Baker was commissioned to design the structure. This was a few months before the Union of South Africa was established in 1910. The cornerstone of the Union Buildings was built in November 1910. The buildings were built on Meintjieskop, a piece of land named after land its, Stephanus Jacobus Meintjies.

The location of the building was central to the role that the Union Buildings would play in the city of Pretoria as well as to South Africa's political landscape at the time.

The unique design of the Union Buildings marked the coming together of the English and Afrikaner nations in South Africa. The building's two wings and their meeting point at the semi-circular colonnade/rotunda »



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symbolise this unity and the deliberate exclusion of black people who were in the majority.

This is also the site where 20 000 women marched against the country's pass laws on 9 August 1956.

The Union Buildings: an architectural masterpiece

It took some 1 265 artisans and workmen three years to build the Union Buildings. The material used was sourced in South Af-

rica – against the wishes of Sir Herbert Baker who had wanted to use imported granite. The locally sourced material included about 14 million bricks for the interior office walls, mountain stone quarried on site. The half-a-million cubic feet of freestone used for the exterior walls, the amphitheatre and the major courtyards came from the sandstone quarried from Wolwehoek in the Free State as well as from Pretoria and Witbank. >>

The red roof tiles were sourced from Vereeniging and the reddish-brown Buiskop stone used to build the two principal inner courtyards was quarried near Bela Bela (Warmbaths). In addition 74 000 cubic yards of concrete, 40 000 bags of cement and 20 000 cubic feet of granite were also used.

At the time, the Union Buildings was the largest building in the country and quite possibly the largest building work undertaken in the Southern Hemisphere.

The gardens of the Union Buildings added to the beauty and majesty of the grounds. The layout and planting of the grounds were completed in 1919. Plants used in the gardens were mostly indigenous, although 31 dozen roses were imported from England and other plants from the Netherlands.

Over the years, the landscape of the Union Buildings has undergone several changes – some of which took place while the Union Buildings were being constructed. For example, in his original design, Sir Herbert Baker had wanted to build a “temple of peace” and a “via sacra” on top of Meintjieskop. That idea was scrapped due to financial limitations.

Today, the Union Buildings is one of the most recognised buildings in the country. Over the years, the history connected to this building has evolved. This is where Mandela was inaugurated as the first democratically elected President of South Africa in 1994.

The plush gardens surrounding the buildings are a popular spot for public celebrations and picnics, while local residents are often seen enjoying early morning and evening runs there. >>





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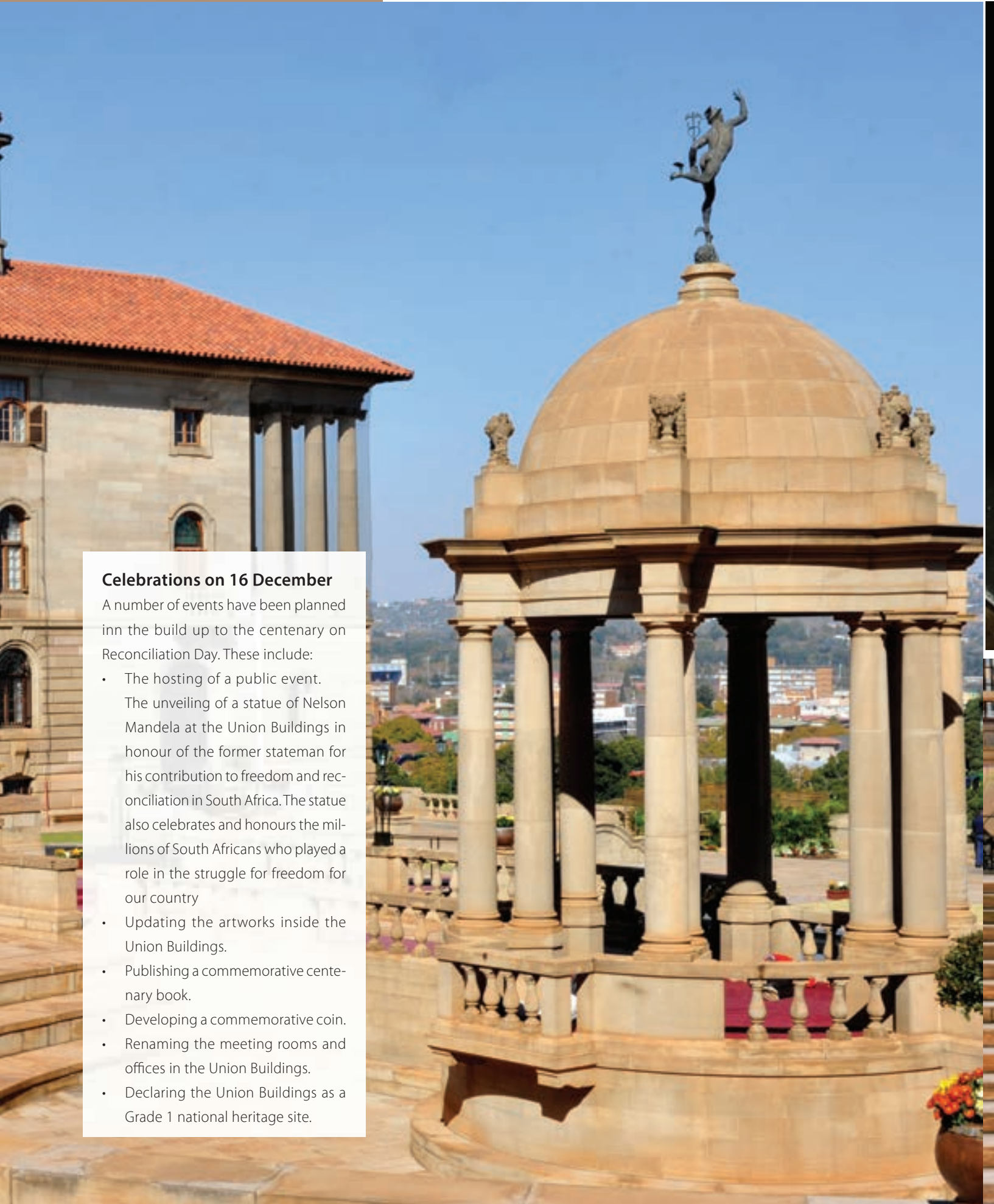
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Celebrations on 16 December

A number of events have been planned inn the build up to the centenary on Reconciliation Day. These include:

- The hosting of a public event.
The unveiling of a statue of Nelson Mandela at the Union Buildings in honour of the former stateman for his contribution to freedom and reconciliation in South Africa. The statue also celebrates and honours the millions of South Africans who played a role in the struggle for freedom for our country
- Updating the artworks inside the Union Buildings.
- Publishing a commemorative centenary book.
- Developing a commemorative coin.
- Renaming the meeting rooms and offices in the Union Buildings.
- Declaring the Union Buildings as a Grade 1 national heritage site.

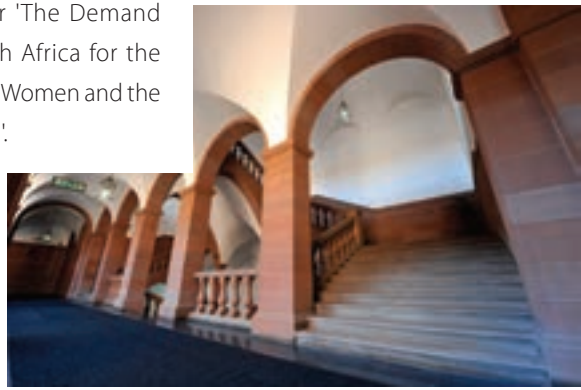
The Women's Monument

Artist Wilma Cruise and architect Marcus Holmes were commissioned to design a memorial to commemorate the 1956 Women's March. The design consists of an 'imbokodo' or grinding stone which is placed in the vestibule of Baker's design. The stone refers to the rallying cry of the 20 000 women attending the march: "Wathint' Abafazi, wathint' imbokodo!" (Strike the woman, strike the rock).

The imbokodo rests on an octagonal base of bronze plates and as a grinding surface for maize, represents sustenance and nurture, while the bronze plates represent earth and fire.



On the stairs leading up to the imbokodo is text in raised bronze letters taken from the protest letter 'The Demand of the Women of South Africa for the Withdrawal of Passes for Women and the Repeal of the Pass Laws'.



The year that was



It was a year of achievements, innovation and new frontiers as South Africa and its citizens flew the national flag high in 2013.

Hosting Africa's soccer giants

The year started on a high when the country successfully hosted the Africa Cup of Nations, from 19 January – 10 February 2013, once again proving its prowess in hosting major sporting events. The three-week tournament ended with Nigeria being crowned champions of Africa for a third time after beating their west African neighbours Burkina Faso 1-0 in the final.

Launch of smart ID cards

July was a special month for South Africa, not only because we were celebrating the birthday of former President Nelson

Mandela, but also because it heralded the launch of the much-awaited smart ID cards.

The new smart ID card is a technological marvel, with a microchip that houses the necessary biometric data unique to every individual. The information on the chip is laser-engraved to prevent tampering.

The smart cards aim to cut down on the fraudulent use of fake or stolen IDs. Home Affairs Minister Naledi Pandor said smart ID cards would cost R140 and would be free for first time applicants. It would take about three days for the applicant to receive the new ID.

A number of leading South Africans - including Deputy President Kgalema Motlanthe, former President Thabo Mbeki, struggle stalwarts Ahmed Kathrada, Frene Ginwala, Sophie De Bruyn - and several senior citizens of ages ranging between 80 and 109 years have been issued with their smart ID cards.

One of the first smart ID cards was handed over to former President Nelson Mandela through his daughter Zindzi Mandela.

According to the department, the roll-out of smart ID cards will take a number of years. The public will be invited to apply for the smart ID cards, with applications to be made in accordance with applicants' month of birth.



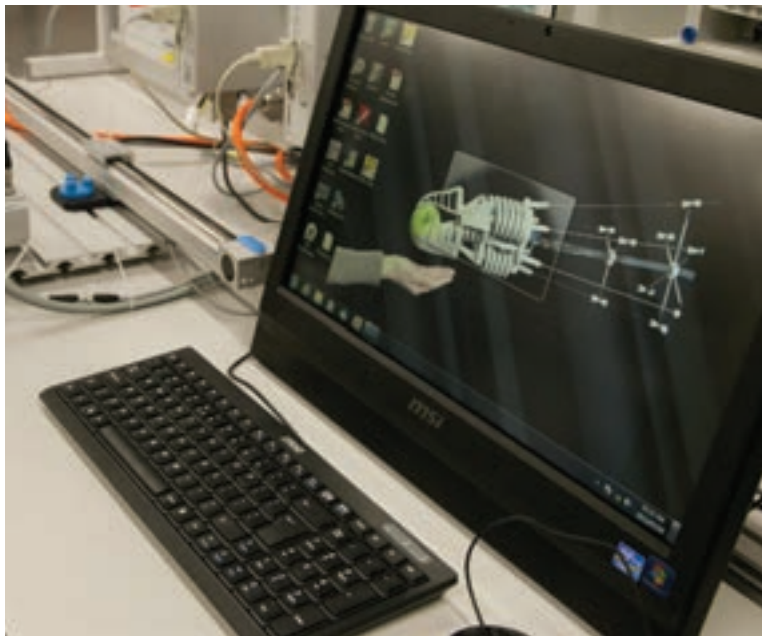
Home Affairs Minister Naledi Pandor presents President Jacob Zuma with his smart ID card. The President was among the first in the country to receive one.

Extending the reach of Higher Education

Education also came out the winner when government concretised plans to build two new universities in Mpumalanga and the Northern Cape. The university in the Northern Cape will be named Sol Plaatje University and the facility in Mpumalanga has called the University of Mpumalanga.

The universities are expected to open next month with a small student intake before expanding over the next decade. The initial intake will be a modest 150 students at Sol Plaatje and 140 in Mpumalanga.

These institutions will increase the number of universities in South Africa to 26. These include six universities of technology, which focus on vocationally oriented education, six comprehensive universities offering a combination of academic and vocational diplomas and degrees, and 11 traditional universities offering theoretically oriented university degrees.



On the cutting edge of science

From a laboratory at the Council for Scientific and Industrial (CSIR), a young researcher etched his name, and that of South Africa, in the history books.

Sandile Ngcobo came up with a novel way to shape a laser beam. Derek Hanekom, Minister of Science and Technology, described the digital laser as 'groundbreaking'.

Minister Hanekom highlighted the scale of the discovery when he said it put South African scientists

alongside Albert Einstein, who helped to lay the theoretical groundwork for the design of the first lasers in the 1960s. "(It) is further evidence of the great potential we have in scientific innovation," he said.

Leading women at the United Nations (UN)

South Africa's leading role in international affairs was enhanced when a South African was appointed to head up the gender equality body, UN Women. The country's first female Deputy President, Phumzile Mlambo-Ngcuka, was appointed by Secretary-General Ban Ki-moon after former Chilean president Michelle Bachelet stepped down.



President Jacob Zuma congratulates former Deputy President Phumzile Mlambo-Ngcuka on her appointment as new executive director of UN Women.

UN Women was established in July 2010 by a unanimous vote of the General Assembly to oversee all of the world body's programmes aimed at promoting women's rights. It is tasked with helping member states implement standards, providing technical and financial support to countries which request it. >>



US President Barack Obama and President Jacob Zuma share a light hearted moment during President Obama's first visit to South Africa earlier this year.

Obama comes to town

It was the middle of winter but many South Africans defied the cold to witness the motorcade of US President Barack Obama as he toured Joburg and Cape Town.

President Obama was on his first visit to South Africa since becoming US president. President Obama, who was hosted by President Jacob Zuma, was on a three-day visit to the country. The visit was dominated by trade issues and the influence of China on the African continent. The US is also a major export market for South Africa.

President Obama also spent some time in Soweto where he held a town hall-style meeting. The meeting was attended by mostly young leaders. As part of Obama's Young African Leaders Initiative he answered questions from not only South Africans but also from young people who participated from Uganda, Nigeria and Kenya in a televised event.

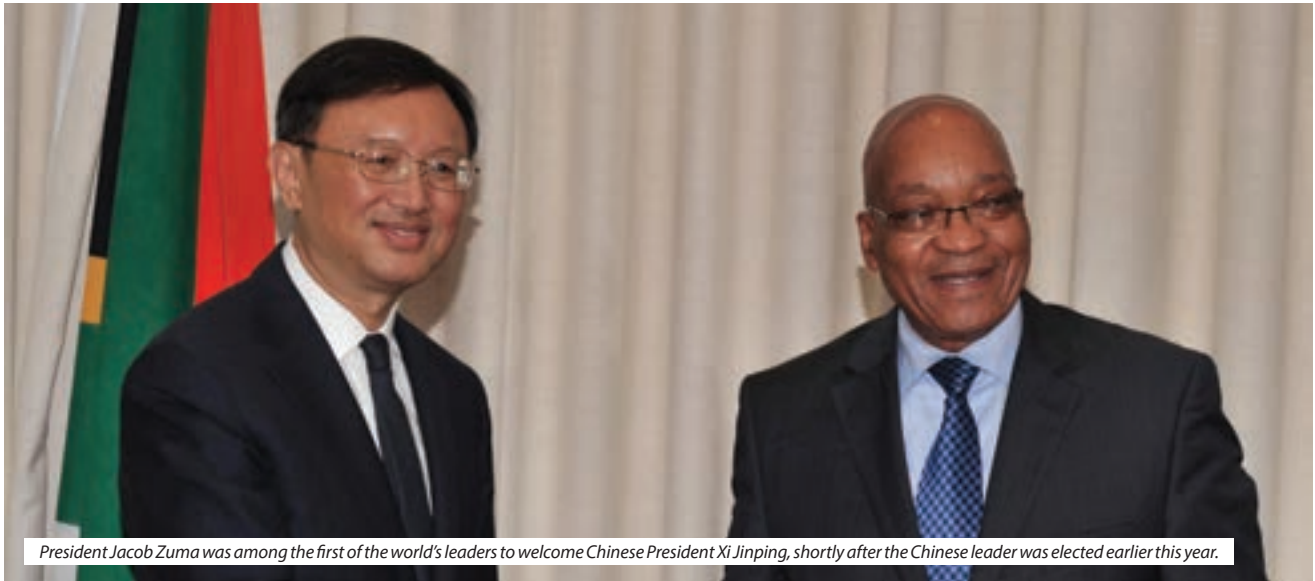
Leading efforts to defend Africa

South Africa also took to the battlefield to help enforce the resolutions of the African Union and the UN. Perhaps the most notable military intervention was in the Democratic Republic of Congo, where the South African National Defence Force led the offensive against the M23 rebels, bringing peace back to the country.

In November, the country then hosted African heads of state at a meeting to set up the African Capacity for Immediate Response to Crises (ACIRC) as a precursor to the African Standby Force (ASF), which will respond swiftly in hotspots across the continent.

Marching on the global stage with giants

South Africa was among the first countries to lay the red carpet for the then newly elected Chinese Presi-



President Jacob Zuma was among the first of the world's leaders to welcome Chinese President Xi Jinping, shortly after the Chinese leader was elected earlier this year.

dent Xi Jinping.

The cosy relations between the two countries were boosted when President Jacob Zuma hosted his Chinese counterpart at the Union Buildings in March. South Africa and China further strengthened their bilateral relations at the 5th SA-China Bi-National Commission (BNC). South Africa and China enjoy strong bilateral relations, which have been growing steadily over the past 15 years.

Saving lives, one pill at a time

This year South Africa's battle against HIV and AIDS was boosted when the country unveiled a single dose anti-retroviral (ARV) pill. The pill has made life easier for the 1,9 million people on ARV treatment, who no longer have to take a regimen of between three and five ARV drugs daily.

This year alone, about 180 000 HIV positive patients started the fixed-dose combination ARVs, which is multiple ARV drugs combined into a single pill.

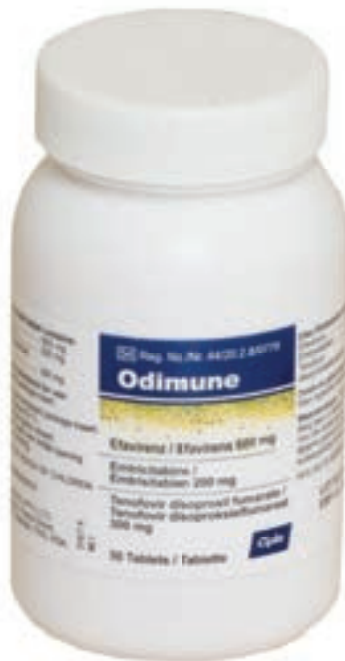
Its greatest benefit is that it reduces the pill burden and is life changing. With one pill instead of three or more, compliance is likely to increase resulting in more lives being saved. The new regimen is not only revolutionary, it is also extremely affordable. Health Minister Aaron

Motsoaledi announced that the pill will cost Government R89 a month per patient.

Bafana beats world champs

On the soccer front, Bafana Bafana also rekindled national pride when they recorded a famous victory against world champions Spain. Just three years after the Spanish football team proved their might on African soil by winning the 2010 FIFA World Cup, they returned to South Africa. However, this time they did not come out winners.

Out-playing the world champs, Bafana Bafana did South Africans proud by beating the Spanish team 1-0 at a friendly match at the FNB Stadium in Johannesburg last month. Striker Bernard Parker scored the winning goal in a nail-biting second half that had all South Africans at the stadium and at home rejoicing.



New school for public servants

The year ends on a positive note for public servants who can now boast a credible institution of their own. The newly established School of Government, promises to be an anchor for all training and intellectual engagement within the Public Service. The national school has replaced the Public Administration Leadership and Management Academy (PALAMA). The new and revamped school will develop more effective and efficient public servants who will undergo various training programmes, tailored for all levels and ranks. This month will see all department heads joining a Government Leadership Programme to share best practices and pool their knowledge and expertise to finalise implementation. ®



AG bows out to improved to audit outcomes

Departments and public entities have reason to pat themselves on the back following the slight improvement in audit outcomes in the last financial year.

The outgoing Auditor-General (AG) Terence Nombembe, expressed satisfaction with the improved performance, but cautioned that internal controls for financial statements, human-resource (HR) management and supply-chain systems still remain a concern.

Talking to *Public Sector Manager* after the release in November of his office's audit outcomes for 2012/13, Nombembe said three factors generally determined the course of audit outcomes in any one year, namely: the number of vacancies, the skills level of public servants and the tone of leadership.

He noted that in cases where directors-general or chief executives of entities have responded favourably to these challenges, improvements have often been made.

It seems government leaders are now beginning to pay more careful attention to the AG's advice.

This year's audit outcomes reveal that over the last five years, things have improved slightly, with the number of unqualified audit opinions

having grown from 70% in 2008/09 to 76% in the last financial year.

Areas of improvement

The number of clean audits – where financial statements are unqualified and no audit findings are reported – increased to 22% of the 450 departments and public entities, up from 17% in 2011/12 and 20% in 2010/11. Only three national departments achieved clean audits – Performance Monitoring and Evaluation, Social Development and the Public Service Commission.

Over the same period, the proportion of national departments with qualified opinions more than halved from 39% to 15%, while that for national and provincial entities has fallen from 23% to 14%. Provincial departments with qualified audits remained unchanged at 27% over this period.

The percentage of disclaimers slipped from 5% in 2011/12 and 6% in 2010/11 to 4% in 2012/13.

Yet despite this, less than a quarter of departments and public entities progressed to clean audits between 2008/09 and 2012/13.

The audit results for 2012/13 also revealed that 96 entities improved over the previous financial year, including 57 which gained clean audits, while 61 regressed – three quarters of them public entities.

Among provincial departments and entities, six of the nine provinces improved their audit findings, while North West showed little progress and Limpopo and Gauteng regressed.

Nombembe attributed the regressions to instances where public servants had neglected the advice provided by his office.

Why do they get away with it?

His office's most recent report identifies three root causes of poor internal control, namely the slow response by management in addressing internal control weaknesses, instability in vacancies in key positions and a lack of consequences for poor performance. "When people consistently do the wrong things and nothing happens to them, then it breeds complacency and it breeds a lot of neglect for what is good for the Public Sector," commented Nombembe.

His concern was highlighted by the admission by the Minister of Public Service and Administration Lindiwe Sisulu during the release of the audit outcomes, that no public servant had yet been found guilty in terms of the Public Finance Management Act (PFMA).

However, Nombembe said the introduction of the Public Service Management (PAM) Bill was a promising move as it would clarify the expectations the state has of public servants and the consequences attached to those that fall foul of legislation.

In November, the Bill was withdrawn from the National Assembly at the request of the Minister of Public Service and Administration Lindiwe Sisulu so that it could be tabled first in the National Council of Provinces (NCOP). It will then be sent back to the National Assembly for further processing.

Clamping down on malfeasance

Meanwhile in November, Nombembe also welcomed the government's drive to revamp the Public Service – with the announcement by the Minister of Finance Pravin Gordhan in his Medium Term Budget Policy Statement of cost control measures for members of the executive.

He added that the launch last month of a government school for public servants and the Department of Performance Monitoring and Evaluation's management performance evaluation tool would also help to improve the efficiency of the Public Sector.

While the AG's office is working with the government's governance cluster to improve procedures and standards by documenting these to ensure consistency, the oversight model in Parliament as well as in Provincial Legislatures would also help boost audit outcomes, he said.

Nombembe said the country needed to encourage a culture in which those in the Public Service learned from their peers – through the various fora such as the directors-general forum, the chief executive forum and the forum for internal auditors in the Public Sector.

He said officials from his office went back every quarter to entities and departments to assess to what degree they had implemented measures and controls suggested by his office.

"Two years ago, we made a specific plea to govern-

ment across the nation – national to provincial, even local government – saying give us at least one hour in every quarter to at least focus on issues of the quality of internal controls," he said.

The response has not been too bad. But Nombembe is still disappointed that 6% of departments and entities had not met with officials from his office in the last financial year. Most entities and departments met with his office twice or three times a year, which he said was more than sufficient to reflect on issues of internal control.

The worst offenders

Returning to the audit outcomes, Nombembe pointed out that the most concerning outcomes were in the areas of education, health and public works which all have sizeable portfolios – with five provincial departments (three of these in Limpopo) in these areas notching up disclaimers for 2012/13.

Added to this 57% of departments in these three portfolios had received qualified findings, compared to just 17% of departments in other portfolios. He said 80% of education, health and public works departments had material findings on their annual performance reports, compared to 45% of the other departments.

Tackling this will help lift transparency and accountability and in so doing improve service delivery experienced by South Africans, Nombembe noted. He said it is also critical that supply chain systems, service-delivery reporting, HR, IT systems integration and financial management remained stable – particularly as these areas had not improved in recent years.

Also concerning is that there has been little improvement made to bring down fruitless and wasteful expenditure as well as unauthorised expenditure and irregular expenditure.

Fruitless and wasteful expenditure increased by 43% over 2011/12 to just over R2,1 billion while that of irregular expenditure (spending that was not incurred in line with legislation) stood at R26,4 billion, slightly down from R26,7 billion in 2011/12.

Unauthorised expenditure – spending by departments that is not in line with its respective budget – grew from R2 billion in 2011/12 to R2,3 billion.

Many of the AG's concerns made in previous years were again repeated this year, but Nombembe remained unperturbed.

"We are not getting tired of repeating what we said and what needs to be repeated, because we do understand that some of the findings need much more in-depth analyses and understanding of the root symptoms that we pick up." >>



The 2012/13 audit outcomes in numbers:

R232 million – The amount made in procurement awards by departments to suppliers in which employees or close family members had an interest.

68% of departments and about a third of public entities had repeat findings around uncompetitive and unfair procurement processes – most commonly where three quotations were not invited and where financial interest declarations were either not submitted by suppliers or were falsified.

43% of departments and public entities submitted financial statements that did not contain material misstatements, while 37% of entities and departments were able to achieve a financially unqualified audit opinion only after Auditor-General, Terence Nombembe's office corrected all the misstatements.

41% of departments underspent on their capital budget and 9% on their conditional grants by more than 10%.

39% of departments and 2% of public entities did not pay suppliers within 30 days of receiving the invoice.

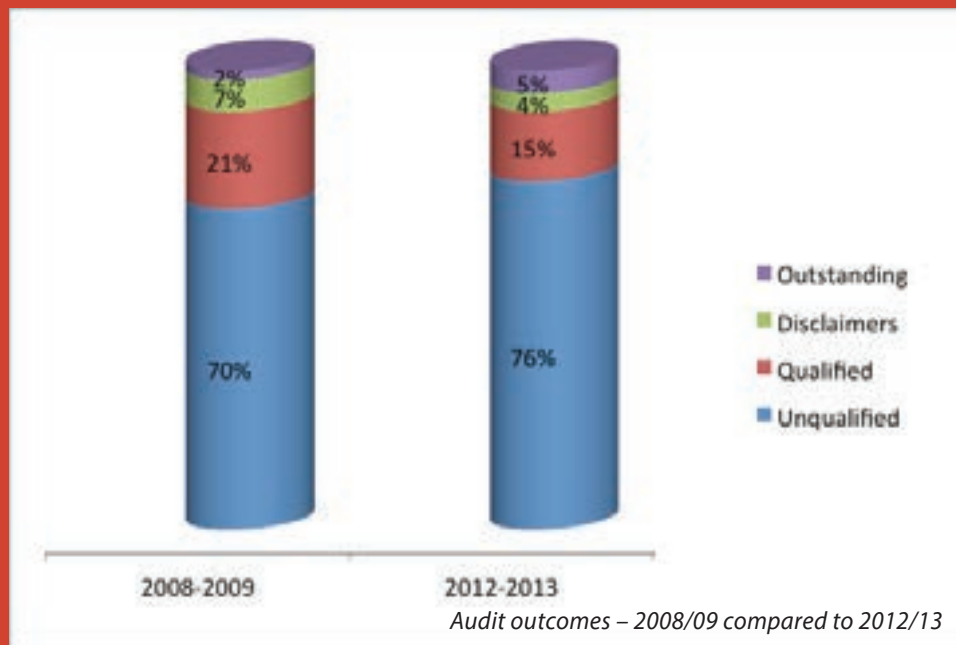
26 – The number of departments and entities that did not complete audits on time because they either failed to submit financial statements on time or didn't submit them at all. Some of those that missed the cut-off date had poor

quality financial statements.

22% of all departments and entities estimated that more than 10% of their respective debtors would not be able to pay them.

15% – The average overall vacancy for departments and entities at year end. A fifth of departments had vacancies in the position of chief financial officers or Accounting Officers. Most Accounting Officers serve just two years, while chief financial officers serve for on average less than three years in their position.

9% – The percentage of departments and entities that did not have performance contracts in place for senior managers. SM



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Khanyile puts Eastern Cape municipalities on the straight and narrow

Towards the south east of South Africa lies the massive, hilly and mountainous province of the Eastern Cape. This province enjoys the warm waters of the Indian Ocean and shares a border with KwaZulu-Natal, Lesotho, Free State, Northern Cape and the Western Cape.

Occupying 13,9% of the country's mass and with a population of 6,5 million, it is the second largest province after Northern Cape.

The Eastern Cape is a sprawling, largely rural coastal province, where traditional leaders still hold sway.

Some 45 municipalities (district and local), six kings, 300 chiefs and around 1000 herdsmen and 233 traditional councils all exercise some sort of power over their geographically defined domains.

As Superintendent General of the Department of Local Government and Traditional Affairs, it has been Advocate Stanley Khanyile's responsibility to get these varied and, at times, contesting centres of power to work in unison.

Since he was brought in to lead the ailing department by the then MEC of Local Government and Traditional Affairs Tokozile Xasa in 2009, Khanyile has brought a semblance of stability to the department and to municipalities across the province, although recruiting qualified staff and obtaining clean audits still remain a challenge.

Khanyile was legal advisor to the late Minister of Cooperative Governance and Traditional Affairs (CoGTA) Sicelo Shiceka. He also sits on the Ministers and Members of Executive Council (MINMEC) and chairs the task team reviewing the Municipal Systems Act and regulations.

With him at the helm, the once struggling department received an unqualified audit and won the CoGTA-Vuna Award for the Most Improved Provincial Department in Supporting Municipalities in 2009. His provincial Municipalities and Members of Executive Council (MUNIMEC) was signalled out by CoGTA Minister, Lechesa Tsenoli in his 2012/2013 Budget Speech for its excellent work.

"We used to be a laughing stock. We were once chased away from the portfolio committee and the oversight committee because documentation was not proper and in some cases there was a lack of seriousness," Khanyile recalls.

He is heartened that the efforts of his department are being acknowledged, but he remains mindful of the daunting task that still lies ahead.

When he joined the department, Khanyile instituted an inter-

nal disciplinary hearing against the then Chief Financial Officer (CFO) for alleged financial mismanagement. "We dealt with that matter very decisively in terms of disciplinary action and we released him and others. We were able to appoint a new chartered accountant to the position of CFO."

To deal with the anomalies, the department devised a turnaround strategy focusing on five priority areas: accelerating service delivery, promoting good governance, enhancing sound financial management, fostering sustainable infrastructure development and maintenance, and intensifying the fight against corruption.

Municipal audits

Khanyile expresses frustration that despite the support from his department, in the past four financial years, Eastern Cape municipalities have shown a regression in balancing their books. In the 2008/2009 financial year, only nine municipalities got unqualified audits with 13 got qualified audits, 17 got disclaimers and six got an adverse audit opinion.

In the 2009/10 financial year, the picture improved, albeit only marginally. Of the 45 municipalities, only 10 got unqualified audits, 13 qualified audits, 19 disclaimers and three adverse audit opinion.

The 2010/11 financial year showed some improvement with 13 municipalities getting unqualified audits, 13 municipalities remained stagnant with qualified audits and the number of municipalities with disclaimers decreased while the number of municipalities with adverse audit opinion remained the same at three across the province.

In the 2011/12 financial year only nine municipalities managed to balance their books with an unqualified audit, a staggering 19 received qualified audits, 15 received disclaimers, with two got adverse audit opinion.

The regression by municipalities gives Khanyile sleepless nights. "What worries me is that despite the support that we provide to our municipalities, they continue to have a bad picture insofar as audit opinions are concerned."



Putting policies in place

Khanyile's contract was renewed by five years in March. This gives him space and time to put in place systems and policies that will assist the department in running like a well-oiled machine.

"I don't believe in things happening only because of one individual. I would like to ensure that many of us if not all of us in the department, share the vision of the department so that when I leave, I leave behind a legacy. That will only happen if we have policies in place," he adds.

Khanyile wants to leave a deep-seated culture of responsibility, punctuality, caring and serving the public.

For the department to move forward and succeed, he identifies three aspects that should be addressed - poor leadership, poor financial management and internal control systems across municipalities.


There are promising signs that traditional leaders are willing to strengthen their working relationship with municipalities. Following a recent meeting with Min-

ister Tsenoli, there was an agreement "that the relationship between the traditional leaders and the councillors must be strengthened to speed up service delivery and improve the lives of poor communities in the country in general".

"It is important for municipalities, not merely to consult, but to involve traditional leaders when planning development in their areas, so as to ensure that cooperative governance is strengthened at the local government sphere," said the Minister.

Advocate Khanyile cautions that the country needs to rid itself of the cancer of self-enrichment, especially by people in positions of power. "There is a cancer that we must deal with as a country. That cancer of some people thinking that when they are entrusted with positions of responsibility, it's an opportunity for them to get as much as they can."

He adds that the department is conducting forensic audits in many municipalities to deal with graft. "It sickens me, it makes me worry."

With his experience in dealing with local government, Khanyile is confident that he will steer the department in the right direction. 

SA cashes in on the dividends of freedom



I recently eavesdropped on a conversation between two gentlemen at the carwash. They were complaining about how government was refusing to let people build houses on a patch of land adjacent to the carwash and the status of housing in South Africa which was, in their view, in a sorry state.

Housing in South Africa has always been a thorny subject. Negative media reports on the subject also have not helped the situation.

The two – housing issue and adverse media coverage – and the carwash conversation - paint a gloomy picture of the human settlement strategy of our country. Relying on these conversations everywhere you go and the negative media reports without comparing it to authentic statistical data, you will surely believe the country's strategy in this regard is on a downward spiral.

What the two achieve to do is to corroborate the acknowledgement on the part of government that a lot still needs to be done to improve the lives of all.

We have come a long way as a nation in addressing the injustices, inequalities and poverty inherited from apartheid. Our society has and continues to transform since 1994 and human settlement is not immune to this transformation agenda.

The two gentlemen's argument was based on lack of information that government follows an integrated approach in its planning and

provision of human. The land has to meet a certain criteria to be declared suitable and sustainable for habitat.

The land they were arguing about is lined with high voltage electrical lines and does not seem suitable for this purpose.

Writing without context

Media reports that complain about the slow pace of delivery fail to highlight the status of housing when the new government took over in 1994. More communication is needed to educate the public around habitable and inhabitable places and the dynamics around land issues on housing.

I do not blame the two gentlemen and I write with the hope that the information in this article on how far and how much government has done to provide sustainable human settlements in an integrated manner, will reach the two gentlemen and others like them.

The recently released Development Indicators 2012 put together from empirical data sourced from research bodies in South Africa and across the globe, provides evidence to the transformation agenda and negates this gloomy picture.

The findings contained in the indicators confirm what may come across as a cliché – that the apartheid government had for over 40 years, failed to provide human settlements for black people. As a result, the democratic government inherited a backlog of 1,2 million houses in 1994. The democratic government has risen to the challenge of wiping this backlog in less than 19 years.

The dark past

The indicators demonstrate that living conditions for blacks in the 1980s were characterised by massive overcrowding of existing public housing, limited market expansion into the townships for new affordable housing, high private rentals based on the massive under-served demands, deteriorating services to an unplanned for population growth, illegal growth of informal settle-

ments, increasingly dysfunctional and ungovernable townships and homelands due to civil protest, rent and service boycotts and social fragmentation.

Africans were displaced into racially segregated ethnic-based rural homelands with racially discriminatory laws restricting their movement. In these backwaters, they were subjected to poor roads, sanitation and water supply, limited electricity and dislocated from the city, with few social amenities such as parks, libraries and clinics.

Notwithstanding, the democratic government has been able to emerge triumphant.

In just under 19 years, government has risen to the challenge of providing shelter for the poor and recreating more sustainable human settlements and, by extension, improving the quality of life of all residents.

Habitable homes

The post-1994 South Africa boosted growth in formal housing by 50%. That translates into about 6 million additional formal homes since 1994. Overall, the proportion of the population living in formal housing has increased from 64% in 1996, to over 77% in 2011. Over that period, the state's contribution to formally housing very poor people, below where the market operates, represents nearly 50%. In turn, the confidence displayed by the market in response is the fastest of any comparable period.

Yes, more still needs to be done given the growth in demand brought about by the freedom to move away from the enforced historical homeland poverty traps.

However, one can only imagine what the results would have been if the government had not first dealt with the stumbling blocks of a stunted delivery mechanism (not dissimilar to what the colonial masters of Mozambique did when they left – filling the water and sanitation pipes with concrete) from within the state and a market mechanism that could not respond to the poor and was incapable of bridging conditions for a new middle class.

Moreover, to turn the situation around, a legally sound environment first had to be created to allow for the implementation of a more sustainable human settlement strategy with an integrated planning approach princi-

pally driven to enable the market to operate on a more equitable basis – instigating momentum towards a non-racial residential environment so desired in our constitution. Racially discriminatory laws and practices had to make way for democratic and inclusive ones.

This only prolonged the time it took to turn things around. The results would have been greater had the challenge of building new democratic administrations and systems not been that massive.

Basic services restore dignity

Providing essential basic services, unlocking dynamic economic growth and creating employment is at the heart of this integrated planning.

In addition to providing millions of formal homes since 1994, the strategy also provided over 14 million households with access to potable water.

As at 2010/11, access to water infrastructure at RDP standards or higher sat at 95% while households with access to free basic water increased from 11,3 million in 2010/11 to 11,6 million in 2011/2012.

The RDP standard levels are defined as a minimum of 25 litres of potable water per person per day within 200 metres of a household. This provision of water must not be interrupted for more than seven days in any year. The standards are also defined as a provision of a minimum flow of 10 litres per second for communal water points.

Alongside achievements in water provision and notwithstanding remaining challenges, access to sanitation continues to improve in both rural and urban areas. The fact that some communities are waging struggles for better sanitation adds further impetus to efforts to eliminate inhumane sanitation conditions.

The number of households with access to electricity grew to 76,5% in 2011/2012 from a base of 52% in 1994. Although a target of 92% access to electricity by 2014 is threatened by a decline in new electrical connections per annum in recent years, increased access to electricity is nonetheless pleasing.

One can argue that the growth in this formal housing and the provision of these essential services has translated into a steady expansion in employment through the Expanded Public Works Programme.

Teething problems

Challenges have been noted, such as defects, especially in low-cost houses, either as a result of poor workmanship or failure to meet technical requirements specified by the South African National Standards 104000 and the National Home Builder Registration Council as well as a general neglect of routine operation and maintenance of infrastructure and failure to upgrade and refurbish existing ones. >>



This has compelled the Department of Human Settlement to embark on a rectification programme. More needs to be done, but one is positive for even better results with the next reporting cycle. This will only mean yet a better life for more South Africans.

South Africa records steady progress against human development indicators

At the time of the releasing of the Development Indicators 2012 report government invited all our citizens to read and reflect on how, working together, we can take our human development progress to another trajectory in all the thematic areas.

The thematic areas broadly included economic growth and transformation, employment, poverty and inequality, households and community assets, health, education, social cohesion, safety and security, international relations and good governance. In addition, indicators included information on demographic trends, transport infrastructure profile and energy, as annexure.

Although these are broad policy matters that require no ordinary solutions, it therefore requires us to take a gradualist approach to inspire a more constructive public engagement. In this regard, we would initially focus on the improvements our country continues to make in strengthening and deepening democracy and enhancing social cohesion, including gender transformation.

The world has been fascinated and rightly so, by the complexity of the state of our democracy in South Africa. The image-making processes of the media, both internationally and nationally, have to some extent, created numerous myths that have very little to do with the project to change the living conditions of the majority of our people and the underlying historical and social tendencies.

As South Africa reaches political maturity and like many mature democracies, voter turnout would decrease over time. However, our efforts should be to ensure an increased voter participation to ascertain representation of the will of the majority of our people.

The ANC-led government is honoured to be working with all of our people to speed up change in our country. Our experience has also confirmed that through long-term planning, monitoring and evaluation of our policies, we can achieve greater heights in changing the living conditions of our people.

Today, we are proud to have developed the National Development Plan (NDP), which envisions a South Africa where all will be conscious of the things they have in common more than their differences. It seeks to create a society that will progressively undermine and cut across the divisions of race, gender, space and class.

To achieve this goal, our country has recorded an increased participation of citizens in civil-society organisations >>



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- Businesses operating or expanding in South Africa

How it works

- Funding of R1 million to R1 billion per project
- **Interest at prime less 3%**
- Funding available over 5 years or until the scheme is exhausted

- First drawdown must be within one year of approval
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Other support

- Where necessary, businesses are encouraged to use IDC Business Support Services

working side-by side with government in providing support for a set of values shared by all South Africans including the values contained in the Constitution.

Reports reflect that the membership of labour unions and political parties is high compared to three countries like Chile, Korea and Poland. Furthermore, South Africa has recorded a growing number of religious organisations, which is one of the most important pillars of moral regeneration.

It is therefore our view that the strength of civil society in South Africa should continue to exhibit a strong sense of nation building, and also present an enabling environment to ensure accountability of the State to its people.

Working together as citizens, it even becomes easier for local government to drive the participatory mandate without needing to create stronger and more effective participatory forums.

The ideal remains the institutionalisation of the culture of and the strengthening of accountability mechanisms while building and sustaining high levels of discipline, dedication and willingness to serve the people and to apply resources prudently.

In the final analysis, in line with the rhetorical adage that numbers do not lie, we can confidently argue that South Africa is a different place almost 20 years into democracy with higher living standards and an ever-growing culture of participatory democracy, despite service delivery protests - that too is democracy in action.

Challenges remain in the health and education systems, yet numbers affirm the achievement narrative

Since the dawn of democracy, South Africa has made remarkable progress in improving the lives of its citizens. Health and education have been among the major priorities of government in addressing challenges of inequality, unemployment and poverty. Even though the South African health system has undergone a number of transitions over the past two decades, it is important to commend progress made in improving the quality of healthcare for the people.

At the beginning of 1994, the primary healthcare services were free of charge for children, people with disabilities and pregnant women, and later on for the entire population.

The Minister of Health recently conducted several hearings regarding the Green Paper on the National Health Insurance (NHI) for South Africa, which is a financing system that will ensure that all citizens are provided with essential healthcare, regardless of their employment status or ability to make a direct monetary contribution to the NHI Fund.

For the first time since the advent of democracy, empirical evidence shows that South Africa is making progress in improving the health status of its people.



Both Statistics South Africa (StatsSA) and the Actuarial Society of South Africa (ASSA) have noted a gradual improvement in life expectancy from 2006 onwards, after a decline from 2001-2005. This could be as a result of measures taken by government to combat communicable diseases such as HIV/AIDS and TB.

Evidence shows a reduction in child mortality, with deaths from malnutrition and preventable diseases substantially reduced. According to the Rapid Mortality Surveillance (RMS), the sustained improvements in infant and child mortality are also the result of ART treatment and prevention of mother-to-child-transmission of HIV.

Regarding the immunisation coverage, the Department of Health has set a goal to improve child health and reduce infant and under-five mortality and morbidity, and attain coverage of 90%. South Africa has done well in increasing the general immunisation coverage of infants (under one year of age). The immunisation coverage increased from 63% in 1998 to 90,8% in 2011 with the highest coverage of 94,4% achieved in 2009.

In 2005, a recent report by Kerber et al concludes, South Africa was one of only four countries globally with an under-five mortality rate higher than the 1990 baseline for the Millennium Development Goals. Over the past five years, all models and data sources agree that the nation has achieved one of the fastest rates of child mortality reduction in the world. This rapid decline is likely because of a reduction in AIDS deaths >>



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through the scale up of PMTCT and expanded roll-out of ART services.

The report by Kerber et al continues to note that “mortality has declined significantly since the middle of the last decade and South Africa’s average annual rate of decline between 2006 and 2011 (10,3% according to United Nations Inter-agency Group for Child Mortality Estimation) is the fourth fastest globally, with Rwanda being the only country in the region to achieve faster progress. The recent rate of decline is similar to improvement in other middle-income countries lauded for progress in reducing child mortality such as Brazil (Average Rate of Reduction (ARR) of 8,1%) and China (ARR of 8,5%).

The South African government, through the Department of Health, has committed to improve women’s health and reduce maternal and neonatal mortality and morbidity. It is important to note that the high maternal mortality in South Africa has been largely attributed to non-pregnancy related infections, mainly resulting from AIDS.

Government and the South African National Aids Council (SANAC) have been working hard to minimise the spread of HIV and AIDS and prevention of new infections through strategies such as the HIV and AIDS Counselling and Testing (HCT) campaign, male and female condoms, HIV counselling and testing to ensure early access to treatment and to reduce transmission, medical male circumcision, and social and behaviour change communication promoting health-seeking behaviour.

The South African research community has made major contributions and is now a recognised key player in the global search for solutions to the epidemic. There has been a stabilisa-

tion of HIV prevalence (the number of people living with HIV), after rising since the 1990s. Prevalence amongst the youth has been levelling off between 2009 and 2012, and South Africa will probably meet the MDG targets for HIV prevalence in youth. Key to reducing the overall burden of HIV is the prevention of new HIV infections.

The national TB cure rate in South Africa has improved gradually over the past years. For the first time, the national TB cure rate passed the 70% mark in 2010 and reached 73% in 2011. Case notification for all forms of TB has steadily increased over 10 years from 188 695 in 2001 to 389 974 in 2011. The number of people who default on their TB treatment declined from 13% in 2000 to 8% in 2011, and to 6,1% in 2012. Despite this improvement, there has been uneven performance across districts, and data reflects that some districts have TB cure rates of less than 50%.

There has been a steady decline in malaria cases in South Africa over the past 12 years. Between 2000 and 2011, morbidity was reduced by 85% (from 64 622 cases to 9 866 respectively) and mortality by 81% (from 458 to 89 deaths respectively). The achievements were largely the result of changes in prevention and treatment policies, ensuring that the most effective insecticides and combination anti-malaria treatment were implemented to prevent and treat malaria infections.

On education, government has agreed on 12 outcomes as a key focus of work between now and 2014, and has made education the apex priority. Since 1994, a number of policies have been implemented and legislation promulgated to create a framework for transformation in education and training. The Department of Basic Education has introduced standardised assessments and systemic evaluations to measure whether learners are achieving the curriculum outcomes and to identify the key areas in the curriculum that require improvement.

Over time government is seen turning around dysfunctional and poorly performing schools by improving systems of accountability and service delivery at district, provincial and national level. In its endeavour to improve the standard of education in South Africa, government has introduced the system of Early Child

for life, learning, schooling and work. Progress is made by the Department of Basic Education in ensuring that access to Grade R is universalised and that Grade R provides quality programmes to compensate for socio-economic deprivation and low family literacy.

The percentage of 0-4 year olds attending ECD facilities has increased by 18,4 between 2007 and 2011. The same trend is observed for five year olds which has increased by 24,6% during the same period. The upward trend may be attributed to the implementation of the national integrated plan for ECD, developed by the departments of social development and basic education.

Previously, classrooms in public schools used to be extremely over populated, which made it difficult for teachers to realise their mandate. This compelled government to put measures that could reduce learner-educator ratios in line with international standards. The learner-educator ratio has stabilised over time, hovering around 30:1 from 2010. Provincially, Free State and Eastern Cape are at the lower end at 27:1 and 29:1, and Northern Cape is at the higher end at 32:1.

However, the learner-class ratio remains a challenge facing the education system. For many years the Gender Parity Index (GPI) has been an issue of concern, especially in the case where fewer

girl children were enrolled at various schools. More generally, it is worth noting that there are fewer girls at primary school but the rate reverses at secondary level with more girls in school than males. This trend continues at university with more females than males. The challenge, however, is that few female students are graduating in the sciences in the post-schooling system.

Overall, the GPI has become closer to parity over several years. From 2005, there has been a steady increase in females enrolling at institutions of higher learning compared to males. Although male enrolments have also been increasing, the female increase is steeper than that of males.

The Department of Basic Education has committed to continue improving the quality of teaching and learning with a focus on literacy and numeracy and increasing access to, and performance in, mathematics and science. This entails increasing access to quality materials and providing competent and professional teachers. It also aims to increase the number of National Senior Certificate passes with mathematics. Official statistics show that by 2013, around 114 million full-colour national workbooks had been distributed to schools, calculated from the beginning of 2011.

Since 2008 the number of Mathematics passes has been declining, until 2012 where there was a marginal increase of about 17 937 passes from 2011. Since Mathematics Literacy was introduced as a matric examination subject, there are more learners passing this subject than those passing mathematics. Over the years, the overall matric pass rate has steadily been increasing. The 2012 pass rate has surpassed that of 2003, which was the highest since 1994. However, the quality of matric as indicated by the number of bachelor passes is not increasing as rapidly as the overall matric pass rate.

The Sixth Edition of the Development Indicators 2012 of South Africa indicates that adult literacy has been steadily increasing and that the percentage of university graduates with degrees in Science, Engineering and Technology (SET) is picking up after a decline from 2008 to 2010. ²⁸

***Busani Ngcaweni works in The Presidency.**





THE NFVF INVESTS IN THE FUTURE OF YOUNG PEOPLE OF SOUTH AFRICA

The NFVF has developed a number of programmes that are aimed at youth empowerment particularly the young people from the previously disadvantaged groups. Programmes such as the youth filmmaker project, the Sediba International Financing Programme for emerging producers as well as the recently launch partnership with the Media, Information and Communication Technologies Sector Education and Training Authority (MICTSeta) are all part of NFVF's focus towards the empowerment of young people within the film and television sector.

NFVF's partnership with MICTSeta

The NFVF's partnership with MICTSeta was launched during the month of June, which is the youth month. The partnership consists of two programmes, a bursary scheme for students as well as an internship programme for unemployed graduates. The fundamental objective of the partnership is to address the issue of the scarcity of skilled persons from previously disadvantaged groups in certain specialist areas within the film and television sector.

A total of 20 graduates have benefited from internship programme and 135 students benefited from the bursary programme. The interns have been placed at different organisations for their work experience, six interns are at the NFVF, ten at SABC and four at Quizzical Pictures. The placements were made on the basis of their academic qualifications and areas of intended career focus. The internship programme will run for a period of eight months, affording the interns an opportunity for permanent employment should there be a vacancy relevant to their field. In terms of the bursary scheme, the selected students are enrolled for film and television related qualifications at various accredited South African institutions of higher learning.

The NFVF and MICTSeta are planning to run the programme on an annual basis given the response from young people in terms of applications as well as the success of the programme thus far.

NFVF's call for youth filmmaker project

The call for the youth filmmaker project is targeted at young filmmakers from the previously disadvantaged groups who are under the age of 35 years. The

applicants must also have graduated from an accredited tertiary film programme within the last two years and they must have majored in either directing, editing, cinematography or producing. The 10 month programme sees 10 graduates getting an opportunity to make a film in collaboration with other recent graduates. Successful writer/director teams will be guided in the development of their stories into 24 minute scripts over a period of 5 months. The successful projects and teams will then be provided with a professional production crew to shoot their film. A post-production supervisor will be appointed to assist them in the editing and final delivery of the film.

The theme for the 2013/14 films will be centered around a youth orientated look at society and in particular, the interactions between the different generations. The films may address relationships between parents and children, siblings of the current generation juxtaposed against siblings in a past or even future generation. The objective is to allow the youth to express their unique view of the world today in relation to a world steeped in traditions, norms or habitual behaviour.

The scripts will be work-shopped for camera in preparation for the production of the films with the aim of the films being completed by March 2014.

NFVF's Sediba International Financing Programme for emerging producers

The SIFPP for emerging producers is a programme that is geared at offering focused training in international financing, packaging, sales and distribution. The programme, facilitated by the internationally renowned Angus Finney, has been

The National Film and Video Foundation (NFVF), the statutory body responsible to spearhead the development of film in South Africa, is leading the course to empower the country's young people in the film and television sector.

running for four years and it empowers producers with the know-how of sourcing of international financing through co-production partnerships and other alternatives to be able to raise funds to make films of the highest quality. The programme also equips producers to build sustainable production companies through strategic business opportunities.

SIFPP is aimed at producers who have completed a feature film script that is most likely to have an international appeal. In addition, the excellent relationship between the NFVF and the Film London Production Finance Market (PFM) affords eligible producers to attend this market and pitch projects developed through SIFPP to international financiers, distributors and sales agents. The successful producers are fully funded by the NFVF to attend this market.

In celebrating the youth month, the NFVF is reflecting on these programmes through which the NFVF is playing a major role in the development and empowerment of young people in various aspects of the film and television sector.



national film and video foundation
SOUTH AFRICA

an agency of the
Department of Arts and Culture

Scene 1

Little Themba walks into a spaza shop and walks up to the lady at the counter.

“ How much is a chocolate cone ice cream?” he asks

“ R5” the lady answers rudely.

He only has R5 and ponders whether he should spend all of it on ice-cream.

“How much is the Vanilla?”

“R3” answers the lady, visibly annoyed.

Little Themba counts with his tiny fingers and buys the R3 ice cream.

He walks out with a big smile on his face.

Soon as he is out of sight, the unfriendly lady peers into a plate on her counter.

There is a R2 tip that wasn't there before the boy walked into the shop.

The National Film and Video Foundation is proud to play a critical role in helping South African filmmakers develop and tell their stories through film. To find out more visit www.nfvf.co.za



national film and video foundation
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an agency of the
Department Of Arts And Culture

Bringing South African stories to life.

Avoid the debt trap this festive season

Christmas is a time for giving, but it is better to spend responsibly without incurring more debt.

Most South Africans habitually hit the festive season as if it is the end of time, choosing to ignore the looming financial responsibilities, such as school fees, school uniforms, transport, food costs and medical expenses that come only too quickly in the new year.

Here are a few tips on how to avoid the debt trap:

- Draw up a festive season budget; don't forget to take your bonus into consideration.
- Plan how much extra you want to spend over the festive period.
- Your budget should include, lights and water, insurance, debt, school fees, stationery, school uniform, lunch box and bus fare.
- Make provision for all unseen expenses, such as donations, unexpected visitors.
- Buy goods that you need.
- Stick to the budget which you have set yourself.
- Avoid getting into debt unnecessarily – it's often better to save in order to buy goods for cash instead of buying them on credit.
- Shop around for best prices, or wait until they are on a bargain in January.
- Adjust your entertainment, alcohol, gambling expenses to realise your goal.

Source: lucidliving.co.za

If you follow these tips, you'll avoid a debt hangover and you'll be able to begin the New Year with money for schooling, uniforms and other obligations.

Consumers must be cautious

The South African Savings Institute (SASI) has embarked on a campaign that can help South Africans enjoy the festive season, while also enabling them to meet their financial commitments for the future that lies ahead.

SASI urges consumers - in a country where household debt is at

More tips for spending wisely:

- If you didn't save, don't borrow to spend
- Make the season's gifts instead of buying them; it puts more heart to the gift
- Give your precious time to the needy as opposed to money during the season
- Invest in money boxes as gifts for children
- Avoid buying on impulse, resist those SALE signs
- When you see SALE, think SAVE, for next year's obligations await
- Have you budgeted for next year's school requirements: fees, stationery, uniforms?

75,4% of disposable income while household savings level remains at a mere 1,7% of GDP - to be cautious.

"South Africans spend more than they earn throughout the year, and this is compounded over the festive season when we are inundated by marketing and tempted by material goods we desire rather than need. People in all income brackets give in to debt just to make merry during the festive season," says chairperson of SASI Prem Govender.

According to Govender, the steep rise in the cost of living has left little to save in 2013 and this will continue in 2014.

"We need to take heed of the message of the Finance Minister's Medium Term Expenditure Framework, that without savings and investment, our aspirations will remain unrealised."

Govender points out that South African savings and investment rates, at below 20% of GDP, have remained low, particularly in comparison to that of other BRICS countries, and the forecast for the next couple of years is not positive.

In October this year (2013), Finance Minister Pravin Gordhan tabled the mini budget in which he projected that the country's economy will grow by 1,4% to 3,5% over the next three years.

South Africans should resist sales and find creative ways to save costs e.g. by making homemade Christmas gifts and taking affordable holidays.

Source - SAnews.gov.za, www.savingsinstitute.co.za

Anil Singh**Deputy Director-General: Regulation and Compliance, Department of Water Affairs**

Anil Singh holds a law degree (LLB) from the University of Durban Westville and a Master of Laws (LLM) from Unisa.

Singh joined the Public Service in 1994 as legal advisor at the Department of Defence. In 2003, he joined the Department of Arts and Culture as the head of legal services. He joined the Department of Water Affairs in 2012 as chief director: legal services where he advised the Director-General the Minister on exercising their statutory responsibilities within the department.

In his current position, he is responsible for, amongst others, the regulation of economic and social use of water.

**Tom Boucher****Chief Financial Officer, South African Tourism**

Boucher has a master's degree in Business Leadership from UNISA and a Bachelor of Military Science (Commerce) from the University of Stellenbosch.

Boucher, who has 38 years of experience in public financial management spanning a number of national government departments, joined South African Tourism from the South African National Biodiversity Institute where he was the chief financial officer. Prior to this he worked at the Department of Water Affairs, and was an Associate Director with SAHA International. Between 2000 and 2006, he was Chief Financial Officer (CFO) at the Department of Environmental Affairs and Tourism (now known as the Department of Tourism) and before that he was Director: Financial Services at the Department of Housing.

During Boucher's tenure as CFO at the Department of Tourism he received the Southern African Institute of Government Auditors (SAIGA) Award for Best National Department – Financial Statements, as well as the SAIGA Award for the Most Consistent Financial Statements of the past five years.

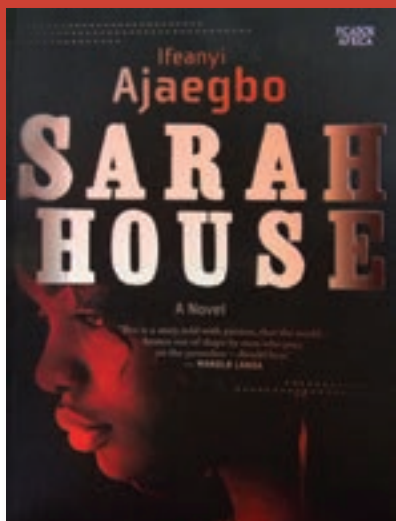
In his role as South African Tourism's CFO, his key focus includes delivering effective and efficient financial management in the key markets in which South African Tourism operates.

**Unathi Ramabulana****Deputy Director: Employment Standards, Department of Labour**

Unathi Ramabulana holds a master's degree in labour law (LLM) from the Nelson Mandela Metropolitan University. She also has a diploma in human resources management from the Durban University of Technology (former Technikon Natal). She joined the Department of Labour in the Eastern Cape in 2002 as an administrative clerk at the human resources directorate. In 2005, she was promoted to Administrative Officer at the Inspection and Enforcement Services directorate responsible for promoting, monitoring and enforcing compliance with employment laws administered by the Department of Labour.

In 2010, she was promoted to Assistant Director in the Employment Standards branch of Head Office in Pretoria, a position she held until 2013, when she was appointed Deputy Director: Employment Standards. In her new role, she is responsible for investigating and setting minimum conditions of employment and minimum wages for the vulnerable workers as mandated for by the Basic Conditions of Employment Act.





Great holiday reads

Sarah House by Ifeanyi Ajaegbo

Sarah House is a compelling novel about a young woman's life in a harrowing Nigerian world of human trafficking and prostitution. *Sarah House* will stay with you long after you

finish reading this testament to the resilience of the human spirit. Nita wakes up in a dark world very different from the life of opportunities promised to her by Slim, the man she loved and trusted to take her away from the small town in Opobo in Nigeria. Soon she realises she is a slave, bought and sold without her consent and forced into a life of prostitution and sleazy strip clubs. Every day Nita walks a tightrope of survival surrounded by vicious pimps and thugs. She meets Tega, a fellow slave lured into prostitution by Slim. Life in this nightmare world gets more complicated when Nita meets young Damka and is approached by a police detective working undercover.

When Damka disappears and Nita discovers the child's bloodied clothes in a room in *Sarah House*, she knows she has to work with the police in spite of the dangers to her own life.

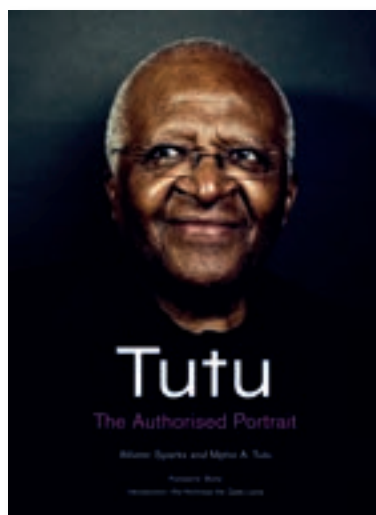
Heart, Mind and Money: Using Emotional Intelligence for Financial Success by Vangile Makwakwa

Heart, Mind and Money: Using Emotional Intelligence for Finan-

cial Success is based on the premise that your body reacts to financial situations in certain ways and that to change your financial situation, you need to change your body's responses. In the book, Makwakwa draws on her personal experience of being heavily in debt to demonstrate a link between emotions and wealth creation.

She discusses a variety of methods to change your perspective on money but says that readers should choose the methods that work for them.

"Rather than allowing your brain to get rid of the emotions you fear, you need to face and experience them in order to deal with the emotions. By avoiding our financial reality we are not facing and dealing with the problem," says Makwakwa. That's why she says in the book that you should check your bank balance every day. "There's nothing more powerful than facing your bank account."



Tutu, The Authorised Portrait by Allister Sparks and Mpho A. Tutu

Tutu: The Authorised Portrait is a celebration of 80 years of the life of Archbishop Desmond Tutu, an icon whose humanity and compassion have

touched the lives of millions around the world. Born in Klerksdorp, South Africa, and trained as a teacher because his family could not afford to send him to medical school, Desmond Tutu was ordained as an Anglican priest in 1960. He vigorously opposed apartheid and has dedicated his life to fighting all forms of oppression, advocating non-violence, peaceful reconciliation and social justice for all. This extraordinary book features a biography by legendary South African journalist Allister Sparks, authorised by Archbishop Desmond Tutu, and includes over 40 interviews conducted by Tutu's daughter Reverend Mpho Tutu with close family, friends, colleagues, comrades and critics. Complemented by an unprecedented collection of images and unpublished artefacts drawn from Tutu's private files, this is a phenomenal story of one man's life-long commitment to the liberation of the oppressed. It includes interviews with Kofi Annan, Daw Aung San Suu Kyi and President Barack Obama. ©

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An initiative of Tongaat Hulett and the eThekweni Municipality.



The ultimate premium sports SUV

The all-new Range Rover Sport, launched in South Africa recently, is the fastest and most agile and responsive Land Rover ever.

Developed alongside the highly acclaimed all-new Range Rover, the all-new Range Rover Sport now delivers the brand's best on-road dynamics, together with class-leading, genuine Land Rover all-terrain capability. This beast presents customers with a more assertive and muscular exterior and a more luxurious interior.

Exploiting Land Rover's breakthrough lightweight suspension design and innovative dynamic chassis technologies, the Sport's all-new, first-in-class aluminium architecture achieves a weight saving of up to

combined with enhanced use of space. It is just 62 mm longer than its predecessor, yet at 4850 mm, it is shorter than rival SUVs and most E segment sedans, bringing greater manoeuvrability and ease of parking. However, a significantly longer wheelbase (increased by 178 mm) provides greater room and improved access for rear passengers.

Shorter overhangs at the front and rear, plus additional width (+55 mm) give the new vehicle a more modern stance.

With its 'faster' windscreen angle, streamlined and rounded profile and lower, dynamic sloping roofline,



420 kg. This transforms the vehicle's dynamic performance, enabling it to blend agile handling with exceptional comfort, offering a unique mix of sporting luxury and a dynamic, connected driving experience, along with CO₂ emissions reduced to as low as 209 g/km.

With a fresh interpretation of the previous model's distinctive design, the new vehicle has a sleek and contemporary appearance

the new Range Rover Sport is 8% more aerodynamic than the outgoing vehicle (Cd 0.34). The new Sport is 149 mm shorter and 55 mm lower than the all-new Range Rover on which it is based and model-for-model weighs 45 kg less.

While it was developed alongside the Range Rover

and shares some commonality with its sister vehicle, the all-new Range Rover Sport benefits from 75% of its parts being unique, a significant number of which directly influence the way the new Sport looks and feels.

To maximise personalisation, customers will be offered a choice of wheel designs ranging through 20-, 21- and 22-inches in diameter, including the iconic "Viper's Nest" wheel design, now available for the first time across all Range Rover models.

The new Range Rover Sport has been engineered to deliver dramatically improved on-road driving dynamics, with more connected and agile handling complemented by enhanced ride and refinement. The lightweight aluminium suspension is fully independent, with wide-spaced double-wishbones at the front and an advanced multi-link layout at the rear. In addition, the all-new electric power steering is characterised by a lighter, more direct steering feel.

Wheel-travel is class-leading (260 mm front and 272 mm rear) and provides exceptional wheel articulation of 546 mm to deal with the toughest conditions. Maximum ground clearance is increased to 278 mm (+51 mm) and the upgraded air suspension system automatically varies between two ride heights, while the next generation ground-breaking Terrain Response® 2 system auto-

matically selects the most suitable terrain programme.

Fifth generation air suspension provides up to 115 mm of regular movement: from the lowest setting 'access height' (now 10 mm lower at 50 mm for easier entry and exit), to the standard off-road height – Off Road 2, which is 65 mm above normal, tarmac ride height. An automatic extension, triggered by sensors, and a further, manually selected extension, each raise the Sport by another 35 mm.

The automatic, extended height is triggered if the suspension is trying to lower, but recognises an obstacle preventing this. The air suspension system will then raise the suspension height by 35 mm above Off-Road 2 to provide the required additional clearance. In addition, the driver can also request a final 35 mm of clearance via a dashboard control. Total movement range is thus 185 mm.

The re-engineered air suspension system also has a new +35 mm intermediate setting (Off-Road 1) and this off-road mode remains available at much higher speeds (80 km/h up from 50 km/h) than was possible before.

A choice of two full-time 4WD systems will be offered. One system provides a two-speed transfer case with low-range option for the most demanding off-road conditions with a front-rear 50/50% default torque split, and 100% locking capability.

The alternative system is 18 kg lighter and features a single-speed transfer case with a Torsen differential, which automatically distributes torque to the axle with most grip, working together with the traction control systems to deliver excellent traction in all conditions. The default front-rear torque split of 42/58% is designed to provide a rear-wheel drive bias for optimum driving dynamics. >>

Designed and engineered at Land Rover's development centres in the UK, the new model is produced in a state-of-the-art low-energy manufacturing facility at Solihull, UK. The Sport is priced from R824 500, with the flagship V8 Supercharged HSE Dynamic at R1 263 600.





nation of pressed panels, plus cast, extruded and rolled aluminium alloy parts, so the strength is concentrated precisely where the loads are greatest. The vehicle's platform is 39% lighter than the previous model's.

A design benchmark in its segment, the Sport interior offers a unique blend of style and understated luxury with strong, elegant lines, top quality materials and an extra dash of sporting character.

The sporting ambience of the interior is also reflected in the smaller diameter, thicker steering wheel, vertical gear shifter, higher centre console, configurable mood lighting and more generous seat bolsters. The Sports Command Driving Position (CDP) combines the supreme sense of confidence and control offered by the Range Rover, with a more sporting seating position similar to the Evoque.

Interior packaging is optimised to create a more spacious rear cabin with 24 mm more knee room, while occupants also benefit from the wider cabin.

The new model introduces a digital camera system which supports driver assistance features that help deliver improved driver awareness for example Automatic High Beam Assist. Another unique innovation on the Sport is the optional Wade Sensing™ feature that provides 'depth' information when driving through water, made even more beneficial to the driver now that the Sport's maximum wading depth has increased by 150 mm over the previous model to 850 mm. 🚗

Keep it safe on the road these holidays

Here are a few tips to keep you safe on the roads this festive season:

1. Tick the checklist

Finally, before you start your journey, make sure that your car's fluids are all topped up, all hoses and belts are intact and properly attached, and that your tyres and spare tyre are in good shape and inflated to the correct pressures.

2. Stay alert and awake

Don't get behind the wheel if you're drowsy. Leaving at 3 am to avoid the traffic may seem like a good idea, but if you've had insufficient sleep and your passengers are dozing off instead of interacting with and helping you to stay awake, it can be the worst idea in the world.

3. Keep your distance

Always maintain at least a three-second gap from the car ahead. Of course a following distance is often mistaken for a gap to slot into by other drivers. If that happens, take a deep breath and fall back another three seconds.

4. Manners matter

Indicate early, drive smoothly, overtake only when it's safe to do so, brake early and show gratitude to other courteous drivers.

5. Anticipate and compensate

Yes, there are many incompetent drivers out there. You can't change that, but you can minimise their effect on you by anticipating their next move. If someone shows a penchant for weaving in and out of traffic, fall back and let the moving missile get out of your driving space. Also, don't rely on the car ahead of you for all your driving cues. Look to see what cars further ahead are doing. If they're braking, slow down.

6. Enjoy the journey

Instead of trying to set a land-speed record, stop every two hours to stretch your legs instead. It may take longer to get there, but when you do you'll be relaxed and ready to roll!



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

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

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

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

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

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

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

OPERATING HOURS:

Monday – Friday
06h30 – 17h00

Saturday
08h00 – 13h00

Public Holidays
Closed

Sunday – Pre Booking Only
09h00 – 13h00

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

We pledge to all to come support and experience all of the services we have to offer:

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- Parts & Accessories
- Service
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Soweto Toyota

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LEAD THE WAY **TOYOTA**

National Regulator for Compulsory Specifications (NRCS)



Asogan Moodley, NRCS CEO.

The National Regulator for Compulsory Specifications (NRCS)

has made substantial impact since 2008 in the fight to eliminate unsafe products from the market, thus protecting consumers from buying goods that do not meet approved safety requirements in the areas of health, safety, the environment and fair trade.

In a nutshell, the NRCS is a public entity that administers compulsory specifications also known as technical regulations on behalf of the Minister of Trade and Industry. It aims to align South Africa with the world's best

regulatory practices and meet international requirements.

The right of public to health, safety and environmental protection is entrenched in South Africa's Constitution and it is the NRCS' mandate to protect these rights by administering and enforcing the various compulsory specifications and technical regulations in the interest of public health, safety and environmental protection.

The NRCS does not only protect South Africans, but consumers in the SADC (Southern African Development Community) region as well, so that there is no desire created in these countries for products that do not meet the prescribed requirements. With its set objectives in mind, the NRCS makes recommendations to the Minister with regard to compulsory specifications and technical regulations; administers and maintains compulsory specifications and undertakes market surveillance through inspection to monitor and enforce compliance with the prescribed requirements.

The NRCS, through its executive management committee led by CEO Asogan Moodley, has endorsed the Risk-Based Inspection approach as a model it will use to conduct inspections to ensure that resources are channelled where they are needed the most. This is also to ensure that problematic products in the market with a history of non-compliance are given more attention.

Further to that, the NRCS has commissioned pilot project at various ports of entries across the country to ensure that imported goods, which poses danger to the consumers, are intercepted before they can enter the South African Market. This is part of the ongoing border enforcement campaign which is also responding to the dti's Industrial Action Policy Plan (IPAP) of locking out non-compliant products to boost South Africa competitiveness in the manufacturing sector and other areas of economic development.

The organisation fulfils these objectives in various industries; namely automotive, chemicals, mechanical and materials, electro-technical and food and associated industry as well as the administration of the trade metrology and the National Building Regulation and Standard Act.

Its responsibilities include acquiring and maintaining the equipment required for market surveillance purposes, informing South African commerce, industry and the public about compulsory specifications and technical regulations, establishing and maintaining the necessary expertise on an internationally acceptable level.

The NRCS electro-technical division is responsible for regulating numerous products, namely appliances, electrical power tools, electronic equipment, sound and communications equipment, information technology equipment, lighting equipment, switches, electric

For more information visit www.nrccs.org.za or call 012 428 5000 or visit our Facebook page at [NRCS@NRCS](https://www.facebook.com/NRCS@NRCS)

cables, flexible cords, electric plugs and circuit breakers to mention just a few. The department also covers the specification for hot water storage tanks. In the near future, the regulator will also be regulating solar water heaters which are also a critical component within the plumbing industry.

The regulator also administers the National Building Regulation and Standard Act and has appointed building control officers situated at various municipalities to inspect buildings to protect the safety of the people. The NRCS is also the secretariat of the Review Board which handles disputes in the building and construction industry. The NRCS through the NBR Act will work closely with the plumbing industry in the near future to address issues of common concern in this growing industry.

In the food and associated industry, the NRCS protects consumers by regulating frozen and canned fish and fishery products, smoked snoek fish and canned meat. This is done by inspecting processing plants and fishing vessels used to produce, process or transport food products, taking samples of food products in accredited surveillance facilities and submitting these for testing in accredited testing laboratories. In addition, the NRCS co-operate with other food safety regulators, both nationally and internationally participates in food safety related activities.

The trade metrology division of the NRCS protects consumers by ensuring they



receive the amounts or quantities declared on the packaging of goods offered for sale. The department achieves this by checking the accuracy and validity of the measuring instruments that manufactures and suppliers use; conducting inspections to ensure manufactures and suppliers do not short measure their products and taking action against businesses found short measuring their products or using inaccurate measuring instruments.

Within the automotive industry, the NRCS ensures the safety of all vehicles and certain safety critical vehicle components that are sold in South Africa, including all passenger and goods carrying vehicles, agricultural tractors and motorcycles: tires, safety glass, lamps, lights, brake and clutch fluids and

replacement brake linings; child restraint devices and motorcycle helmets.

The chemical, mechanical and materials division ensures the regulation of products in various industries including personal protective equipment such as life jackets, buoyancy aids and swimming aids; firearms and associated industry, focusing on the safety of firearms for personal use and at shooting ranges; health related products mainly disinfectants, detergents and other goods used for cleaning and sanitation; environmental protection, focusing on the prevention of damage to the environment caused by plastic carries and flat bags, flame producing devices, including lighters, non-pressure paraffin stoves and heaters and construction material such as cement and treated timber.



Karkloof Safari Spa.

Writer: Samona Murugan

Destinations to explore this Holiday

The festive season is upon us – a time to get that much-needed break and relaxation. Where to spend the holidays is always the question on everyone's mind? To make your destination decision a little easier, *Public Sector Manager* magazine's Samona Murugan has scoured the country in search of the perfect getaways for you and your loved ones. Whether it's action and adventure you are after, or to be pampered at the spa, or just relaxing on the beach, cocktail in hand, these destinations will surely make your holiday a memorable one.

Karkloof Safari Spa, KwaZulu-Natal

The Karkloof Safari is the first seven-star luxury spa in Africa. Nestled in the heart of the Zulu kingdom, just 30 km away from Pietermaritzburg, this wellness and wildlife retreat offers breathtaking waterfalls, wildlife and over 3 000 birdlife. From world-class spa treatments to having your own private guided game drive, you have the freedom to do what you

want when you want, using sunrise and sunset as your only clock. For those who want to get an early start on their New Year's resolutions of eating healthy or losing weight, Karkloof also offers a detox retreat and a weight management programme. Both include spa slimming treatments, an eat-right meal plan, and access to classes from yoga to waterfall hikes and wildlife cycling sessions.

However for the majority who feast this season, Karkloof offers unlimited meals and beverages. The meals and drinks come free, except for the French champagne, at any time of the day or night. All spa treatments also come free. All treatments, food and beverages are included in the boutique's rate per night. Karkloof is also the only boutique hotel in the country that offers extended stay hours. This means that you can check in at 8am and only need to check out at 8pm, and have more time to wine, dine and refine.

**For more information visit: www.karkloofsafarispa.com
or email reservations@karkloofsafarispa.com**

Sun City is the perfect family getaway.



Sun City Resort, North West

If you can't get to the coast this holiday, the sandy Sun City beach is near. The legendary Sun City Resort, just over an hour away from Pretoria, and about two hours from Johannesburg, is the perfect getaway for families.

The resort has accommodation to suit everyone's pocket including self-catering chalets at the Vacation Club, the Cabanas, Cascades, Sun City Hotel and the royal five-star Palace of the Lost City. If you don't fancy a stay, simply pack the car with family, costumes, and sunscreen, get your day pass and head over to the Valley of the Waves – SA's first ever man – made beach. The Roaring Lagoon is a 6 500 square metre wave pool with hydraulic technology that creates waves of up to 1.8 metres making you look and feel like you're at a real beach. Action fundis can try out the Temple of Courage - a 17 metre drop down a 70-metre slide. If you are not so brave, you can grab a tube and head for the lazy tube river. New at the Resort is the Maze of the Lost City, elephant back safaris and hot air ballooning. The incredible half acre maze is one of the largest permanent mazes in the southern hemisphere, with a 100m long suspension bridge. See the big five on a safari drive, sample beers at the Pilanesberg Brewery Bar, relax with your friends at the Shebeen, sip High Tea at the Palace, play a round of golf, pamper yourself at the spa, play roulette at the casino or get your adventure on at the water arena – Sun City Resort is the ultimate holiday spot.

For more information visit: www.suninternational.com or call reservations on 011 780 7810.

Hartford House, KwaZulu-Natal Midlands

Hartford House in the KwaZulu-Natal Midlands is renowned as the home of superb food, good conversation, fine wine and classic horses. The area's beauty was discovered by the Moor family some 130 years ago when the land was granted to them by Queen Victoria in the mid-1870s. The property boasts a silent landscape, with spectacular mountains and big skies.

A hidden gem at the house is renowned chef Jackie Cameron. Cameron's dishes have earned the house amazing accolades like landing on the Top 10 Eat Out guide for years in a row. Its architecture, views, dining, sounds, smells, race-horses and its people are all exhilarating surprises, unique to the African Zululand culture. If you prefer a holiday away from the buzz of busy highways, shopping malls, and holiday crowds, then this is where you need to be. >>

For more information visit: www.hartford.co.za or call 033 2632713.



The Siyabonya Suite, Hartford House.

Forever Resort, Gariep Dam, Free State

Situated on the banks of the largest dam in South Africa, the Gariep Dam, resort is on the border of the Gariep Dam Nature Reserve that is home to many different species of antelope and the Cape Mountain Zebra. This tranquil resort is the ideal stopover destination between Gauteng and Cape Town, with 56 self-catering chalets, and over a 100 campsites to choose from around the dam. The resort even has a fun putt-putt course, volleyball and tennis courts, and a swimming pool, so the kids are sure to have a great time. You can also enjoy meals buffet style in the resort restaurant or picnic style under the shady trees along the resort – the choice is yours. For water sport enthusiasts the dam offers game viewing by boat, windsurfing, fishing sailing, jet-skiing, canoeing and rowing. And if that's not enough, families can enjoy bird watching, bowls, horse riding, and paintball. To help you celebrate Christmas while on the road, the resort has a great Christmas lunch on offer. Cost for the Christmas lunch is for R170 for adults, R80 for children under 12, and R130 for pensioners.

For more information or to make reservations call: 051 754 0045.

Wild Coast Sun, Eastern Cape

After a massive refurbishment just over a year ago, the Wild Coast Sun has restored its former glory, of being one of the best beach holiday destinations under the African sun. Sun International undertook a massive multi-billion rand refurbishment of the resort, upgrading the hotel, casino, and also installing a brand-new water park and wild waves. Situated on 750 hectares of natural bush between the Mtamvuna and Mzamba rivers, Wild Coast Sun is easily accessible from the south of KwaZulu-Natal as well. For the avid golfer, renowned American golf architect, Robert Trent Jones Jnr has also created a dramatic golfing masterpiece overlooking the vast Indian Ocean. This par-70 course, ranked amongst the best golf courses in Southern Africa, also has a golf academy, with lessons from PGA pros.

For more information visit: www.suninternational.com or call reservations on 011 780 7810.

Pezula Resort Hotel and Spa, Knysna

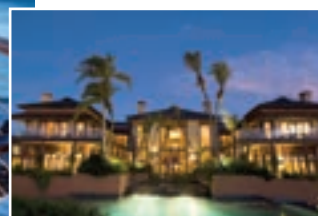
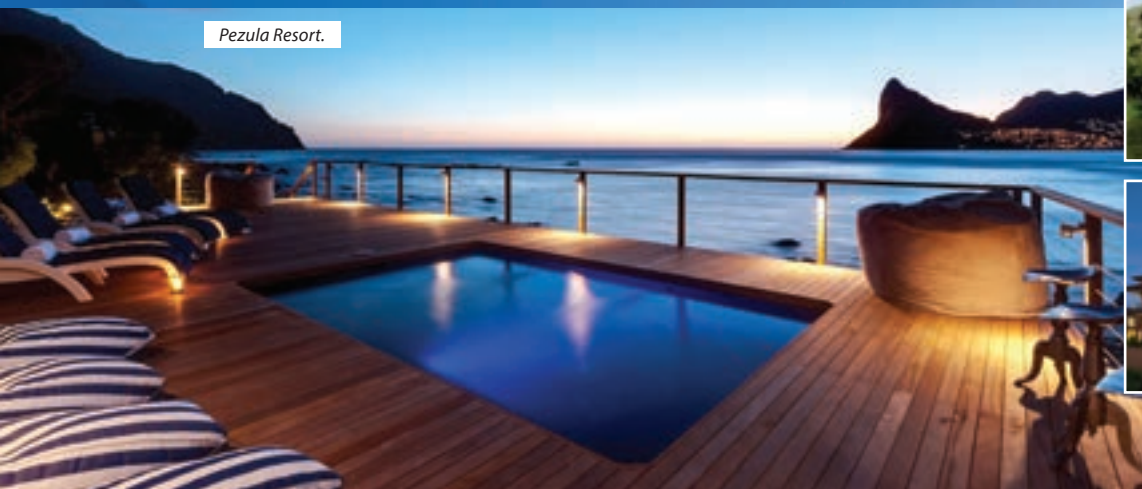
The quaint Pezula Resort, Hotel and Spa in the picturesque the Western Cape caters for family and romantic getaways, and golf or spa retreat.

From a guided hike through the indigenous forests, canoeing along the pristine Noetzie River, enjoying a picnic on a secluded beach, horse riding across the floral landscapes, to playing tennis, archery or pétanque- a fancy name for boules – Pezula will cater for your taste.

If you are less adventurous, you can indulge in a spa treatment, laze at the heated indoor and outdoor pool or just play a round of golf on the famous championship golf course. Close by to the resort is the Barnyard and Country Store with its animal farm and stables. Pezula has 83 luxury suites that overlook the Knysna Lagoon, Indian Ocean and the championship golf course all you have to do is pick your view.

For more information visit: www.pezularesort.com or call 044 3023410.

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MANAGEMENT DEVELOPMENT PROGRAMME

DEVELOPING PEOPLE

Writer :Verona Mohanlal



The recent Management Development Programme (MDP) proved to be supremely enlightening for the delegates on the programme. A total of 36 delegates from various companies including Sappi, Tongaat Hulett, Eskom, ACSA, Avis and Tsogo Sun (from administrators to regional managers) have expressed their delight in the content and academic insights of the programme.

However, more than just teaching theory, the course is sprinkled with interesting events, to challenge and refresh delegates. The opening day of the MDP ended with a social networking reception, where delegates and UKZN academics were able to sit back and relax after a hard day's work in the classroom, and get to network across a wide range of industries.

Taking delegates out of their comfort zone, Professor Anesh Singh challenged them using a business simulation that involved creating a business plan, selling the idea, and making a profit – all in one day! The delegates loved it! One delegate commented: "I did not think I could sell". Ursula Govender (a Standard Bank delegate) said that she could now add value in Marketing-related discussions.

In block two, we had a motivational speaker, Mr Angajan addressed the delegates on Leadership. The discussion was very captivating and enjoyable to all present. In addition to this, personal coaches spent time with delegates, and 360 degree evaluations were conducted.

Block three had another surprise: One of the best corporate governance gurus, Terry Booysen, was invited, to host a seminar on Corporate Governance together with UKZN Extended Learning (UEL). The seminar was a huge success. Booysen's hard-hitting address was well received by the audience, who used the forum to question governance stereotypes that have become regarded as ways of doing business, without commensurate substance or regard for the country and its sustainability, economic growth and prosperity, in an increasingly competitive global environment.

The fourth block featured daily morning Tai Chi sessions. Originally developed for self-defense, Tai Chi has evolved into a graceful form of exercise that's now used for stress reduction and a variety of other health conditions.

The MDP class of 2013 recently graduated and from the feedback from graduates, the programme was a great success. Many graduates commented on how practical and value adding the course was to them. They also found the dynamic of learning with people from different industries very beneficial. Doing courses through an in-house training company does not allow you to have different industry perspectives. However doing a course through UKZN Extended Learning with delegates from other industries provides the opportunity to look at a company from the outside.

For more information on this and similar programmes, please refer to our website: <http://ukznextendedlearning.co.za/>



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Coping with stress



Stress is a normal part of life and one that is hard to avoid. There will never be more hours in the day and your career and family responsibilities will always be demanding. Added to everyday stressors are the negative and positive occurrences that can throw our lives into chaos, such as moving house or extra tasks at work. It's impossible to avoid stress but you can learn to recognise stress triggers, evaluate your reactions to stress, and learn to better manage it.

Unhealthy ways of coping with stress

These coping strategies may temporarily reduce stress, but they cause more damage in the long run:

- overeating
- crying
- anger
- pessimism (worst-case-scenario thinking)
- depression
- anxiety
- insomnia
- smoking
- unexplained pain – this is from unconsciously tensing the muscles in the shoulders and neck which can lead to headaches, spasms, migraines back pain, and lack of sleep.

Often people are not aware that these responses are due to stress as this can be an everyday part of life.

How to reduce, prevent and cope with stress

Managing stress is about changing the stressful situation if you can, changing your reaction, taking care of yourself, and making time for rest and relaxation. There are many simple things you can do to help alleviate the impact of stress.

Build your defences: Living a healthy lifestyle can help you reduce background stress levels. A healthy lifestyle can make you more resilient, and help you to cope with major stressors more effectively. So make sure you eat well, get enough sleep, and exercise regularly.

Change your environment: Work out what causes you to feel stressed and if possible, avoid those situations, or at least limit the amount of exposure to those situations.

Change your attitude: Ask yourself: "Will this matter in 2 weeks, 1 month, 1 year?" Remind yourself: "I am in charge. I'm not going to let this get to me." Focus on your strengths and the things you feel confident about.

Socialise: Isolation has been linked to not coping adequately with stress, heightened vulnerability to illness, and even premature death. So, get social.

Get rid of anger: It is the single most damaging stress-related personality trait that precedes a heart attack. Seek help if necessary.

Set your priorities: Be realistic about how much you can achieve in a day. Plan your time at the end of the day so you can start the next day on a good footing.

Be decisive: Indecision prevents you from taking action causing a sense of loss of control and thus intensifying stress.

Get some sleep: Lack of adequate sleep can make you moody, angry, and more vulnerable to illness and the daily stressors.

Encourage yourself: Those who accept mishaps as normal parts of life have higher self-esteem and much lower stress levels.

Reward yourself: Doing something you enjoy boosts your immune system for days.

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Accept the things you can't change

Some sources of stress are unavoidable. You can't prevent or change stressors such as the death of a loved one, a serious illness, or a national recession. In such cases, the best way to cope with stress is to accept things as they are. Acceptance may be difficult, but in the long run, it's easier than railing against a situation you can't change.

- **Don't try to control the uncontrollable:** Many things in life are beyond our control – particularly the behaviour of other people. Rather than stressing out over them, focus on the things you can control

such as the way you choose to react to problems.

- **Look for the upside:** When facing major challenges, try to look at them as opportunities for personal growth. If your own poor choices contributed to a stressful situation reflect on them and learn from your mistakes.
- **Share your feelings:** Talk to a trusted friend or make an appointment with a therapist. Expressing what you're going through can be very cathartic, even if there's nothing you can do to alter the stressful situation.
- **Learn to forgive:** Let go of anger and resentments. Free yourself from negative energy by forgiving and moving on. ☺

Top tip: Adjust your attitude

How you think can have a profound effect on your emotional and physical wellbeing. Each time you think a negative thought about yourself, your body reacts as if it were in the throes of a tension-filled situation.

If you see good things about yourself, you are more likely to feel good; the reverse is also true. Eliminate words such as "always," "never," "should," and "must". These are tell-tale marks of self-defeating thoughts.

Healthy ways to relax and recharge

- Go for a walk
- Spend time in nature
- Call a good friend
- Sweat out tension with a good workout
- Take a long bath
- Light scented candles
- Savour a warm cup of coffee or tea
- Play with a pet
- Work in your garden
- Get a massage
- Curl up with a good book
- Listen to music
- Watch a comedy.

Don't get so caught up in the hustle and bustle of life that you forget to take care of your own needs. Nurturing yourself is a necessity, not a luxury.

Source: helpguide.org



The Ultimate Stocking Stuffers

Finding that perfect Christmas gift can be a nightmare, especially if you have waited until the last minute to do your shopping. Never fear. *Public Sector Manager* has some great gift ideas that are sure to chase away the festive blues, and keep you clear of the busy shopping malls. Check out our festive picks for him and her.



1

1. Shox Spin, R749,95, Musica

This miniature sound system packs a big punch with two speakers, flaunting 7.5 watts of fiery fury and a passive subwoofer. This little baby will have you singing along to your favourite carols.

2. NespressoUMilk, R2 400, Dion Wired

There's no better way to start your day than with a delicious cup of java. Bring the luxury and aromatic aroma of your favourite coffee shop into your home, with the NespressoUMilk automated machine. Your guests will never want to leave.

3. Bamboo Revolution Watch,



2

R550, www.bamboorevolutionsa.com

Want a watch with a difference? Get the new Bamboo Revolution collection. The classic timepiece collection offers four natural colour straps in two styles to suit your personal flair.

3



4. Jo Malone Home Candle, R655, Stuttafords

Fill your home with the luxurious opulence of Jo Malone. This is a candle and scent like no other. Once lit, let the relaxation begin.

4



5. Jo Malone, Vitamin E Body Scrub, R950, Stuttafords

It's time to pamper your skin, with the luxuriously revitalising new Vitamin E treatment from Jo Malone. Scrub away surface cells to reveal a radiant-looking new you. Go on, you deserve it.

5



6

6. PacoRabanne 1 Million Gift Set, R875, Edgars / Red Square

Make your loved one smell like a million bucks this Christmas, with the new his or her gift set. Each gift set contains 100 ml Eau de Toilette and 150 ml Deodorant.



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**syntell**

Sithole *SERVES* up a storm

2013 has been a good year for Lucas Sithole. After being crowned South Africa's wheelchair tennis champion, Sithole went on to be named Sportsman of the Year with a Disability for the second time, at the recent South African Sports Awards. This happy-go-lucky, all-round cool guy is making sporting history and serving up a storm while doing so.

Public Sector Manager magazine's Samona Murugan, got a lesson on life, on and off the court recently, when she met the humble Sithole at his training ground, the University of Johannesburg's tennis courts, which he describes as his home away from home. Despite his great success and positive outlook on life, this tennis champ has not always had a rosy life. Sithole has had to overcome many obstacles to get to where he is today.

Sithole spent his formative years in Dannahuser in northern KwaZulu-Natal. He made his mark as a keen soccer player and runner at the Siphuthando Public School in Emafusini.

But at just 11 years old, Sithole fell under a train, breaking his legs and right arm. His world was changed forever and he had to



Lucas Sithole is making history on tennis courts locally and internationally.



face the reality that he would never walk again. The sports star soldiered on and attended the Bumbisiswe Special School, before completing his schooling at the Philadelphia School in Soshanguve. It was here that he realised that there were many other learners who faced the same challenges he did. With courage and the loving support of his family, he set on a course to transform his tragedy into triumph.

He was never an avid tennis player but he decided to give the racquet a go in 2007, and has had it glued to his hand ever since. A year later, he began competing and synched his first singles and doubles win at the Orlen Polish Open in 2009. With little training, he joined the Sports, Recreation, Arts and Culture residential programme at the University of Johannesburg where he began to train formally.

Fast forward to 2013 and this inspiring 27-year-old triple amputee is making history with 37 career titles, including the British Open July 2013 and the US Open Sept 2013. He also made history by winning the Quad Grand Slam at the 2013 US Open Wheelchair Tennis Competition in New York - making him the first South African to do so.

When he is off the court, Sithole enjoys writing music and singing. He's working on releasing a CD with a band from home. Sithole has a Diploma in Sports Management from the University of Johannesburg. He is now pursuing a Marketing degree, and says Sports Management and Marketing go hand-in-hand. His dream is to one day open his own sports centre for people with disabilities. "I don't want anyone to feel sorry for me," he says. "I'm living my life to the fullest."

Sithole would like to see government place more focus on encouraging youngsters, both with and without disabilities to take up tennis. "A lot of focus is placed on the

bigger sporting codes like soccer and rugby, yet tennis is such a great game."

The champ is passionate about youth development and he has helped and encouraged youngsters to take up various sporting opportunities. "Nothing is impossible. That's why I try and fail, but never fail to try."

More about Lucas

Disability: Triple amputee

Plays: Left-handed

Trains: Five times a week

International ranking: Number 2

National ranking: Number 1

Career titles: 37

Achievements:

- ACSA Pretoria Open 2009, 2010
- ACSA SA Open 2009, 2010
- ACSA Limpopo Open 2009, 2010, 2011
- ACSA Mpumalanga Open 2010
- ACSA Mafikeng Open 2009
- Johannesburg Open 2009, 2010
- Melbourne Open 2011
- British Open 2013 champion
- US Open 2013 champion
- Qualified for the 2012 London Olympics
- becoming the first African player to win a Super Series

Event and a Grand Slam

- defeated seven players ranked in the international top 10 and four victories against world number one David Wagner in 2013.

Awards:

- 2010 SA Disabled Sportsman of the Year
- 2010 Gauteng Disabled Sportsman of the Year
- 2013 SA Disabled Sportsman of the Year.

Tennis aspirations: To become number one in the world and win a medal at the 2016 Paralympics. 🏆

Festive cheer

Better the needy you know

Christmas is a time for giving. But this year, I suspect I may give myself a heart attack by the time it's through.

When the Christmas trimmings went up in malls in mid-October, and Christmas gift offers began flooding my inbox, I started thinking about two things: the true meaning of Christmas, and if, in order to live up to it, I was willing to forego those very expensive must-have shoes I saw in one of the aforementioned inbox offers.

I decided to call on the wisdom of my mother. I heard just a bit too much excitement in her voice when I told her of my plans.

Finally, I was going to do something she could be proud of. She could tell her sisters what wonderful, selfless work I was involved in. While their kids were being horrible and giving them endless stress, her perfect daughter would be saving the world.

Now I know my parents had their own, genuine charitable streak. I have vague memories of it.

I remember being dragged against my will along to hospitals to hand out little gift packs for children who would spend Christmas there. I also remember being a brat about it, because it always seemed to clash with my cartoon-watching time. There was a time when watching *Brave Star* was the single most important time of day. I was not impressed.

Nor did I enjoy having smelly, damp, homeless people come to our house as they dished out food from pots large enough for me to fit into. Then there were the visits to the old age home. I had ample cheeks back then, and man did the oldies that smelled of apples and mothballs, love squeezing them. I often wondered where their own families were, but guessed it was the mothballs that must've put them off visiting.

In hindsight, my parents did the right thing. After many years

of fighting it, at least some of the empathy appeared to have rubbed off on me.

This year, I was going to do something awesome. The problem was I had no idea where to

start. So I decided to join an existing organisation. I did a bit of research. What I found was shocking. People seemed terribly territorial about their causes. I must have been naive to think that the main objective about charity was helping others. Apparently not.

As I entered the world of chunky platinum jewellery-wearing, organic wine-drinking, quinoa-eating, SUV-driving, charity moms, my life changed. I had to fill out an application form, attach a full-length photo, and include full social standing history, bank statements, and three references. These women were not about to let the riff-raff in, not even riff-raff with good intentions.

After being regrettably informed that my application had been unsuccessful - for the fourth time - I started losing hope. According to the charity police, I wasn't good enough to help those less fortunate than I. Maybe it's because I ticked 'yes' when asked if I would or ever have eaten non-free-range chicken.

After the disheartening process, I called up my mother again. She was disappointed at first that I probably wouldn't have my name engraved on a bench. But she got over it and told me to go back to basics. She was right. I didn't need those botox-injecting, pastel capri pants-wearing, PTA-chairing, judgmental lot if I wanted to do good.

It seems my parents and I will soon be spreading cheer to the abandoned, vulnerable and hopeless, like in the old days. That, after all, is what the season of giving is all about. 🎁



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