

Public Sector

MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

SEPTEMBER 2013



CoGTA moves up a gear

DG Vusi Madonsela writes for us

Heritage and Tourism

- Martinus van Schalkwyk's growth spurt
- Mapungubwe magic

Profile

Innovation Hub's McLean Sibanda creates a pool of excellence

Provincial Focus

The Eastern Cape is looking up

20 Years of Freedom:

The FIFA World Cup legacy lives on



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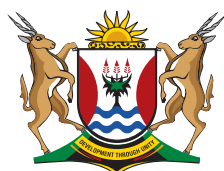
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In 2009, the people of South Africa gave this administration the mandate to deliver against its priorities.

These priorities include education, health, the fight against crime and corruption, rural development and creating jobs.

Today, indications are clear that Government is indeed making progress and that life has changed for the better for the people of South Africa since 1994. More importantly, the elevation of the priorities has yielded results, borne out by definitive numbers.

During the month of August, we released the Development Indicators Report 2012, which details key areas where we are making progress in implementing Government's policies and programmes.

The report uses data sourced from government administrative datasets, official statistics and research done by South African and international institutions.

Development Indicators 2012 contains 85 indicators clustered according to 10 themes, namely economic growth and transformation, employment, poverty and inequality, household and community assets, health, education, social cohesion, safety and security, international relations, and good governance. It also includes information on demographic trends informed by Census 2011, transport infrastructure profiles and energy.

Education has recorded great progress against our own targets. This includes an increase in the percentage of children attending Early Childhood Development facilities, and more than a double increase in Grade R enrolment rates from 300 000 in 2003 to 705 000 in 2011.

The percentage of Matric passes has increased from under 60% in 1994 to 73% in 2012.

Also, the dramatic increase in the number of learners attending Grade 1 who have attended Grade R shows that government interventions are yielding results.

In the area of health, we are making commendable progress in improving the health status of the nation. The tide is turning and we are achieving more positive health outcomes. Free primary healthcare for children and pregnant mothers has had a significant, positive impact in terms of immunisation and child nutrition, among other benefits.

South Africa's bold leadership in turning the tide against the HIV and AIDS epidemic was also acknowledged by UNAIDS in its February 2013 publication.

Our country has one of the largest ARV programmes internationally, with approximately two million people on treatment. As a result, data from the Rapid Mortality Surveillance system shows that South Africa's life expectancy has increased to 60 years, exceeding our 2014 targets.

Inequities and the quality of healthcare remain an area of concern. This applies also to the number of mothers who die due to direct and indirect factors related to pregnancy. Many targeted health interventions are in place to address these challenges, including the strengthening of health worker and management capability, the establishment of the Office of Health Standards Compliance and the development of a National Health Insurance System.

In the area of crime, the evidence is clear that our battles remain difficult but we are winning the war against crime. The crime rate is coming down, although it remains at a very high level.

Overall, government is making an impact, with several surveys confirming that citizens and communities are now beginning to feel safe.

The Stats SA 2012 Victims of Crime Survey (VOCS) showed that the percentage of households who experienced at least one incident of the identified crime has declined, except for housebreaking and theft. Close to 60% of households expressed satisfaction with the manner in which the police and courts were doing their work.

Drug-related crime has shown an increase as recently seen in Manenberg in the Western Cape. However, gov-

ernment remains committed to fighting crime in every neighbourhood, municipality, town and city, like the effort we are making in Eldorado Park in Gauteng, in partnership with the local community.

Government recognises that our success in this area is the result of a national effort, and so we pay tribute to individuals, community safety forums, businesses and other social partners who are working with government to achieve success.

When this administration came into office in 2009, the global economic conditions were harsh and made our effort to create jobs difficult.

However, today it isn't all doom and gloom. The economic trends are showing South Africa's stability in the face of global challenges.

Growth has been slower in recent years, partly as a result of the impact of the global crisis and industrial conflicts.

Inflation remains within our target range, which has ensured the maintenance of a relatively low interest rate environment for some time.

Fixed capital investment is lower than at its 2008 peak, but it is still higher than it was in the early 1980s. Government and state-owned enterprises' investments have helped to secure a positive trend in this regard, even during the global financial crisis.

Data shows significant setbacks in our ability to reduce unemployment, poverty and inequality. Unemployment remains a challenge, especially for the youth.

To reduce the impact of these challenges, government has introduced public employment programmes such as the Expanded Public Works Programme and Community Works Programme. Through these programmes, work opportunities have been created and income sup-

port has been provided to many unemployed people.

Compared to 1994, average real incomes have been rising. However, South Africa still ranks among the most economically unequal societies in the world.

Furthermore, while the poverty indicators show slight improvement over time, just more than half of South Africans – 52,3% according to Stats SA - still live below the poverty line of R577. Also, 13,3% live in inordinate poverty.

Regarding rural development and land reform, since the inception of the restitution programme in 1995, 79 696 claims have been lodged and 77 334 settled, with 59 758 finalised to date.

Though the pace of settling these claims has improved since 2009, claims settled are not necessarily finalised for handover. The remaining claims for settlement are largely on high-value commercial farms and difficult to resolve.

In a different programme, government has sustained its drive of delivering housing to the poor, reaching a cumulative target of 3,38 million. A 50% growth in formal housing has translated into additional formal homes since 1994.

Compared to 1994, there has been major improvement in basic services, with 95% access to water infrastructure and 83,4% access to sanitation infrastructure and 76,5% households with access to electricity.

As the bearer of the electoral mandate, government >>

Eldorado Park police officers and community members have united to fight crime and drugs in the community.



shares the credit for these achievements with those who have worked with us over the years in close partnership, and committed to realising an even better life for all.

As we celebrate 20 Years of Freedom in 2014, our country's progress should be viewed against what we inherited in 1994.

Viewed in this light and appreciating sometimes difficult choices we have to make, it is our view that the country has made tremendous strides in changing the lives of people.

Admittedly, more needs to be done to achieve the goals we set for ourselves in 1994.

The evidence in the *Development Indicators Report 2012* bears testimony to the fact that we are on a successful, productive and development journey as we continue to change the lives of people for the better.

The indicators are not only good news but highlight some of the challenges we are facing.

In education, the Annual National Assessments are showing strengths and weaknesses of the educational system below Grade 12. Such assessments have highlighted that as a country we are simply not performing on the same level as other countries that spend the same or less on education. We need to do more to get

value for money and improve the quality of education, and among others, teacher performance and school management will be critical in this regard.

The inequities and the quality of healthcare remain an area of concern. This applies also to the high number of mothers, according to United Nations 300 per 100 000 live births, who die due to direct and indirect factors related to pregnancy. The maternal mortality ratio in South Africa is higher than that of countries of similar socio-economic development.

Although government has made some strides in improving efforts to reduce levels of corruption, it appears that the 2014 target of securing 170 convictions is unlikely to be achieved. We need to fight this scourge as a societal problem.

We are also facing a challenge in the finalisation of land claims. Claims settled are not necessarily finalised for hand over. As a result our targets for settlement of outstanding claims will not be achieved, especially in the context of the reopening of the Restitution process.

The country is also facing challenges of proper maintenance of infrastructure in various places, affecting the quality and functionality of services. Of the seven most critical targets, which cover access to basic services, municipal administration and financial performance, six are unlikely to be achieved by 2014.

In response to these and many other challenges that still face our country, we have begun a process of developing an implementation plan for the National Development Plan. The 2014 to 2019 Medium Term Strategic Framework was developed and discussed by the Cabinet Lekgotla in August. The plan will be discussed with different government departments and will be implemented after the 2014 National Elections.

As public servants we should take pride in what we have achieved and double our efforts to overcome these challenges. These successes would not have been possible without the dedicated and committed public servants who work tirelessly to make our country better. 🇿🇦




Othniel Gollins Chabane

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Spring has sprung – a time to cast off your warm clothes and explore the outdoors. Days are getting longer and warmer, making our heritage sites, beaches, national parks, museums, theatres and theme parks more inviting.

September being Tourism Month is time to be adventurous and take a break from the daily grind of work. If you have taken leave, go out and experience the scenic beauty of our country, bask in the sun, play in our magnificent outdoors and above all, celebrate our cultural diversity. This is also Heritage Month, a time for us to get familiar with and protective of our heritage resources, including our eight World Heritage Sites.

If you are expected to be at work, as most of us are, you can still take that well deserved and long overdue weekend getaway. That trip you take to a heritage site in your area or game lodge will go some way in helping realise one of our government's key priorities – job creation.

Tourism is one of the success stories of our democratic dispensation, having grown by 300% from 3,4 million visitors in 1993 to 13,5 million visitors in 2012. South Africans account for three quarters of all tourists in the country. In 2011, domestic tourism contributed R101 billion to our economy. The growth in tourism was also fuelled by the burgeoning relations with our Brics partners, which have seen our strong people to people relations translate into healthy traffic from those countries.

The National Department of Tourism has been hard at work, adopting the National Tourism Sector Strategy, the Domestic Tourism Growth Strategy and the Domestic Tourism Growth and Cultural and Heritage Tourism strategy – all in the past two years. These strategies seek to unlock the economic potential, and to further stimulate the growth of the sector.

In support of this year's World Tourism Day theme which is: "Tourism and Water: Protecting our Common Future", this year's national theme is: Water is fun. The theme highlights the important role the tourism sector should play in preserving this vital commodity.



Tourism in South Africa has remained bullish, growing by 10,2% in the past year despite our depressed economic climate. According to Minister Marthinus van Schalkwyk, last year, "12,5 million South Africans took 25,4 million trips and spent an average of 4,8 nights away from home per trip". This figure may look impressive,

but there's huge potential for growth in this sector.

The phenomenal growth in the contribution of tourism to the gross domestic product, employment creation and Small Medium and Micro Enterprises growth should inspire us all to help the department reach its targets of 54 million domestic trips by 2020.

This year, the Department of Tourism has called on us to come out and play. With its campaign: Nothing's More Fun than a Sho't Left, the department has issued a clarion call to all of us to go out and have

fun. Taking a break is also good for your mental health and can improve your productivity in the workplace.

As public servants, the spotlight this month falls on us as we mark Public Service Month. This is a time for us to renew our vows with the public by recommitting ourselves to the principles of Batho Pele.

The only way to do that is to strive for excellence in our areas of work and make sure that the service we render to the public is to the best of our abilities.

So hit the road, and discover the fantastic experiences our country has to offer. 🇿🇦

Phumla Williams
GCIS: Acting Chief Executive Officer

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Dear Editor

Thank you for the informative read that is PSM. As someone in middle management, I would like to see more articles on career development in the Public Sector. This is important in the context of the mooted School of Government, which will affect all of us, and hopefully give us more room for growth. I think PSM is the right platform not only to inform but to inspire as well.

Vathiswa Thabete, Pretoria



Dear Editor

I am an avid reader of your publication. It affords me an opportunity to get closer to our Public Sector leaders. I get to know what they are planning and the direction that our government is taking. The stories of the individuals are also inspiring and motivate one to work even harder. Since its launch, PSM has grown in leaps and bounds and it definitely stands out from the rest. I wish the PSM team well and encourage them to continue the amazing job that they are doing. I definitely cannot wait for the next issue!

Thandeka Mtshali, Durban



Dear Editor

I read with interest a piece featuring Dr Vuyelwa Nhlapo of the National Development Agency titled: *Championing the fight against poverty* in your July 2013 issue.

I would like to thank the writer, Noluthando Mkhize, for an article that served as motivation and a reminder that with great determination and commitment to succeed, nothing is impossible. The article came at the right time, a month preceding Women's Month.

I am proud of the progress that South Africa is making to create opportunities that enable women to participate in the economy. I am forever reminded of the many opportunities that abound for those who are self-driven.

Not only did the article showcase women in leadership, but it also touched on the NDA's role in poverty eradication - a reminder that as citizens, we all have to play our role, no matter how small, in helping to improve the lives of others who are less fortunate. **Makgodu Tsehloane, Johannesburg**



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South Africa's tourism sector keeps on growing



Minister Marthinus van Schalkwyk with some of the graduates from the National Youth Chefs Programme.

South Africa is home to majestic and legendary scenic wonders such as Table Mountain, Mapungubwe, God's Window, mountains, forests, and coasts that are among the things that have attracted over 10 million tourists to South Africa.

PSM spoke to the Minister of Tourism, Marthinus van Schalkwyk, about South Africa's growing tourism industry. According to him, the tourism sector plays a significant role in economic growth and has positioned South Africa as a constantly growing and appealing tourist destination.

"We have come a long way. Tourism has now taken its place as a vital contributor to economic growth. In 1993, the country received just over 3,4 million international arrivals, and we witnessed over 13 million international arrivals, of which some nine million were international tourists visiting our shores in 2012."

In addition to this, we have gained recognition across the globe as

a capable, warm, friendly and accessible global mega-events destination.

In 2009, government split the then Department of Environmental Affairs and Tourism into two departments. The Minister believes that that was a wise move as it gave the newlyformed department a chance to zone in on the tourism sector.

"Tourism's capacity to deliver has been strengthened through the establishment of a dedicated national department."

Van Schalkwyk says establishing a well-coordinated approach to growing the sector has been instrumental in bringing the different role players together.

"We have developed our first ever National Tourism Sector Strategy (NTSS). The strategy is intended to pro-



vide clear guidance on how to grow tourism's absolute contribution to the economy.

"For example, a joint vision captured in the NTSS is a shared commitment to Brand South Africa that is meant to eliminate fragmentation of national and provincial investment in international marketing, and eliminate destructive and internal competition in bidding for global conventions and mega-events."

Government has played a significant role in identifying tourism as one of the key contributing sectors to the strategic priorities of growing the economy and creating decent work.

Between 2010 and 2011, the contribution that direct employment in the tourism sector made to overall em-

ployment in the country grew from 4,3% to 4,5 reflecting the increase from about 31 000 direct jobs in the sector in 2010 to total direct employment of 598 432 people in 2011.

Growth in the BRICS and international market

Five years ago government and South African Tourism (SAT) decided to invest in emerging markets in Africa, South America and Asia. Tourists from abroad spent R76,4 billion in South Africa last year, up 7,6% from the total foreign direct spend in the country in 2011.

"From our BRICS partner countries we have seen phenomenal growth. Particularly strong growth was recorded in 2012 from Asia, which was up 33,7% compared to the figures recorded in 2011, driven by growth from China and India.

"Central and South America recorded growth of 37% thanks to continued good tourism growth from Brazil. Brazil continued to show impressive growth rates, becoming a top-ten overseas source market for arrivals for the first time, with almost a 45% increase compared to 2011".

The growth of tourists from Brazil prompted the department and SAT to open a SAT office in Brazil this financial year. "Added to this, we are currently negotiating a joint BRICS memorandum of understanding among tourism ministers," says Van Schalkwyk.

The African continent has also had a huge effect on the South African economy with tourists from regional Africa contributing R47,6 billion in 2011. In the same year the contributions of tourists from elsewhere were as follows:

European tourists - R15,8 billion
 Asia and Australasia - R6,7 billion
 the Americas - R6,3 billion.

Promoting domestic tourism

Minister Van Schalkwyk says his department is working towards ensuring that tourism becomes a living reality for ordinary South Africans.

"We are determined to promote and enhance domestic tourism and implement strategies to grow this >>

sector. We are also thinking innovatively of new ways to ensure that more South African families have access to the places that we have inherited as a nation."

The department launched a new marketing campaign for domestic tourists, targeted at a broad cross-section of the South African population. "The campaign will build on the Sho't Left theme and will be aimed at five lucrative market segments with cropped-up demand and potentially high travel propensity.

"But we also need to build the upstream reservoir of future tourists. And we need to deliver on the promise of tourism to lower-income households."

The department has also commissioned a feasibility study for a pilot budget resort chain aimed at an underserved market segment of would-be travellers earning less than R5 000 per month.

"We have also commissioned an audit of underutilised state assets and properties that could be developed into tourist attractions and facilities. "It is simply wrong to have state resources stand vacant while there is cropped-up demand in certain market segments."



World Tourism Month 2011, Morning Live, Basotho Cultural Village, Free State: Minister Marthinus Van Schalkwyk interviewed by Leanne Manas from SABC 2 during the launch of World Tourism Month.



The beauty of the Eastern Cape coastline is among hundreds of reasons why South Africans enjoy travelling across the country, and international visitors flock to South Africa.

Tourism's contribution towards the GDP and employment

Direct tourism's contribution to GDP went up by 5% to R84,3 billion in 2011.

Expenditure by foreign tourists increased 3,3% to R71,7 billion and total domestic tourism expenditure rose from R69 billion in 2010 to R101 billion in 2011, which translates into an increase of over R30 billion.

Popular tourist destinations

Cape Town, Durban and Johannesburg have some of

the best tourism offerings; however, small towns such as Oudtshoorn, Grahamstown and Clarens have developed niche tourism offerings which have had a big economic and social impact on the lives of their local communities.

Oudtshoorn showcases the Klein Karoo National Arts Festival, which 100 000 tourists attended last year. Its economic impact was between R5 million and R10 million.

Known as the "Jewel of the Free State", Clarens boasts diversity along with natural, cultural and historical tourism product offerings. The town is endowed with many art and craft shops selling a wide range of curios and

original South African artwork. It offers 4x4 routes, fly fishing and white-water rafting. It also has many old sandstone buildings.

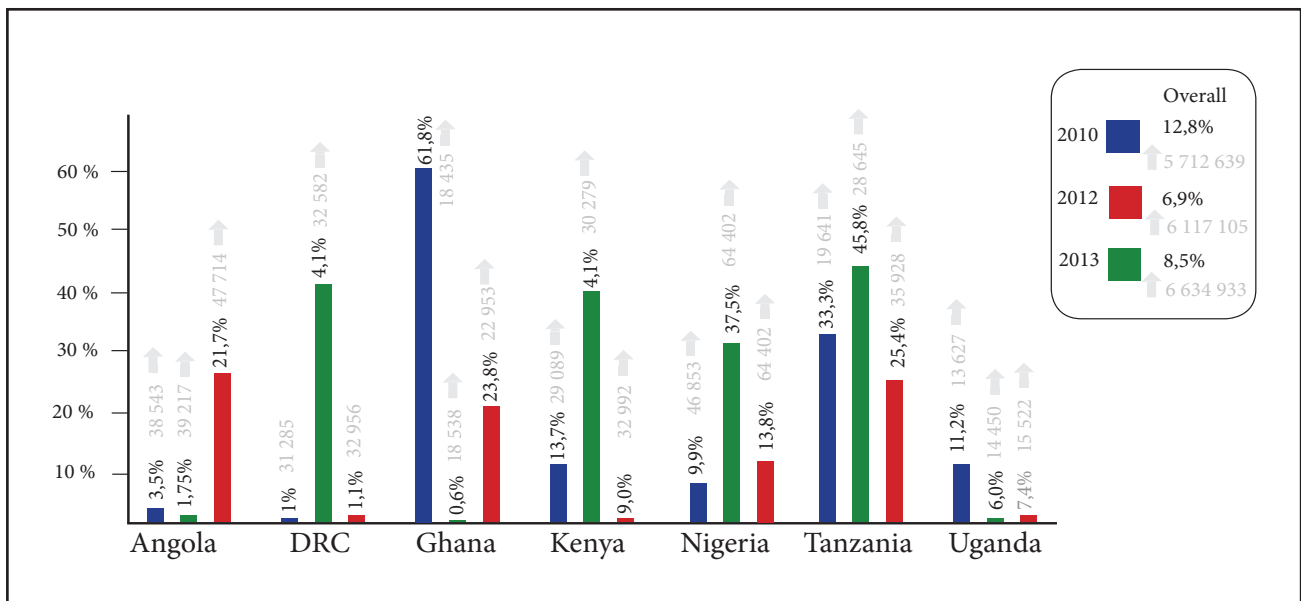
Clarens is also the gateway to the Golden Gate Highlands National Park and an area rich in ancient San rock art, dinosaur remains and fossils, which attract thousands of tourists annually.

Grahamstown is a vibrant mix of all the best that Africa has to offer. It is one of the premier tourist routes in the Eastern Cape, and is also one of the most diverse ecological regions in South Africa, with a variety of biomes that provide unspoiled and spectacular scenery. The area offers much for the outdoor enthusiast and adventurer. Activities include skydiving, hunting, game viewing, fly-fishing, hang-gliding, abseiling, river rafting and mountaineering.

the country's economy and the importance of travel to the wellbeing of South Africans.

During this month the department encourages South Africans to invest in experiences that give them great and happy memories/experiences that last a lifetime instead of buying things that only give brief moments of joy and pleasure. South Africans are urged to focus on the World Tourism Day theme of "Tourism and water – protecting our common future" by making it come alive and showing a strong link between 'water' and 'fun'. This year's celebration of tourism month will be held in North West province. ☺

The African tourist market



Grahamstown hosts the annual National Arts Festival, which is a celebration of South Africa's rich and multi-faceted culture. The festival draws approximately 50 000 tourists annually.

With nine provinces each offering different tourist attractions, the tourism sector in the country will constantly grow and make a positive contribution to the economy.

"In the African market, we cannot stress strongly enough how important the African tourist market is to us. Tourists from Africa are major leisure tourists, attracted by our country's beauty, nightlife, lifestyle and shopping attractions".

Significance of Tourism Month

In South Africa September is known as Tourism Month. This means a month-long focus on the importance of the tourism industry to

This & that

What is the one thing that people don't know about you? My favourite dish is tripe and a "Smiley" every now and then.

What motivates you? If I feel I can do something exceptional.

What do you do to unwind? I enjoy reading, spending time with my family and watching sport (especially the Blue Bulls).

In three words, who is Marthinus van Schalkwyk? A good dad!

Women in Justice

Celebrating Women in Justice

The Department of Justice and Constitutional Development (DoJ&CD) joined the country in celebrating women's month and pay tribute to more than 20 000 women who marched to the Union Buildings on 9 August 1956 in protest against the extension of Pass Laws to women. This year's theme for women's month was "A Centenary of Working Together towards Sustainable Women Empowerment and Gender Equality". In line with women's month theme, the department honours and recognises the contribution of women in leadership and the promotion of access to justice.



Nonkululeko
Sindane, Director
General of the DoJ&CD

Ms. Nonkululeko Sindane has proved beyond doubt that women can achieve greater heights in the workplace. She is the first woman to hold the position of the Director-General at the Department of Justice and Constitutional

Development. As the accounting officer in the department, Sindane is tasked with a mammoth responsibility of providing strategic leadership in the protection and promotion of our Constitution.

DoJ&CD is at the cornerstone of constitutional democracy and the custodian of the Constitution which ensures a transformed and accessible justice system for all. As the chair of the Justice, Crime Prevention and Security (JCPS) Cluster departments, the DoJ&CD ensures strengthening the criminal justice system, governance and the rule of law, and the role of the judiciary in the developmental South African state.

Sindane completed her matric at Isibonelo High School, and then admitted at the University of KwaZulu-Natal for legal studies. Her academic qualifications are a true reflection of her ambition to success. She holds a Baccalaureus Procuratoris (B PROC), Bachelor of Law (LLB). In 1995, she was admitted as an Attorney, then Admitted Conveyancer in 1996.

Her career history proves that she is a hard worker, as she has occupied various positions in the legal fraternity both private and public sector. Some of the positions she has occupied include, Director: Corporate Governance and Legal Administration, Chief Director: Performance Monitoring and Benchmarking Branch, Deputy Director-General: Shareholder Management and Regulatory Services: Department of Public Enterprises, Deputy Director General: Transport Regulation and Public Entity Oversight, Deputy Director-General: Transport Regulation, Accident and Incident Investigations: Department of Transport, General Manager: Board Secretariat and Legal Services, Arms.cor.

Currently the Director-General in the Department of Justice and Constitutional Development, Ms. Sindane leads the team of more than 18 000 officials. For Sindane, leading such an important department is a commitment and affirmation that she bears no excuses when it comes to improvement of governance and administration within the department.

Some of the main priorities that she is focusing on include improving maintenance and the functioning of the Guardian Fund system in the country. The Director General has worked towards strengthening capacity in strategic areas, mainly those of Finance and Information Communication Technology (ICT) areas so as to ensure that the department continues to provide accessible justice for all. ■



The face at the
forefront of legislation
development in the
country

The proportion of women in executive management positions in the Department of Justice and Constitutional Development (DoJ&CD) continues to increase steadily as women continue

to play a much more significant part in leadership and decision making structures/bodies/committees. A good example of women in leadership is Ms. Kalayvani Pillay who is the Deputy Director-General: Legislative Development in the department.

Growing up in Chatsworth, a community where members respect and support each other, Pillay has always been passionate about achieving greater heights in her life and her current position in the department surely proves her ambition. The Legislative Development branch's main core functions include investigating and developing subordinate legislation, reviewing and amending existing primary and subordinate legislation. Leading such an important branch in the department, Pillay believes that she is very fortunate to be part of the department that has an important responsibility to the citizens, which is to ensure that everyone has access to justice.

Driven by the passion to help her community members with legal related issues Ms. Pillay studied for an undergraduate degree and LLB at the University of KwaZulu-Natal formerly known as Durban Westville. After completing her studies she practised as an attorney in a private practise before she decided to join the public service. "Working in a private firm really helped me to be exposed to various issues that were affecting the community of Chatsworth such as domestic violence and divorce cases," said Pillay.

In the year 2000 she then left the practise to join the public service. "I always wanted to be a legal researcher and that is why I couldn't miss the opportunity then I joined the public service," she said.

Since she joined the public service she has worked in different capacities such as drafting legislation; providing legal services through the handling of litigation and legal process. Granting the fact that she has participated in the drafting of various legislation, Pillay highlighted that drafting the Domestic Violence Act was the best move by the government to help fight the scourge of domestic violence in the country. She also shared that drafting the Maintenance Act was challenging and good considering the fact that they are working on the amendment on the act to improve it.

To prove that the legal fraternity is not only for men, Pillay believes that, women should always take up positions at the forefront to undo the unfair assumptions that women cannot be excellent lawyers. "As women we must never allow attitudes that say we cannot reach a certain goal, to become a barrier for us. We must be excellent in whatever we choose to do," expressed Pillay.

Pillay emphasised that women must work hard in their different career path and also enjoy what they do. ■



Lebo's success is driven by the passion to make a change

Fixing the performance of the public service is one of Lebo Mphahlele-Ntsasa's key area of interest and part of her leadership skills. Those who know Lebo call her "Mrs. Fix it", because of her dedication in making sure that the department is meeting

its mandatory objective to serve the public with care and dignity.

Lebo is highly qualified with a BSC from the University of Cape Town and an MBA from Wits University. She had most of her corporate experience at Sasol and Nedbank and have worked as a freelance consultant and managed a business for a number of years. She has also worked in a wide-range of areas in business throughout her career and considers herself a bit adventurous.

Three years ago, Lebo was appointed as a Chief Director: Strategy, Monitoring and Evaluation at the Department of Justice and Constitutional development. Her area of responsibilities entails strategic planning, reporting (both statutory and non-statutory performance reporting), the National Operations Centre (business information) and corporate governance structures. This include overseeing all critical activities to ensure that the department deliver good quality services to its stakeholders and provide guidance to her team members. .

Since she joined the department, Lebo has seen a shift in outlook around planning and performance within the department. The department has received an unqualified opinion in this area for two years in succession. "This is very important for me because it means the performance reported against our targets throughout 750 courts and other service points has credibility. It is critical to get good quality performance information in order to guide plans going forward. I'm proud of my contribution in the achievement but acknowledge there's still work to do", She said.

The supportive environment at home seems. to be one of the main catalyst in Lebo's steady career growth and success at work. ■



South Africa's first National Registrar for Sexual Offences Register

Ntombizodwa Koko Matjila is the Registrar for the National Register for Sexual Offences.

She obtained her first B. Proc degree from the University of the North in 1991. She went further to enhance her qualifications at the University of Pretoria where she was awarded with an LLM degree in Constitutional and Administrative Law. Ntombi is of the view that education is the key to success. "I urge young people to focus more on their studies because without education they cannot achieve their dreams.", explained Ntombi.

In 1997, Ntombi started her career as an Administration Officer for the Appeal Board for Refugee Affairs in the Department of Home Affairs and she was promoted to the position of Legal Administration Officer in the same department. She later held several key management positions these include, managing the Legal Service of the South African Police Services. In March 2007 she was appointed as a Director: Legal Services in the Department of Justice. She was seconded as the first National Registrar for Sexual Offenders within the department in August 2009. Her duties include receiving particulars of persons contemplated in section 50 of the Act from the relevant departments for purposes of entering it into the National Register for Sex Offenders (NRSO) and reporting, without delay, any unauthorised access to or tampering with information contained in the database of the Register to the South African Police Service.

The NRSO was implemented on 30th June 2009 to register the names of people convicted of sexual offences against children and people with mental disability. This is one of the protective measures that have been put in place to protect victims. of sexual violence by ensuring that perpetrators do not find themselves working with children or people with mental disability.

Highlighting her achievements, Ntombi said she has ensured that the NRSO is implemented successfully and is up and running despite limited resources.

Ntombi is also one of the few South Africans who can speak fluently eight South African Languages and this has made her work very easy as she can communicate to her clients and stakeholders in their own languages. The public is now aware of the existence of the NRSO.

When asked about the credentials required if one intends to pursue the same career path as hers, Ntombi said "a person needs to be legally qualified with a specific interest in Legislative development, interpretation and analysis".

Ntombi admits that she is not immune to challenges that are commonly associated with the working environment. She singles out the initial phases of implementing the register as the most challenging period in her working environment.

To Ntombi, women's month is significant in that women are being recognised and appreciated for the effort they put into their day to day responsibilities. She further encouraged women not to give up their dreams. "In life you are never given a chance to dream without been given an opportunity to make it come true", she said. ■



Turning Gauteng into an innovator's paradise

McLean Sibanda has a vision: to turn the area around Lynnwood, to the east of Pretoria, into South Africa's very own Silicon Valley. The original Valley is a part of San Francisco that has a dense concentration of electronic and computer companies.

As Chief Executive Officer of The Innovation Hub and president of the African division of the International Association of Science Parks, Sibanda speaks passionately about stimulating and commercialising innovation across the continent.

The Innovation Hub, Africa's first accredited science and technology park, is a subsidiary of the Gauteng Growth and Development Agency, which is an agency of the Gauteng Department of Economic Development.

"We are actively encouraging leading edge companies in the green economy, biosciences and Information and Communication Technology (ICT) sector to set up their operations here," says Sibanda.

The area is already home to leading research organisations with the Council for Scientific and Industrial Research (CSIR), and the University of Pretoria, the National Research Foundation, ASSAf, Council for Higher Education, the Department of Science and Technology within close proximity. The Innovation Hub is home to a number of both small and large companies that include fine paper and pulp company Sappi, Infrastructure Engineering Company Bigen Africa, bone regeneration start-up company producer Altis Biologics, software company, Expertron, and bioscience business incubator eGoLiBio - amongst others. The head office of the South African National Space Agency is also on campus. Researchers from Transnet's research and development unit have also moved into the precinct. Other innovation institutions within easy reach of The Innovation Hub are the Agricultural Research Council, the University of South Africa, Tshwane University of Technology and the Water Research Commission.

Those who set up office in and around the area, adds Sibanda, stand to benefit from the cluster effect. "We have established specialist cluster support capabilities and run regular sector networking events throughout the year. We have also opened up the gate at the bottom of our park to enable the flow of traffic between the University of Pretoria and researchers from

Sappi." This free mobility is designed to encourage collaboration among researchers and entrepreneurs in the cluster.

Activities of The Innovation Hub are informed by the Gauteng Innovation and Knowledge Economy Strategy which sees innovation as a key driver of economic growth, improvement of service delivery and social upliftment. The strategy commits the Department of Economic Development in Gauteng and its agencies to "creating and facilitating interactions between universities and private sector organisations as well as establishing eco-system-based approaches and relationships with national government and its agencies".

Home of innovators

The focus on business and technology clustering resonates with the positioning of Gauteng as a smart province. The Gauteng Innovation and Knowledge Economy Strategy observes that "Gauteng is not only the largest contributor of South Africa's Growth Domestic Product (GDP), but it also has all the elements required to create a large and successful ICT innovation cluster in South Africa".

Being within close proximity of The Innovation Hub, says Sibanda, means companies have access to:

- like-minded people
 - a network of support common and critical infrastructure and facilities
 - events regularly put up by The Innovation Hub. These functions bring leading minds in particular industries to listen and interact with other entrepreneurs working in the area.
- Within Africa, Kenya also aims to replicate the Silicon Valley model with initiatives such as the iHub and Konza Techno City looking to support the technology community in Nairobi. This clustering of companies, says Sibanda, provides a nurturing environment for innovators, although in Kenya the concentration is on information and communication technologies owing to a more enabling ICT environment than in South Africa. However, "everything happens in Nairobi".

Activities in South Africa are different, with The Innovation Hub positioning itself as a central location of all innovation, particularly within the Gauteng Global City Region.

For this proximity to translate into cooperation though,



McLean Sibanda, chief executive of the Innovation Hub and president of the African Division of the International Association of Science Parks.

adds Sibanda, it has to be managed, and that is the role of The Innovation Hub Management Company. The economic benefit of clustering is that it encourages and nurtures the development of high-tech and knowledge-based clusters within one area.

The idea is to find like-minded institutions and place them in the same environment, but The Innovation Hub does not limit its interventions to researchers within its immediate vicinity.

The Gauteng Innovation and Knowledge Economy Strategy promotes the provision of Innovation Spaces,

described as “neutral, catalytic environments in which innovation can be safely and efficiently undertaken. These environments can take numerous different forms, from electronic social networks, to physical clusters of infrastructure such as The Innovation Hub”.

Finding solutions to persistent problems

The Innovation Hub is already playing a pivotal role in finding smart solutions to some of the more persistent challenges facing public and private sector institutions.

This is done through an online innovation collaboration platform, the Open Innovation Solution Exchange which provides a >>

meeting point for institutions and companies looking to address problems or exploit new opportunities, and innovators who become solution providers.

Set up in November last year, the Open Innovation Solution Exchange platform primarily sets out to find novel solutions to problems faced by organisations in both the public and private sectors. According to Sibanda, the platform seeks to connect Solution Seekers in industry and government with potential Solution Providers from universities, research institutes, large organisations and small, medium and micro enterprises (SMMEs).

"Solution Seekers post open innovation 'challenges' on the platform in the form of a challenge brief which describes a specific problem and business opportunity. Solution Providers respond to the challenges by submitting proposals which are then packaged and evaluated by the Solution Seeker, which then contracts with the preferred solution provider(s). Contracting may involve a variety of possible mechanisms including licensing, sale or co-development of the innovation," explains Sibanda.

The online platform was piloted in 2012 and some institutions have already used it to tackle problems they face. For example, the City of Tshwane with the bypassing and tampering of electric meters resulting in about 8% losses in supply, as well as the duplication in the dispensing of chronic medication in public health facilities; and active traffic control device to minimise the risk of vehicles entering railway crossings by Transnet.

Through the Open Innovation Solution Exchange, the city invited innovative proposals for alternative or complementary solutions to prevent people bypassing and tampering with meters. Proposals were adjudicated and the winning bidder is being selected to implement the solution.

A similar scenario played out when the South African Police Service in Honeydew in collaboration with the Centre for Public Service Innovation sought innovative ways for residents of the informal settlement to report crime and for the police to respond rapidly.

"We identify challenges then define them like procurement specifications. We issue a challenge to the outside world and get solution providers to bid," explains Sibanda. "However, the process is distinct from traditional procurement in that we publish a challenge and then actively source innovative technologies from outside the normal supplier networks and 'adjacent' sectors that can then be adapted to address a per-

sistent problem that has not previously been solved".

In eight studies to date, solutions have now been identified, says Sibanda. The client then works with the appointed solution providers to refine the suggested solution for a specified period before commercialising the solution. "We get responses from universities, small enterprises and multinationals. This also provides an opportunity for collaboration and for SMMEs to fast-track development of their innovations."

In the next phase of the project, says Sibanda, The Innovation Hub is "looking to expand the impact of the Solution Exchange Platforms by refining the web-platform functionality and executing additional challenges and technology offers across more technology and business sectors".

Partners in innovation

As part of its efforts to boost innovation, The Innovation Hub works in collaboration with like-minded institutions. "We recognise their strengths and their unique positioning within the National System of Innovation. We have memoranda of understanding with institutions such as the Technology Innovation Agency, the CPSI, the CSIR, the City of Tshwane and some government departments."

Sibanda's focus extends to other areas within South Africa and on the continent. "The Vaal University of Technology has started a science park at the university and East London is setting up one at the Industrial Development Zone."

The Innovation Hub is actively encouraging institutions to set up their own innovation agencies. "We have signed a Memorandum of Understanding to cooperate with the Abuja Technology Village in Nigeria, with whom we are collaborating. Botswana is also establishing one."

Start them young

To attract young graduates to the field of technological innovation, The Innovation Hub has partnered with industry players to run a dedicated mentoring programme designed to bridge the gap between academic learning and the workplace.

Sibanda describes the The Innovation Hub's CoachLab programme as "the premier postgraduate leadership development programme focusing on the ICT and engineering sectors in South Africa".

The programme is based at The Innovation Hub and Johannesburg Centre for Software Engineering, and enables participants to "benefit from a synergistic learning environment created through constant contact with entrepreneurs from a

variety of start-up companies and the in-house mentoring programmes offered by The Innovation Hub”.

The programme has 60 students, but Sibanda expects the number to increase to 100 by the end of the year. "We have signed an agreement with North West University, Vaal Campus and South African Graduate Development Association, to extend this programme to the Vaal with an initial intake of 10 students in August this year." To date the programme, which is also supported by MICT-Seta, has benefitted 188 postgraduate students who have gone on to pursue successful careers.

Participating graduates undergo a nine-month leadership skills development programme which covers industry-relevant projects plus soft skills required in the world of work. They are then hired by companies that participate in the programme, which include Hollard, Standard Bank, Epi-USE, Cisco and Bytes.

The Innovation Hub also supports young innovators through its Gauteng Accelerator Programme – a series of competitions in the biosciences, green economy and ICT sectors to identify and nurture innovative minds.

With total prize money of more than R400 000 in the case of ICT and Green Economy sectors, the competitions give top innovators a lifeline. "We offer prize money and seed funding for ideas to be developed. We also offer mentorship, business and technical advice on how to take an idea to the market." Although the competitions are for innovators in Gauteng, entry is not restricted to residents of the province, Sibanda explains. "If you are from another province, you can enter, but you have to partner with someone else from Gauteng or have a real intention of commercialising the innovation first, in Gauteng."

Message for public servants

Sibanda, who is the son of Miriam and Rex Chiwara says that the Public Sector must strive for efficiency and productivity "we must be thorough and responsive in doing our work".

He adds that government must be run like a business. He says the South African Revenue Service and the Department of Home Affairs provide good examples of the efficiencies that can be achieved in the Public Service. "We should be proud of the efficiency of our tax collecting system. It used to take six months to process a passport application, now it takes weeks. We must start inside. Start with leaders – we must not tolerate low standards."

It is this insistence on leadership of high calibre that is open

to uncovering new, efficient ways of conducting business that gives hope that we may yet have our own Silicon Valley close by. 🌐

More about McLean Sibanda

What attracted you to innovation?

I trained as an engineer but later studied part-time for a qualification as an attorney specialising in patent law. I was attracted to research and innovation over the eight years I worked for De Beers. It dovetailed with the environment I was in – coordinating research with institutions in Sweden. We worked with new technologies and patents and I became curious and set out to learn more.

Who influenced you in your formative years?

My mother Miriam worked as a personal assistant for the general manager of the National Railway of Zimbabwe who was a structural engineer. I learned about engineering from him. It also helped that I was top of my class in Maths and Science at Plumtree High School, just on the border of Botswana and Zimbabwe.

Do you miss working in the laboratory?

The work I do here takes me back. It helps to understand what people are doing and to offer advice. My passion is around technology; law is a tool to enable innovation.

How do you relax?

I play tennis or go to gym. I also listen to music – jazz or rhythm and blues.

What is the one thing that people don't know about you?

That I come from very humble beginnings. I was raised by grandparents – those are the people that defined much of who I became. My grandfather was illiterate, but he was a very bright man. He saw education as an avenue to escape poverty. But it was my mom who raised money upfront for my first year at Wits. She kept saying God will provide. I got a bursary for my second year, and from then on she only had to pay for my pocket money.

I became the first graduate in my family. I have been fortunate that all my life, people believed in me.

Nursing infants

to good health

Soft-spoken and calm are the adjectives that come to mind when describing Professor Muthuhadini Mawela, specialist neonatologist and head of the neonatology unit at Dr George Mukhari Hospital in Ga-Rankuwa, Pretoria.

A neonatologist is a paediatrician who has received additional specialised training in the care of infants. It is Mawela's job to manage all health problems facing babies born prematurely and to ensure that the hospital's neonatology unit runs smoothly.

Where it all started

Born in Atteridgeville, Pretoria, she completed matric at Loreto Convent, a Catholic school in Pretoria, in 1981 and enrolled to study medicine at Medunsa.

When she completed her undergraduate degree in 1986 she did her internship at the then Ga-Rankuwa Hospital and later became a medical officer from 1987 until 1989 at Kalafong hospital.

In 1990 she took the first steps towards her career in specialised healthcare for children: she enrolled for a Master's in Medicine (Paediatrics), which she completed in 1995. In 1998 she was registered as a neonatologist.

She is the only neonatologist at Dr George Mukhari Hospital and an adjunct professor and deputy head of the department of paediatrics and child health at the University of Limpopo.

She says when she entered her specialised field there were few neonatologists in the country.

"I was looking at making a difference in our community and this is what led me to this field. In the early days when I entered this field, there were very few black women neonatologists. However things are changing and more people being attracted to the field".

This & that

I am... The mother of two girls aged 12 and 17 and I love shopping with them.

I also love... Music. I would like to sing in the church choir but because of work commitments I can't. I also cook and watch all the cooking shows. I love soccer and am an ardent Sundowns supporter.

Right now I am reading...

Capitalist Nigger by Chika Onyeani

With her knowledge, Mawela could have been a specialist in the private sector but she saw a need for her impart her skills in the Public Sector.

In 1998 she was asked to head George Mukhari hospital's neonatology unit as the head of the clinical unit. She and her team had to ensure that there were enough staff and appropriate equipment for the unit to run more efficiently.

"The community outside the hospital was growing and the demand for our services was getting bigger. We had to get enough beds and make sure the service was running well."

Today Dr George Mukhari Hospital is one of the few hospitals that have a lodger mother facility hospital. She explains that she established the facility "because I insisted that mothers stay in the hospital premises with their premature babies primarily to provide the much-needed breast milk. Mothers are also taught how to care for their babies and [they] receive emotional support."

Medical officers are not necessarily trained to manage a unit or guided in how to start a clinical unit. "I had to rely a lot on instinct, gut feel and I had to also learn from my mistakes and the experiences in order for me to handle different situations".

She completed a certificate in advanced management in 2006 and foundation for professional development qualification in 2008 so that she could improve her management and leadership skills.



"I started with two beds in the intensive care unit. With time the beds increased to six, then eight and currently we are standing at 14 beds. The team is aiming for 20 beds," she explains.

She says although the equipment in her unit is world class, having this equipment did not come easily because of budget constraints and other things in the hospital competing for funds.

Mawela leads a staff complement of 71 nurses, seven doctors in training and five qualified paediatricians.

Every week she holds a unit meeting to discuss issues and share ideas on how the unit can be steered in a positive direction.

"Sometimes it's a very tough meeting but communication is important to us".

The meeting is a great opportunity to teach and mentor the junior members of the team.

Outreach

"As part of our responsibility within the district we make efforts to reach out to the communities around us. I have been actively involved in establishing small neonatal wards in surrounding >>



SUSTAINABLE TOURISM through PARTNERSHIPS

The Sustainable Tourism Partnership Programme (STPP) is a "how-to" programme, focussed on the implementation of sustainable tourism principles amongst smaller tourism businesses. The National Minimum Standard for Responsible Tourism (SANS 1162:2011) clearly shows the link between environment, cultural and social heritage, local economic empowerment and best business practice, but implementing tourism sustainability remains elusive

for most small tourism businesses. The STPP makes it easy and accessible, involving all stakeholders, including local government, private sector business, local communities, the youth and most importantly, the tourist. Mass scale change of any nature requires vision, leadership and strong partnership, which is why the STPP and its partners are making significant impact in the industry. The STPP invites everyone to join the journey!

- **The National Accommodation Association of South Africa (NAA-SA)**, partner association creating awareness amongst Smaller Accommodation Establishments;
- **Restaurant Association of South Africa (RASA)**, partner association creating awareness amongst Restaurants;
- **The ICRT South Africa** works with destinations to create policies, strategies, standards and tools for sustainable tourism;
- **Alive2Green**, a media company focussed on Sustainable Development, creates platforms for awareness, including Sustainability Week and the Sustainability Tourism Handbook (volume 1 published in May 2013);
- **The Expedition Project** collects a wealth of collaborative knowledge and exchangeable sustainable solutions via interviews, surveys, photographic and film footage from South Africa's 56 districts.
- **The Event Greening Forum** shares a common vision of main-streaming sustainability practices in tourism and the events industry;
- **The BAWYC (SA)**, a NPO focussed on women and youth development, a critical stakeholder group to up-skill and get involved;
- **MXIT**, the largest social media platform in Africa, created the MYSTPP app to get the youth involved in tourism sustainability;
- **greentouch**, partners with a training programme for domestic workers, community members and guesthouse staff;
- **Hotelstuff/Greentuff's** Lorraine Jenks is the 'green guru' and brings more than 40 years of experience in Tourism and Sustainable Hospitality to the partnership;
- **Nedbank** develops banking products to help the STPP market implement sustainable business;
- Other partners creating awareness and solutions for tourism sustainability include **Skills Villages 2030**, **Eco Atlas**, **Garden of Life**, **The Sustainability Forum** and more;
- Keep an eye out for **Real TV Africa's** launch later this year and the Sustainable Tourism Channel early 2014.





Prof Mawela with Dr Albert Nkohane one of the doctors on her team examining a new born baby.

hospitals such as Jubilee and Odi hospitals, which are in our encatchment area” (sic).

In 2004 she was tasked with starting a clinic for HIV-positive children, which is now one of the biggest in Gauteng, providing services to close on 2 000 patients. “It is very rewarding to see the HIV-positive children grow stronger each year.

Setting up the clinic did however come with its own set of challenges. “We did not know how to start the clinic and had to do research in order to get it right.

Professor Mawela says challenges are there but what is important is how you handle them.

“For example I would get a message on a Sunday while sitting in church that there is no power in the hospital. In incidences like this I have to be the glue that holds everyone together.

“My job is to step in, take [the] lead, and give direction on how to move forward. When everything is running smoothly again, I sit down and have a cup of tea,” she explains with a smile.

She agrees that the job is challenging and she has had many fights with management but praises the

hospital’s CEO as someone who listens and trusts her.

Graceful yet lively, Mawela also mentors and coaches other aspiring neonatologists.

“In my hospital I am the only one doing this task. It is up to me to train other young people. My field tends to attract females. Currently we have a female who is at an advanced stage of her training to become a neonatologist”.

Professor Mawela also serves on several national committees like the United South African Neonatology Association of which she is a founding member.

She is also part of Yezingane Network, previously known as SANAC Children’s Sector Network, which is a civil society network made up of organisations working to address the impact of HIV and AIDS on children, families and communities.

She also serves on government’s technical task team that looks at treatment guidelines for treatment of HIV-positive children, and also serves the National Advisory Group for Immunisation.

She says once you have matured in your speciality people begin to recognise you and what you do, and this leads to you influencing policy in your country.

Professor Mawela says she does what she does because she loves it and is passionate about delivery of health services. ☺



Ndima: speaking her mind and her passion

A mother, daughter, public servant, political youth activist, student and now author – these are just some of the titles that define Gugu Ndima.

As the current spokesperson to the Speaker of the Gauteng legislature, this bubbly and strikingly eloquent young woman is responsible for speaking on behalf of all the provincial office bearers at the provincial legislature. Her passion for politics shines through as she describes the importance of having a legislative foundation. “The legislature is the bedrock of our democracy, and it ensures that the voice of the public is thoroughly represented in holding the Gauteng provincial government accountable.”

Despite her busy schedule, Ndima is also a part-time student at the Wits Business School and has fulfilled her dream of writing a book. *All in a Galz Life* is a fictional story of five women from different backgrounds who find common ground through their life experiences. Ndima has also written various political and personal pieces for *The Times*, *Sunday Independent* and the *Mail & Guardian*. She was also nominated for the Mail & Guardian’s Top 200 Young South Africans in 2010 and again this year. She received *CEO* magazine’s meritorious award as a leader of tomorrow in the business and professional sector in South Africa’s most influential women in business and government category.

To sustain democracy, Ndima says,

government must cultivate a relationship of accountability and responsibility with citizens.

Born and bred in Katlehong in Ekurhuleni, Ndima describes herself as an ordinary township girl, yet there is nothing ordinary about her rise to the top. As the eldest daughter to Ellinah and the late Themba Ndima, she is also a mother to five-year-old Nhlakanipho. After skipping two grades in school, she was able to matriculate at the age of just 15 from Fumani Comprehensive High in 1999. As a young girl she was faced with the task of choosing a career, she soon realised that the choice had already been made for her.

Going against the grain

“Growing up in a township, there is a limited understanding of what careers are out there. The most well-known careers are: a doctor, an accountant or a lawyer.”

So, accountancy it was, and she registered for financial accounting at the University of Johannesburg (UJ) in 2000. At UJ she joined the debating society and the South African Students Congress. After two years of studying financial accounting, Ndima decided to drop out, much to the dismay of her family.

“My family could not understand my decision. They were confused and quite upset, but it was a blessing in disguise for me.”

She started working part-time jobs and found herself working as an admin-

istrative assistant at Discovery Health. Little did she know that this would be the turning point that would catapult her career in the right direction. After being fired from her job for wanting to take leave to vote in the local elections, Ndima wrote a letter to the CEO of Discovery Health in which she raised her concerns. “It was quite audacious that the company did not have a patriotic duty,” she says.

The letter was circulated to many political and youth groups and certainly got people’s attention.

“I think it was inevitable that I would leave the private sector. I was not happy and I felt like I did not belong. I felt that I was just a statistic rather than actually contributing or making a difference.”

Ndima was then approached by the Young Communist League who were, at the time, trying to resuscitate their media and communication unit. She thought she would just be a writer operating behind the scenes but by 2008 she had become the league’s spokesperson.

In 2011, she joined the ANC Gauteng communication unit to assist in the local elections. A few months later she joined the provincial legislature as the spokesperson for ANC Chief Whip Brian Hlongwa.

“From day one I realised that this is where I was meant to be. I love the fact that every day I am making some sort of impact on the lives of others.”

Ndima concedes that there are sys-



tems in government that need to be simplified. "I think the greatest challenge is the modus operandi of government. I would love for our systems to be so simple that ordinary citizens can understand exactly what we do."

As part of mobilising and creating an active citizenry, the provincial legislature has launched the Citizens Responsibility campaign, which seeks to energise and mobilise citizens and government to take more responsibility for their conditions.

"Take an issue like litter. The public says that Johannesburg is dirty but it is the public that is actually littering. Government does play its role in terms of providing services like waste removal, but citizens equally must take responsibility – the aspect of patriotism needs to be emphasised," stresses Ndima. To date, she admits, there has been immense improvement in the relationship between government and the public it serves.

Ndima says her greatest strength is her perseverance. "Even though it is tested at times, you need to persevere and to also know when to keep your head down, she says. One of the most important lessons public servants

should learn is to grow a thick skin. And – it's not a cliché – women need to work twice as hard to prove themselves."

The best lesson that she learnt from her mother is to be humble. "I wish every politician and every civil servant encompassed a sense of humility."

Knowing who you are as a person and where you come from is very important to enable you to get where you want to go. As we celebrate Heritage Month Ndima says her purely South African experiences are what make her proudly South African. "So many people want to leave this country every day, but when they go they complain because they miss home so much. I am South African because of the Zulu-ness in me and the kasi girl in me," she says.

Ndima says her passion for what she does and her motivation comes from her son, who always asks, "You work for me, right mummy?" and he's right, says Ndima, "I do work for him and for the people of this country." 🇿🇦



***Follow Gugu Ndima on
Twitter: @msndima.**



Fast facts at your fingertips

South Africa is a much better place than it was 1994

Compiled by: Dorris Simpson

Health

Since 1994, South Africa is making commendable progress to improve the health status of the nation.

In management of HIV and Aids epidemic, South Africa has the largest ARV programmes, with approximately 2 million people on treatment.

- Infant mortality and under-5 mortality has decreased from 30 and 42 per 1 000 live births in 2011 respectively, exceeding the national targets of 36 and 50 per 1 000 live births by 2014.
- National TB cure rate has improved gradually over the past years reaching 73% in 2011.

Education

- Early Childhood Development (ECD) has grown and grade R enrolment rates have doubled from 300 000 to 705 000 in 2011.
- The percentage of Matric passes has increased from under 60% in 1994 to 73% in 2012.
- Over 23 million workbooks for Grade R to Grade 9 were distributed in 2011

Safety and security

- Early Childhood Development (ECD) has grown and Grade R enrolment rates have doubled from 300 000 to 705 000 in 2011.

- The percentage of Matric passes has increased from under 60% in 1994 to 73% in 2012.

Contact Crimes rate per 100 000 of population		
	2003/04	2011/2012
Social Contact Crimes		
Murder	42,7	30,9
Attempted murder	64,8	29,4
Common assault	605,7	3591
Assault grievous body harm (gbh)	560,7	380,8
Sexual offences	142,5	127,5
Robbery contact crimes		
Aggravated robbery	288,1	200,1
Common robbery	206,0	104,7

Access to basic Services

Since 1994 there has been improvement in basic services;

- 95% of people have access to water
- 83,4% of people have access to sanitation
- 76,5% of people have access to electricity
- Government has sustained its drive of delivering housing to the poor, reaching a target of 3.38 million. A 50% growth in formal housing has translated into 5 677 614 additional formal homes since 1994

Rural development

- Since 1994 government has redistributed 7.950 million hectares (or 30%) of the 2014 target to redistribute 24.5 million hectares of the country's arable land to the previously disadvantaged.
- Since the inception of the restitution programme in 1995, 79 696 claims had been lodged and 77 334 had been settled
- Of the claims settled 59 758 had been finalized

Source: Development Indicators Report 2012

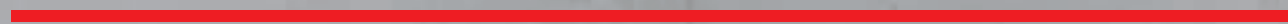
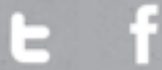


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Heritage Day

24 September

The theme for this year’s Heritage Day celebrations is: “Reclaiming, restoring and celebrating our heritage.” Heritage Day recognises and celebrates the cultural wealth of our nation. South Africans celebrate the day by remembering the cultural heritage of the many cultures that make up the population of South Africa. Various events are staged throughout the country to commemorate this day. The official Heritage Day celebrations will take place at the Thohoyandou Stadium Limpopo on September 24.

World Tourism Day

27 September

World Tourism Day (WTD) is held annually on 27 September. This date was chosen to coincide with an important milestone in world tourism: the anniversary of the adoption of the UNWTO Statutes on 27 September 1970. In support of United Nations International Year of Water Cooperation, WTD 2013 is being held under the theme: “Tourism and Water: Protecting our Common Future”. The theme highlights tourism’s role in water access and shines a spotlight on the actions currently being taken by the sector in order to contribute to a more sustainable water future, as well as the challenges ahead. The theme for Tourism Month is: Water is fun and the celebrations will be hosted in Potchetsroom the North West Province.

1st TransAfrica transport, infrastructure and investment conference and exhibition

1 – 4 October 2013

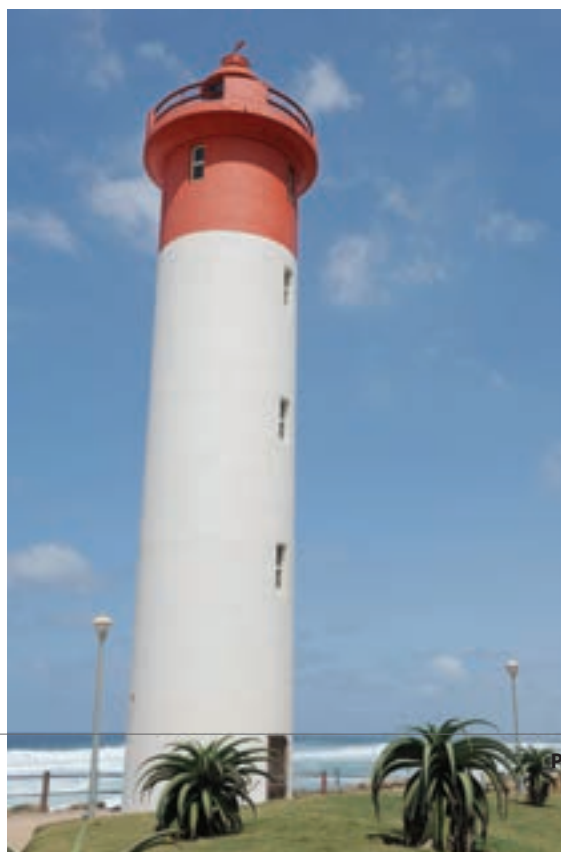
The first TransAfrica Transport, Infrastructure and Investment Exhibition and Conference takes place at the Nasrec Expo Centre in Johannesburg. It will provide a platform for role players in the transport industry and related stakeholders to share expertise and experiences with the view to facilitate the sharing of information, technological developments, industry expertise and experiences in the transport sector and related industries. The conference theme is: “Revitalising the transport sector in the African continent”. For more information about the conference and exhibition please visit www.transafricaexpo.co.za

4th Biannual South African Monitoring and

16 – 20 September

The Conference, which is hosted by the Department of Performance Monitoring and Evaluation, takes place at the Hilton Hotel, Sandton in Johannesburg. The theme for this year’s conference is: “Meaningful Evaluation: Improving Use & Results.” The five-day event comprises 2 and ½ days of pre-conference professional development workshops and 2 and ½ days, and includes international and local key note speakers who inform the M&E profession and networking and social opportunities.

To register, please visit the conference website at www.sameaconference.co.za



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Celebrating SA's food heritage

Writer: Nicholas Francis

Spring is here and that means it's a good time to go outside and enjoy the sunny weather. This is the time for outdoor cooking, block parties, and picnics, as we celebrate the sheer joy of being outside again.

South Africa is a country with diverse cultures but the one thing that unites us all is cooking outdoors. This month PSM samples mouthwatering recipes taken from *Red Hot* by Jan Braai, to help you make the best of the time that you will be spending outdoors.

Shish kebabs

Ingredients

For the marinade:

½ cup olive oil

½ cup lemon juice

½ tot ground cumin

½ tot ground paprika

½ tot ground coriander

½ tot dried oregano

1 tsp salt, ½ tsp black pepper

For the kebabs:

1 kg steak (rump/sirloin/rib-eye or fillet)

2 onions

2 peppers (green, yellow or red)

250 g small button mushrooms

250 g cherry tomatoes

Method:

Throw all the ingredients for the

marinade together in a marinating bowl and mix well. Toss the beef cubes into the mix and stir until all the pieces are coated in marinade. Cover the bowl and marinate for at least 3 hours, but preferably overnight. Whenever you feel like it, you can visit the meat and stir it around before putting it back in the fridge.

Around the time that you're lighting the fire for your braai, remove the marinated meat from the fridge and wash your hands for the assembling process. Skewer the beef cubes by alternating pieces of onion, peppers, whole mushrooms and cherry tomatoes, packing them tightly together. Brush the assembled kebabs with any leftover marinade.

Braai the kebabs for about 8 minutes over hot coals. The kebabs can be quite fragile, so braaing them in a hinged grid that you close gently is the way to go.



Vegetable Pockets

- 2 cups beetroot chunks
- 2 cups carrot chunks
- 2 cups onion wedges
- 12–18 whole garlic cloves
- 3 sprigs fresh thyme (stalks off)
- Rind and juice of half a lemon
- 1 tsp salt
- ½ tsp black pepper
- 3 tots olive oil
- 6 squares of foil

Method:

Put the beetroot, carrots, onion, garlic, thyme leaves, lemon rind, lemon juice, salt, pepper and oil in a large bowl. Toss to mix well. Divide into 6 portions and put each portion in the middle of a square of foil (shiny side up). Make sure that each helping has roughly the same amount of oil and vegetables.

Bring the ends of the foil together to create a loose pocket, then squeeze the top together to seal it. We want them to roast and steam at the same time. Put the pockets over relatively high heat on a low grid (not directly on the coals), then cook them for about 30 minutes (the exact time will depend on the heat). Take one of the pockets off the heat, open it and test with a sharp knife to see if the vegetables are cooked. They should have a nice brown colour on the bottom and be tender.

>>



Coleslaw with carrot and mayo

Ingredients

- 1 medium head of cabbage
- 2 large carrots
- cup mayonnaise or salad cream
- 1 tot lemon juice
- 1 tot sugar
- 1 tsp Dijon mustard
- some salt and black pepper

Method

In a large mixing bowl, toss all of the ingredients together and mix well. That's it! Cover the bowl and refrigerate until ready to serve. The salad can be made a day in advance, as the flavour actually improves overnight.



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Advancing gender equality in the Public Service

In most countries 23 June is a significant day for the public service. On our own continent, the African Union celebrates Africa Public Service Day and recognises and awards innovative service delivery models. The day is also recognised by the United Nations (UN) for the same reasons. This year, the UN held its celebrations from 24 to 27 June 2013 in Manama, Kingdom of Bahrain.

The theme of the forum was “Transformative e-Government and Innovation: Creating a Better Future For All”. The four-day forum featured plenary sessions, two closed and separate round table discussions for ministers and chief information officers, seven parallel capacity-building workshops, an expert group meeting and the UN Public Service Awards Ceremony on the final day. Our Public Service flag was held high with the eThekwin Municipality Water and Sanitation Services scooping the first prize in its category for its communal ablution blocks for informal settlements.

One of the parallel sessions was facilitated by UN women and focused on the title of this article: Transforming Public Service Delivery to advance Gender Equality. Following our celebration of Women’s Month in South Africa, I thought it would be good to share some of the thinking, case studies presented, key issues discussed and observations as the Department of Public Service and Administration (DPSA) contribution to Women’s Month.

The purpose of the workshop was to provide a platform for dialogue and to share good practices for transforming Public Service delivery to make it more responsive to concerns over gender equality. The workshop also provided an opportunity to address the financing of national budgets for gender equality to fulfil commitments made towards women’s rights and gender equality. Delegates presented and debated the following key issues confronting women all over the globe:

What governance models are needed to transform service delivery for the advancement of gender equality?

Governance systems frame relationships between the state and citizens and determine parameters of engagement and the voice citizens have in decisions that affect their lives through such things as service delivery and access to public services.



Writer: Barbara Watson*

From a gender perspective, good governance should also be measured by its contribution to achieving gender equality, yet most definitions of good governance do not make reference to gender equality and are often gender neutral. This is further reflected in the disconnect between public policies and gender equality commitments which are often low in rank and limited to social sectors. Delegates expressed the view that gender equality as a development priority is often absent from development planning processes leading to gaps and obstacles to women and girls’ access to public services. These gaps are even greater in conflict and post-conflict areas/countries. Finally, in the current context where austerity measures as well as conflict and development challenges threaten to reverse progress on gender equality, it is important to safeguard the gains made by strengthening accountability and gender-responsive service delivery.

How does corruption affect women and girls’ access to service delivery?

Women, especially grassroots women, perceive and define corruption beyond bribery or misuse of power to include poor or absent service delivery, poor governance (poor leadership), as well as physical or sexual abuse which is dehumanising. To this end, it is important to note that corruption constitutes a significant obstacle to women’s access to public services, particularly basic services such as education, health, water, sanitation, law enforcement, employment and political participation. Corruption therefore is pervasive in their lives and is experienced in a variety of facets of basic service acquisition.

When grassroots women organise at community level to design and implement anti-corruption strategies, they build gender sensitive governance that leads to improved service delivery, increased access to justice and decrease levels of corruption and poverty (Huairou Commission’s Approach to Anti-Corruption).

Corrupt practices that relate to large sums of money and procurement malpractice enjoy lots of attention and reporting, but corrupt practices that disproportionately affect women, such

as demanding sexual favours for access to public services, are often under-reported. This omission needs serious attention as it not only dehumanises women, but also deprives them of access to public services.

Currently accepted international tools that measure corruption are genderblind as they neither disaggregate data collection nor provide tools that analyse the effects of corruption from a gender perspective. Anti-corruption measures and mechanisms must involve women's groups if they are to be of relevance and help to women. Interesting case studies presented at the workshop provided insights on how to address corruption and develop effective and gender-responsive measures to combat this scourge.

Is gender-responsive budgeting the ideal approach to address structural gender inequalities?

Gender-responsive budgeting is the preferred way to mainstream gender into budgets. In 2011, 65 countries reportedly used this methodology. The mainstreaming of gender considerations in Government's plans, budgets and performance monitoring systems is the key to addressing structural gender inequalities that can substantially transform public service delivery. Gender responsive budgeting is increasingly becoming the popular approach. Case studies that were presented emphasised the importance of either locating this project in a country's finance ministry or collaborating because in this way national targets for all departments could be set, monitored and reported on regularly.

Gender responsive budgeting can bridge the gap between national planning and gender equality. Through this approach, transparency is enhanced, gender equality advocates are engaged in planning, and development plans are better suited to address gender inequalities. For this methodology to succeed, capacity-building of all role players is necessary. Financial experts would have to be trained in gender mainstreaming and gender advocates would require training in financial planning and management. Institutions such as Palama would have a critical role to play. This methodology was popularised by South Africa in the early 1990s but has since been applied less.

Addressing the equity gap

Through advocacy and lobbying, many countries have introduced legislation and policies to remove discrimination against women on maternity grounds. Today most countries have maternity benefits; in some countries they are excellent and fairly acceptable in others, but is this enough to ensure that women with children are able to participate equally thereafter? Case studies from Italy and Germany showed that these benefits by themselves are not enough and should be supported by other

programmes to ensure equal participation by women. The case studies showed that when women re-enter the labour-market after maternity leave they often face new sets of problems such as gaps in skills, information, the need for child care facilities, special child care programmes during school holidays and flexible working hours to suit the family, in particular. Providing these programmes makes it possible for women to participate in work-related activities throughout the day and year and removes worrying about always being late for work.

e-government and ICT

Through e-government, service delivery can be significantly improved and trust in Government restored. However, women emphasised that in developing and least-developed countries a focus on ICT and e-government should not be at the expense of women's empowerment. Often, infrastructure for e-government is regarded as a boost to economic development and absorbs the bulk of national budgets without considering the gender gains and impacts. Women were of the view that such infrastructure development is very costly to women as it remains accessible to urban areas only. In such cases, women are not only excluded because of their location in rural areas but some of their gains are eroded in the process of prioritising for economic growth.

Capacitybuilding is essential to transform Public Service delivery

Schools of government should build the capacity of gender specialists and focal points in financial planning and management. Gender mainstreaming and planning capacity must also be provided to financial planners to ensure that they too are able to integrate gender targets in national plans and budgets.

The detailed report is available on the United Nations website. For us in South Africa, citizens, especially women, are demanding better governance, clean government, greater transparency and active participation in public affairs. With increased demands comes the challenge of diminishing state resources due to the global economic recession. To this end, departments need to evaluate and improve the way they engage women and deliver services. Social media, ICT and modern technology make it easier for citizens to mobilise themselves and governments need to also use these tools to meet the needs of citizens and communicate effectively.

For women, it is important that Government focusing on ICT and e-government initiatives should not be at the expense of funding programmes for women's empowerment. ☺

***Barbara Watson is chief director of diversity management in the Department of Public Service and Administration**



BACKROW FROM LEFT: Glen Heylmayer (Account Executive) Lindiwe Mkhize (Buyer) Surprise Mashisani (Sales Executive) Vusi "Speech" Nkosi (Executive Creative Director) Makhanana Nkosi (Creative Manager) Thabang Ramotekoa (IT Manager) **FRONT ROW:** Joy Moloi (Printing Production Manager) Ephraim Mashisani (Managing Director) George Nyagura (Finance Manager) Gladys Mdlawuzeli (Embroidery Production Manager)

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Project Khaedu:

The answer to service-delivery challenges

Government has recommitted itself to building a clean, accountable Public Service where public servants strive to meet and exceed public expectations.

In an effort to achieve this, the Public Administration Leadership and Management Academy (Palama) has a programme that will whip any department into shape.

The programme aims to help government departments that need to:

- reduce long queues of clients
- reduce service turnaround times
- re-engineer business processes hampering the smooth delivery of services
- effectively manage multi-disciplinary stakeholders involved in a service delivery chain

- design organisational structures that are aligned to strategic objectives
- optimise budget management to deliver on services.

Project Khaedu (Khaedu means 'challenge in Tshivenda) is integral to government's Batho-Pele Revitalisation Strategy.

This programme is a response to the outcomes of a survey the Department of Public Service and Administration (DPSA) conducted in 2003.

The survey aimed to find out whether national and provincial departments were implementing the Batho Pele Principles. It revealed that although some departments were implementing the principles, most still regarded them as a set of separate principles unrelated to their day-to-day operations.

In August 2004, Cabinet decided that all Senior Management Service (SMS) members must, during their performance review



City of Tshwane officials receive their award from PALAMA Director-General, Professor Solly Mollo and Chairperson of the Parliamentary Portfolio Committee on Public Service and Administration Mme Joyce Moloi-Moropa. From left Chris Opperman, Wouter Koekemoer and Facilitator Erna van der Nest (on behalf of Mornay Scott).

cycle, visit the coalface of service delivery to overcome service delivery challenges. The DPSA developed and ran Project Khaedu until it was handed over to Palama.

What is Project Khaedu?

Project Khaedu is an action learning programme aimed at equipping Public Sector managers and decision-makers with the tools (theory) and perspectives required to unblock service delivery challenges. Project Khaedu is aimed at Public Sector officials at middle, senior and executive management levels from all the provinces, national depart-

excelled most during Khaedu team exercises aimed at improving service delivery. The criteria include the following:

- The team must display clearly that they were able to apply the theoretical knowledge they obtained in the first part of the programme to suggest practical solutions for solving a service delivery challenge.
- The team is evaluated on the basis of their report – both the presentation and the written report.
- The team must have followed the correct process, displayed the knowledge they have gained and that a



Khaedu Team Award winners (From left): Chris Opperman, Paulina Ndobe, Martie Bergh (PALAMA), Mornay Scott (Group Facilitator for the Field Assignment week), and Wouter Koekemoer (City of Tshwane).

ments as well as local government.

Project Khaedu is divided into two five-day modules. During the Methods and Perspective Module, participants are equipped with the skills needed to tackle service delivery challenges in the workplace. The participants are then given a field assignment where they apply what they have learnt. Project Khaedu is an accredited programme at NQF Level 5 and carries nine credits.

Various departments have benefited from participating in Project Khaedu. Below are some of the Khaedu teams in action during various field assignments:

Khaedu Team Award

Palama has introduced the Khaedu Award as part of the annual Public Sector Trainers Forum (PSTF) Conference Awards. The Khaedu Team Award rewards the team that

practical application of learning has occurred resulting in definite gains for the deployment site.

- The quality of technical aspects, presentation and language in the final report is important.
- It must be evident that the team was able to suggest “quick wins” for the site they evaluated and in this way contributed to service delivery.
- The team reports as well as other relevant evaluation material have to accompany the nomination.

Be part of our journey towards bringing systematic change by enrolling for Project Khaedu.®

For more information on Project Khaedu email Khaedu@palama.gov.za or call 012 441 6167.

For bookings email contactcentre@palama.gov.za or call the Contact Centre at 012 441 6777.

Growth and hope on the rise in the Eastern Cape



Despite the harsh economic climate, the Eastern Cape economy shown some resilience, growing by 3.4% in 2012, marginally more than the national growth rate of 2.5%.

The sparsely populated and largely rural province faces intractable problems, including high unemployment and skills shortage, but the provincial government is leading efforts to stimulate economic growth.

The province has a generally rugged coastline and mountainous landscape.

The Eastern Cape's unemployment rate stood at 29,8% in the fourth quarter of 2012, placing it behind the Free State which has the highest level of unemployment. Though unemployment in the province is high, the province's economy grew slightly by 3,4%.

Tasked with the sizeable challenge of creating employment, attracting investment and boosting the economy of the province is the Department of Economic Development, Environmental Affairs and



MEC Mcebisi Jonas.

Tourism under the stewardship of Member of Executive Council (MEC) Mcebisi Jonas.

MEC Jonas's appointment coincided with the global economic meltdown of 2009 which made developing the province's economy even more difficult. "I literally walked into a storm of the global economic crisis and that was intimidating and interesting at the same time."

At the time, the department not only faced the global economic crisis but the global environment was under pressure to find new and creative ways of using renewable energy.

Jonas says his department had to find new ways of doing things. "We had to look at how we respond to

the climate change issues in the province and how we strengthen our environmental management."

The global economic crisis and declining environment were two major issues the department had to deal with. "We had on one hand the developmental challenges of poverty and unemployment and also the challenge of the environment. All these impacted on how we managed the portfolio," he explains.

According to Jonas, one of the major problems that continue to hold back the development of the province is the inability to increase capital investment in the Eastern Cape by State Owned Enterprises. "For the economy to grow, we can't just rely on the provincial fiscus. But there are possibilities for growth offered by the province's coastline.

Globally container traffic has grown. As a coastal province, the Eastern Cape plays a critical role in the movement of goods in and out of the country, the entry points being Port Elizabeth and the Port of Ngqura. The Port of Ngqura handles giant container vessels, with dry and liquid bulk. The port and its mega container terminal offer a solution to South Africa's long-time shortage of container capacity.

In an effort to respond to the challenges the department faces, Jonas says the department is looking at various ways of strengthening the logistical capacity of the province.

"Being a coastal province, it is very clear that logistics are everything. If our logistic capability is poor, our connectivity to the national economy becomes weak and that makes our chances of being a gateway to the South African economy." >>





MEC Mcebisi Jonas with project beneficiaries of Ematolweni Agricultural Cooperative in Ntabankulu Local Municipality during the site visit to see the project progress. The DEDEAT provided funding of about R750 000 for support and sustainability of the projects.

He says though there are still challenges, he is encouraged by Transnet’s investment in the province. “If you look into the investment made by Transnet in the province now, it is probably the highest in Transnet history. We are talking about R29 billion in the next seven years. That is in our rail and ports.”

According to Jonas, the department plays an important role in establishing a relationship between itself and other key role players in the province with a view to creating jobs and reviving the economy of the province.

The Eastern Cape has been a fertile ground for the automotive sector with Mercedes-Benz and Volkswagen establishing plants there. Jonas attributes the close relationship between the province and the sector to the proximity of the port to the plants. According to the 2012 Global Insight figures, the automotive sector employed 17 873 people in 2011.

The department has taken advantage of the presence of the two car manufacturers by establishing a skills development programme that produces auto engineers. He adds that negotiations between the department and the automotive sector are at an advanced stage

for the establishment of an auto skills academy in East London.

He says the department has managed to bring the automotive, agro-processing and non-automotive sectors together with the establishment of the clusters where different sectors within the manufacturing industry talk to one another.

“In these clusters, they identify common problems in the sector and identify mechanisms to deal with those problems.”

Jonas says the department has made huge strides in developing the industrial development zones (IDZ). “When we started, the investment in the East London IDZ was sitting at about R600 million and that amount has increased to R4 billion.” He adds that the department was in negotiation with Kgalagadi for a manganese smelter.

With the presence of the automotive sector, the establishment of the auto skills academy, the two ports in East London and Port Elizabeth, Jonas says he is confident that the economy of the province will be unlocked. ☺



*“I thank **the dti** for believing and supporting women entrepreneurs. It doesn't matter where you come from, **the dti** can **make your dream come true.**”*

Anna Lelimo - Owner of *Thabong Bakery* (former Chemical Engineer)

Thabong Bakery is a proud enterprise supported by **the dti** through the Black Business Supplier Development Programme. The enterprise received a grant of R560 000 which assisted them to buy equipment to be able to supply bread and confectionary to over 30 Supermarkets and Mining Houses and provide employment to 7 people in Thabong, Free State.

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Department:
Trade and Industry
REPUBLIC OF SOUTH AFRICA



University of Pretoria Nursing Science Department

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



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



Professor Mavis Mulaudzi.

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

The programmes are as follows:

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

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

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



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

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

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

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

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

The following are the programmes' achievements:

- **IMPROVEMENT IN NURSING SCHOLARSHIPS**

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

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

- **GENDER-BASED VIOLENCE**

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

- **IMPROVEMENT OF MATERNAL AND CHILD HEALTH**

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

- **FEMALE CONDOM DISTRIBUTION**

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

CONCLUSION

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

Leadership is a journey on its own

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International Relations and Cooperation Minister Maite Nkoana-Mashabane and her Vietnamese counterpart, Minister Pham Binh Minh.

“Over the past 20 years, the relationship between South Africa and Vietnam has grown and solidified into a multifaceted relationship with growing cooperation in many fields, rapid growth in people-to-people links and strong state-to-state and government-to-government relations, which includes cooperation at many levels – bilateral, as well as multilateral.” - Minister Maite Nkoana-Mashabane.

With South Africa preparing to celebrate 20 years of freedom next year, it was fitting that the country hosted Vietnam recently.

The two nations share a 20-year bond and friendship that has seen them develop deep social, economic and cultural ties. These were strengthened during the recent visit of Vietnam’s Foreign Affairs Minister Pham Binh Minh.

South Africa attaches considerable importance to its relationship with Vietnam as a staunch friend and ally.

Relations between the two nations go back many years before the formal establishment of diplomatic relations in December 1993.

The Vietnam Democratic Republic and South Vietnam (later reunified with the Democratic Republic of Vietnam) were two of the 34 countries that attended the Asia-Africa Conference, also known as the Bandung Conference, in 1955 in Indonesia, where the South African liberation movement was represented by Moses Kotane and Maulvi Cachalia.

The Bandung Conference issued a call for world-wide disarmament and also laid down a 10-point “good neighbour” policy for peaceful co-existence among nations.

It was in Bandung that the seeds of solidarity and cooperation between the South African liberation movement and Vietnam were sown.

Before South Africa could be formally welcomed back to the family of nations following the all-inclusive general election that ushered in a democratic dispensation in 1994, Vietnam and South Africa had already established full diplomatic relations on 22 December 1993 in New York.

“Over the past 20 years, the relationship between South Africa and Vietnam has grown and solidified into a multifaceted relationship with growing cooperation in many fields, rapid growth in people-to-people

links and strong state-to-state and government-to-government relations, which includes cooperation at many levels – bilateral, as well as multilateral,” said International Relations and Cooperation Minister Maite Nkoana-Mashabane at the time.

Pham echoed Nkoana-Mashabane’s sentiments, saying despite Vietnam and South Africa being geographically far apart, the two nations have been close through the destiny that they share – a long history of struggle for national identity and independence for freedom and human dignity “...not only in the past, but also in our cause for national construction and development today.”

Since the establishment of full diplomatic relations, South Africa and Vietnam have signed a number of agreements and memoranda of understanding (MoUs) and established various structures for conducting their bilateral relations.

According to Nkoana-Mashabane, South Africa and Vietnam have come a long way in advancing their relations and improving the lives of their people.

“South Africa is today a free and democratic country and Vietnam has become one of the fastest growing economies in the world, having halved poverty over the past 20 years.

“Our governments face similar challenges to address inequality and alleviate poverty, and we have much to learn from each other’s experiences,” said the minister.

Areas of cooperation

Cooperation between South Africa and Vietnam is not limited to cooperation at central government level.

There are a number of initiatives at provincial and local levels. The City of Johannesburg signed a MoU on cooperation and friendship with Ho Chi Minh City in 2009 and a twinning arrangement exists between the City of Tshwane and Hanoi.

According to official South African trade figures, bilateral trade amounted to R6 billion in 2012 (up from R3,7 billion in 2011), making Vietnam South Africa’s fifth largest trading partner in Southeast Asia. South Africa’s trade deficit in 2012 of R4,5 billion remains substantial, more than double that of the previous year.

“On bilateral trade, we welcomed the continuing increase in the volume of bilateral trade – which reached R6 billion in 2012, up from R3,7 billion in 2011 – and agreed that substantial potential in the field of trade and investment remains unexploited.

“We noted South Africa’s considerable trade deficit and agreed that we should focus on increasing our economic interaction in a more balanced way,” explained Nkoana-Mashabane.

Pham said bilateral ties between the two over the past 20 years have seen many positive developments.

“I can say that Vietnam-South Africa cooperation has been growing in many aspects and dimensions, from political to economic, from military to environmental protection. South Africa is now Vietnam’s biggest trade partner in the continent and we aim to bring our two-way trade value to more than US\$1 billion in the years to come.

“I believe this is quite possible, as many consumer goods made in Vietnam can be competitive in the South African market, and Vietnam also has demands for certain mineral and high-tech products from South Africa,” explained Pham.

Pham believes there is great potential to be exploited between Vietnam (a young, skilful population, serving as a gateway to the greater Southeast Asia market) and South Africa which is a member of BRICS, has a fast-growing economy and is very rich in natural and human resources.

“We agreed that the exchange of political and business visits should be conducted on a more regular basis, more framework agreements should be negotiated and signed between the two governments so as to create favourable conditions for businesses. We also agreed that the Joint-Governmental Committee and the Political Consultation Meeting between the two foreign ministries have been working effectively and should be held more regularly.”

Protecting wildlife

With regard to cooperation in the field of wildlife protection, the two countries shared concerns about the illegal trade in protected wildlife species and products, especially rhino poaching, and agreed to work together to put an end to this issue.

Recently, the two countries signed an action plan that promotes cooperation in law enforcement and compliance with legislation such as the Convention of International Trade in Endangered Species of Wild Fauna and Flora (CITES).

The implementation plan will see the development of joint legislative efforts to conserve biodiversity, build capacity and promote the participation of international organisations and non-governmental organisations in the process.

It also includes strengthening cooperation through exchange of information, best practice and research, technology use, transfer and development, natural resource management, wildlife trade and protected areas management.

“We shared our countries’ concern about the illegal trade in protected wildlife species and products and agreed to work together to put an end to this issue. In this regard, we welcomed the signing >>



You never know who the next Madiba will be.

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



in December 2012 of a memorandum of understanding on cooperation in biodiversity conservation and protection and the subsequent signing in Pretoria in May 2013 of an action Plan that outlines joint actions up to 2017 and provides for continual review," said minister Nkoana-Mashabane.

Chairperson of the African Asian Society Pierre Dietrichsen said there is a need to meet at the highest level from time to time to manage dynamic bilateral relations which are evolving all the time between the two countries. "While aspects such as two-way trade can continue to develop as long as our economies grow, without regular high-level involvement other aspects of relations do need more regular consultation.

"These include matters of nature conservation, illegal trade in protected species, technical cooperation, and collaboration in agriculture. The visit is therefore important to keep relations on an even keel and developing."

Dietrichsen said Vietnam is an important player in the Association of Southeast Asian Nations (Asean) and South Africa is a giant in Africa.

While the two nations have different economic profiles, they can learn from each other's experience in

significant areas such as food production, energy, and mining.

"Trade brings benefits to our population, and adds to job creation and sustainable growth. There are also new areas that can still be developed a lot such as tourism in both directions.

"Both countries face challenges of providing food to growing populations. Vietnam has increased its production of rice and other food significantly in the last 15 years. South Africa can study that success."

Dietrichsen added that apart from historical connections, Vietnam is an example of a country that has seized the right kind of economic policies to inspire foreign investors and it attracts large amounts of foreign direct investment (FDI) in the manufacturing industries, which is very important in employment creation.

"Although South Africa already has a sizeable manufacturing industry, it is not growing much and we need to study the Vietnamese model to see what we can learn from that. We can also look at their promotion of small entrepreneurs (SME in general) in the semi-formal sector and the labour policies they follow, which provide income to many, many families.

"Vietnam has a larger population and [is a] smaller country than South Africa and is quite different from South Africa, but the need to inspire people to be creative in creating jobs is the same and should be a priority in our collaboration," he explains. ☺



South Africa and Vietnam share a 20 year friendship that has seen the two nations develop deep social, economic and cultural ties.

It's in our hands

Public servants from different spheres of Government gathered in Pretoria to pay tribute to South Africa's founding father and former President Nelson Mandela at the latest Public Sector Manager Forum.

The Forum, which marked the end of Mandela Month, brought together three speakers who each highlighted the impact Mandela has had in their lives or areas of work. The speakers were Chief Executive Officer (CEO) of the Nelson Mandela Centre of Memory Sello Hatang, CEO of Brand South Africa Miller Matola and a young and inspiring Dr Vuyane Mhlomi.



Nelson Mandela Centre of Memory CEO Sello Hatang

Three principles that embody Nelson Mandela's life

Sello Hatang focused on three key principles that embody Mandela and that both young and old South Africans should learn from.

"Mandela believed that once you get rid of the fear of challenges in life, half the battle would be won. He believed that once you rid yourself of fears, you have actually freed yourself and you can do the impossible."

The second principle is freeing others. He said according to Mandela, as long as there is still a child who is not free, we cannot claim to have done enough for this freedom.

"As long as there is a girl child somewhere in the world and who cannot finish school because she has been impregnated by an older man or cannot finish school because of some customary marriage, we can never claim that freedom".

The last principle that signifies Mandela's selfless and commitment to humanity is to 'serve every day'. "Serving the people is not just a mantra but a way of life," explained Hatang.

Hatang said that it is important that South Africans learn from the sacrifices made by Nelson Mandela and his generation.

Projecting South Africa's vibrant democracy

Chief Executive Officer of Brand South Africa Miller Matola said that Mandela's selflessness and commitment to humanity played a significant role in changing the image and perception of South Africa from an apartheid state to a caring, vibrant and democratic country.

"When people talk about this miracle that is South Africa and how it transitioned from apartheid, which was our earlier brand and reputation, to a new brand which was established around freedom, respect for human rights".

"People can't talk about that without mentioning people like Nelson Mandela who understood that there is a better way to rebuild this country," he said. Matola said it was that understanding that inspired the slogan of Brand South Africa "Inspiring new ways".

According to Matola, it is not only the responsibility of Brand South Africa to tell a positive story about South Africa. "Telling the story of South Africa and building the brand of a country takes the effort of everyone."

He urged South Africans to act in manner that is in line with Mandela's humanity so that the ideals Mandela stood for are protected.



Brand South Africa CEO Miller Matola

Young, gifted and inspired

Also speaking at the forum was a young and inspirational medical doctor, Dr Vuyane Mhlomi, who, like Mandela, is more concerned about the wellbeing of the underprivileged.

Together with his friend Akwawao Akpabio, Mhlomi started the MH Foundation to help under-privileged scholars from difficult backgrounds that show academic promise and have dreams to attain success despite their circumstances.

“The MH Foundation works to ensure that disadvantaged learners are given the chance to become outstanding scholars in their own right. They should not be limited by their circumstances which are often beyond their control.

Former President Nelson Mandela stated: *There is no passion to be found playing small – in settling for a life that is less than the one you are capable of living.*”

Essentially, the aim of the foundation is to remind disadvantaged learners of their right to dream and equip



Dr Vuyane Mhlomi

them with the tools to achieve those dreams.

He added that if the foundation can change the life of an individual, he would be happy.

“If we as the foundation are able to inspire five other young people in Eastern Cape, so be it. That is what we’re in this for. We want people of similar mind. We want people in Soweto thinking the same thing. We want a young individual in Kimberley, thinking the same thing.”

Dr Mhlomi himself did not have an easy upbringing but had the audacity to dream and that got him to where he is today. 🌟



CoGTA restores local government image

Geared for success in local government

*Writer: DG Vusi Madonsela
Cooperative Governance and Traditional Affairs*

Remarkable progress is evident to suggest that local government is maturing towards a state where it is able to realise its intended developmental objectives. There are, however, persistent challenges that require innovative ideas and support from the broad spectrum of role-players in municipal governance and service delivery.

The strategic long-term direction of government, as espoused in the NDP 2030 and SIPs, requires municipalities to plan and implement infrastructure investments to eradicate the severe infrastructure shortages and importantly eradicate service delivery backlogs, particularly in the former homelands.

The resolve towards the acceleration of bulk infrastructure provision is cardinal in unlocking blockages for a thriving economic environment. Municipalities ought to play a fundamental role in reversing the uneven development and concentration of economic activity through investment in strategic infrastructure development for balanced development and diversification of economic productivity.

As the Department of Cooperative Governance engages in a process of strategic re-orientation to put itself in a position to contribute towards the execution of government strategic objectives, fundamental challenges of building a democratic developmental local state, strengthening municipal capacity, improving development planning and intensifying economic expansion must be central considerations in guiding this strategic re-orientation.

Supporting clean governance initiatives

During 2007, the Department of Cooperative Governance

(DCoG) developed the Local Government Anti-Corruption Strategy (LGACS) in order to promote good governance and accountability. The strategy was developed as part of the national strategy to counter corrupt practices that damage the image of local government.

The strategy aims to prevent corruption in local government and to provide a framework for the development of municipal specific anti-corruption strategies. One of the main objectives of the strategy is to encourage a culture of integrity among all municipal stakeholders – employees, members of the public and councillors.

The lessons that the department learned were that whereas anti-corruption strategies and systems were often fairly strong at metro and district level, municipalities in rural and economically under-developed areas lacked resources to create anti-corruption systems and structures. They then tended to respond to corruption and fraud matters on an ad hoc basis.

Since the development and launch of the LGASC in 2007, 277 municipalities (districts and their locals) were supported to develop anti-corruption strategies and fraud prevention plans. Training was also conducted on the implementation of those strategies and plans. About 700 senior officials and councillors were trained in selected municipalities in ethics management in local government.

The DCoG's focus going forward is to monitor progress on the establishment and functionality of



Cooperative Governance Director-General Vusi Madonsela with his Traditional Affairs counterpart Director-General Charles Nwaila.

anti-corruption committees, as well as the implementation of the anti-corruption strategies and fraud-prevention plans.

The department will facilitate measures to address the following shortcomings:

- non-compliance with the regulatory framework

- inadequate attention to allegations reported through the Presidential and Public Service Commission hotlines
- uncoordinated investigations by various agencies in municipalities and
- poor responses to community perceptions and allegations of corruption at a local government level.



Minister of Cooperative Governance and Traditional Affairs Lechesa Tsenoli.

The following main principles of the LGACS inform our targeted approach and support when dealing with anti-corruption:

- creating a culture within municipalities which is intolerant to unethical conduct, fraud and corruption
- strengthening community participation in the fight against corruption in municipalities
- strengthening relationships with key stakeholders such as SALGA, employee representative unions, communities and state agencies
- detection of unethical conduct, fraud and corruption and
- taking appropriate action in the event of irregularities.

In order to give effect to the provisions of the LGACS, CoGTA has identified three priority areas to deal with corruption. These are:

- promotion of ethics through the establishment and on-going training of ethics committees
- establishment of structures and effective partnerships, and
- monitoring and the evaluation of corruption.

The organisation-specific component of the strategy focuses

on gearing the entire municipal system to promote good governance and accountability, and thereby dealing with the issues related to fraud and corruption.

Elements such as the code of conduct for councillors and employees, human resource, internal controls, risk management as well as availability and functionality of various systems, policies and procedures are critical for creating an environment that deters corruption.

Informed by this component, our priority is to promote good ethics in municipalities. To this effect, we will focus on the establishment and training of ethics committees to strengthen the oversight role of the executive and improve governance, including fighting corruption.

The fight against fraud and corruption requires a concerted effort among various stakeholders if it is to succeed. Our anti-corruption activities will involve communities and other stakeholders and encourage whistle-blowing and co-operation with law enforcement agencies. Our priority for the short to medium term is to establish structures that will assist in the fight

against corruption, as well as to enter into effective partnerships with both the communities and other state agencies.

Through its co-operative role, the department is in the process of establishing effective partnerships with key role players both within and outside government to ensure improved co-ordination between departments and agencies that do anti-corruption work.

Enforcement is an integral part of any fight against corruption to deal with instances where unethical conduct, fraud and corruption occur. Our priority is to strengthen our ability to monitor and evaluate corruption in municipalities. This will assist the department to identify the gaps in the municipalities' systems, policies and procedures that create opportunities for fraud and corruption.

The Department of Cooperative Governance will also, in collaboration with other national departments, support the provincial departments to improve their monitoring capabilities to detect and prevent fraud and corruption in local government at an early stage.

Where acts of corruption and unethical conduct are identified, actions will be taken within the ambit of the applicable policies and legislation. The envisaged partnerships with the

relevant agencies will assist in ensuring that we act swiftly on any cases of corruption.

The fight against corruption is one of the priorities of the government and constitutes an integral part of the government's approach to fast-tracking implementation of LGTAS. This is because corruption constrains our ability to fight poverty and bring development to underdeveloped areas. It damages social values and undermines democracy and good governance. It further undermines and erodes public confidence in local, provincial and national governance systems that have been built over the past decade of our democracy.

This malice manifests itself in many ways, from kickbacks and nepotism to the abuse of assets. Generally, these problems are a result of a lack of transparent procurement practices, nepotism in the employment of staff, inadequate financial controls and abuse of municipal assets.

There is a strong linkage between corruption and the weak application of accountability and oversight within an institutional environment. It is therefore critical that the fight against corruption is not seen in the light of punishing corrupt acts only, but rather as a more proactive approach towards creating an environment that deters corrupt practices.



CoGTA MINMEC from left to right Mr MD Mahlobo HOD Mpumalanga, Deputy Minister Mr AC Nel, Ms NI Manamela HOD Limpopo, Mr M Qhoboshiyane MEC Eastern Cape.



Training of Local Economic Development (LED) officers in Cape Town 13-14 March 2013.

The application of planned “early-warning” mechanisms should assist in the timely detection of corrupt activities and help to create barriers to such activities.

Audit outcomes provide a good indication of the linkage between the fight against corruption and good governance. For example, the report released by the Auditor-General on the 2010/11 audit outcomes of local government, indicates that one of the persistent problems in reaching better audit outcomes is the failure to address previously identified challenges in supply chain processes.

This area is a fertile ground for corrupt activities, if it is not well managed. The report indicates a significant increase of tender awards to employees and councillors as well as uncompetitive or unfair procurement processes (from 56% to 64%). The report further indicates a general increase in the need for urgent interventions in all facets of the audit process, namely leadership, financial management and governance.

Measures for fighting corruption should therefore respond to

key elements of promoting good governance and sound financial management, which include the need for accountability within institutions, transparency of public officials (both elected and appointed), in order to create legitimacy and credibility for the state and its organs.

Helping municipalities improve their audit outcomes

Government launched the Operation Clean Audit initiative in 2009, with a target to ensure that all municipalities achieve clean audit opinions on their annual financial statements by 2014. To this effect, the Department of Cooperative Governance has partnered with various stakeholders such as National Treasury, the Auditor-General, Association of Public Account Committees, provincial treasuries, provincial CoG-TAS and offices of Premiers across the nine provinces. This is part of the concerted effort by the department to support municipalities towards achieving clean audits.

Furthermore, National Treasury has been mandated by Cabinet to manage the deployment of finance experts to municipalities through the Municipal Finance Improvement Programme (MFIP), as well as securing sound and sustainable management of the fiscal and financial affairs of municipalities through the Local Government Financial Management Grant (FMG).


Informed by the 2014 target, several support measures are provided to municipalities such as:

- support to establish municipal public accounts committees
- the development and implementation of action plans to address previous audit outcomes and
- the establishment of functional internal audit units and audit committees.

The success of municipalities supported through the Municipal Finance Improvement Programme (MFIP), involves the commitment of the institution, particularly the council, mayor, top management and staff. The MFIP, therefore, focuses on strengthening the institution to ensure that the financial reforms developed through the programme are real and sustainable.

For this reason, there is emphasis on helping municipalities become fully capacitated with the establishment of appropriate financial systems. This requires the adoption of a support plan; the establishment of a fully functioning steering committee; appointment of key personnel; a fully functional budget and treasury office, an internal audit unit and a system of delegations that facilitate effective administration.

Without these systems and structures in place, it is doubtful that change can be successfully implemented. Specifically, the key element of the support will be conditional upon the municipality appointing a municipal manager; a chief financial officer; graduate interns and other key personnel relating to revenue management, expenditure management, reporting, supply chain and internal auditing.

The technical matters that are at the core of the actual reforms necessary to achieve improved financial governance in the municipality include budgeting; reporting; asset and liability management; revenue and expenditure management; supply chain; internal and external audit and other compliance matters. 

Partners in supporting and enabling good governance in local government

The South African Local Government Association (SALGA) was founded in December 1996 and is mandated by the Constitution to assist in the comprehensive transformation of local government. The association's strategic framework for 2007 – 2012 was amended in 2010 to take cognisance of the government's new outcomes-based approach and the profound changes in the local government environment.

The Department of Cooperative Governance has been working with SALGA to enhance local governance. In 2011/12, CoGTA together with SALGA, prepared a Councillor Induction Programme (CIP) that was designed to capacitate councillors and traditional leaders with a general understanding of their leadership role, legislation that guides local government, key municipal processes, and developmental local government and overall service delivery in local government.

The CIP was designed to ensure that councillors are equipped to accelerate the implementation of both the LGTAS and MTAS.

The Municipal Demarcation Board is an independent authority responsible for determining municipal boundaries. In addition to determining and re-determining municipal boundaries, the board is also mandated to declare and withdraw the declaration of district management areas, delimit wards for local elections, and assess the capacity of municipalities to perform their functions.

In executing its mandate, the board has focused on the following strategic objectives:

- creating spatial areas within which voters can elect ward councillors
- assessing the capacity of district and local municipalities to advise members of executive councils for local government in their decisions to adjust powers and functions between district and local municipalities
- ensuring good governance
- ensuring sound financial management and
- fostering stakeholder relations.

Over the medium term, the board is expected to review the outer municipal boundaries to adjust them for technical realignment. The boundary redetermination is also an opportunity for re-categorisation and creation of new municipalities. The board will open a broader public and stakeholder engagement process to share results of the boundary reviews. It will also review the current demarcation framework to ensure that the process provides stability, consistency and sustainability of wards and municipal boundaries.

Highest Vhavenda accolade for President Zuma

President Jacob Zuma was recently awarded the King Makhado Bravery Award, the highest accolade of the Vhavenda kingdom. The award is named after the legendary warrior and leader of the Vhavenda community – King Makhado, who was also called Tshilwavirusiku Tsha Ha Ramabulana because of his bravery.

“As the Vhavenda kingdom, we decided to bestow and honour President Jacob Zuma with the King Makhado Bravery Award because he has shown his skills in building and uniting the nation.

“Zuma has never distanced himself from resolving the disputes of the traditional leadership,” King Mphempu Ramabulana said.

President Zuma praised the Mphempu Ramabulana clan in Limpopo for playing a vital role in the struggle against apartheid. “Traditional leadership has played a pivotal role in the liberation struggle and fighting against apartheid in our country with examples like Chief Albert Luthuli.



President Jacob Zuma awarded for uniting the nation.

Our ruling government will not forget to recognise the struggle played by traditional leadership in [the] fight against apartheid,” said President Zuma.



Minister Aaron Motsoaledi has a vision for a world free of TB.

Motsoaledi heads world drive against TB

Health Minister Dr Aaron Motsoaledi has been elected the new chair of the Stop TB partnership Coordinating Board. Taking up his new role at the 23rd coordinating Board meeting held in Ottawa, Canada, Minister Motsoaledi confirmed his commitment to achieving a vision of zero TB deaths and zero new TB infections.

Since joining the Stop TB partnership Board in 2010, Minister Motsoaledi has played a key role in pushing the TB agenda. Together with health leaders from Lesotho and Swaziland, he brought the issue of TB in the mining sector to the attention of Southern African Development Community (SADC) leaders in 2011. These efforts resulted in the signing last year of the SADC Heads of State Declaration on TB in the mining sector. Minister Motsoaledi also called for collaboration across a wide range of partners to drive action on the issue.

“To defeat TB, the partnership needs a bold and ambitious leader. Minister Motsoaledi’s vision for a world free of TB, coupled with his deep personal commitment and inspiring political leadership across the African region and beyond make him the natural choice to take us forward at this critical time,” said Dr Lucica Ditiu, executive secretary of the Stop TB partnership.



Winners of the Premier's Service Excellence Awards with former Premier Zweli Mkhize and KZN Human Settlements MEC Ravigasen Ranganathan Pillay.

KZN Premier's Excellence Awards

The KwaZulu-Natal (KZN) Department of Public Works Mtubatuba sub-district office scooped the Gold Award at the Premier's Service Excellence Awards held recently at the Inkosi Albert Luthuli International Convention Centre in Durban.

The awards aim to instil the principles of Batho Pele (meaning 'putting people first') in the Public Service. The Mtubatuba sub-district office provides infrastructure delivery and property management for the entire Umkhanyakude District. The office has minimised unnecessary spending by performing minor and cost effective projects inhouse.

District Manager Philile Zulu attributed the win to the commitment of her staff to delivering services to its customers. "They go out of their way to ensure that even with limited resources at our disposal, coupled with the fact that we are in a rural district, we put our customers first in all that we do."

KZN Human Settlements and Public Works Member of the Executive Council, Ravigasen Ranganathan Pillay, praised the commitment of his staff. "The award is long overdue. They have set a benchmark not only for the department as a whole but throughout the rest of the provincial Public Service," said Pillay.

SA Express launches new route

KwaZulu-Natal (KZN) could soon become the country's alternative primary gateway, thanks to the launch of SA Express's direct routes between Harare and Durban as well as Durban and Lusaka.

At the launch of the Durban-Harare route, Economic Development and Tourism Member of the Executive Council Michael Mabuyakhulu said the intention was to foster warm relations amongst key roleplayers and drivers of, particularly, trade and tourism in the marketplaces of both South Africa and Zimbabwe. He added that "South Africa and Zimbabwe share rich economic and cultural ties. In 2012, KwaZulu-Natal exported goods to Zimbabwe amounting to R2,685billion".

The Durban-Zambia route became commercially operational in July last year, with return flights already achieving 72% capacity, said Mabuyakhulu. In November 2012 SA Express started flying direct between Durban and Harare.

The airline is based at the Dube TradePort, using KZN as a launch pad into southern African countries. Over the next three years the airline, together with Dube TradePort, aims to unlock key



The new route will foster warm relations with Zimbabwe.

markets in Southern African Development Community (SADC) countries through the vigorous promotion of business, leisure travel, trade and investment activities. ®



AU chairperson Nkosazana Dlamini Zuma and SADC chairperson Malawian President Joyce Banda.

SADC

walks the gender talk

More than 20 years after it was reinvented in 1992, the Southern African Development Community (SADC) has ended its tradition of male-dominance by appointing

Even SADC's predecessor, the Southern African Development Co-ordination Conference (SADCC), never had both the positions of chairperson and executive secretary occupied by women at the same time. The regional body may have also been inspired by its counterparts, the African Union (AU) which last year elected a former minister Nkosazana Dlamini-Zuma to head the AU Commission.

Observers agree that the recent summit of SADC leaders which saw Banda and Tax assuming the powerful positions will go a long way in promoting gender equality in the regional body. It will probably give meaning to the Protocol on Gender and Development signed and adopted by SADC leaders five years ago. The protocol, among others, seeks to provide for the empowerment of women, to eliminate discrimination and to achieve gender equality and equity through the development

two females to lead the continental body. For the first time in its history, the SADC has appointed two women to its executive - Malawian President Joyce Banda as its chairperson and Stergomena Tax of Tanzania as executive secretary. We examine their leadership qualities and the political storms they will have to face as they steer the SADC ship over the next year and possibly eight years for Tax, who is allowed to serve two four-year terms.

and implementation of gender responsive legislation, policies, programmes and projects. The pair will no doubt strive to ensure the policy is implemented to the letter.

Dubbed the 'new iron lady' of African politics, Banda is the Malawian politician who has proven that it's acceptable to be a 'correct' politician and be principled while at the same time taking tough decisions for the benefit of your country and its people.

It's been just over a year since she became Malawi's first female president following the death of President Bingu Mutharika.

Since taking charge, Banda has presided over a series of policy changes to improve Malawi's collapsing economy and unlock donor funding suspended under Mutharika who was perceived to be repressive. Under Banda, Malawi, which >>

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is still plagued by endemic poverty 49 years after independence from Britain, is showing fresh signs of political maturity, a sense of hope and proud nationhood. Banks are comfortable and handle cash, shops have enough food, police are doing their work, street lights are working and every citizen you bump into seems to love being Malawian.

A staunch supporter of culture and tradition, Banda is known for greeting her husband first before everyone else before delivering her speeches, breaking the standard protocol in the process. Many say it is her humility that sets her apart from the rest.

The new face of the Secretariat

While little is known about the new executive secretary, those who have worked with her describe her as a discreet but very intelligent politician who has wielded influence beyond her country's borders. She has been serving her country as Permanent Secretary in the Ministry of East African Cooperation.

Vice President of Seychelles Danny Faure had to say: "We are delighted that Dr Tax becomes the first woman to occupy the post of Executive Secretary. We are confident that under her leadership, SADC will continue to advance the development of our region in a dynamic and sustainable manner".

President Jacob Zuma has described the appointments of the pair as proof that the empowerment of women is high on the agenda of SADC.

"We seem to be moving very strongly towards giving the women the possibility of holding decision making kind of positions and therefore we are very happy."

While the SADC finds itself in a better shape politically, having managed to neutralise the situation in Madagascar and to oversee the Zimbabwe elections, the deteriorating humanitarian crisis in the eastern Democratic Republic of Congo will be among the key issues the new chairperson and secretary will have to deal with.

The UN has voiced concern over the situation in the North Kivu area of eastern DRC where fighting continues to displace thousands of people amid on-going confrontation between the Congolese Government forces and the armed group known as the M23 movement.

But Banda and Tax will also be tasked with pushing for the implementation of effective policies which would ensure food security for countries within the region. Then there's the issue of regional integration and the ambitious plan to phase in a

single currency for the region. It's a mammoth task.

This statement from Banda at the end of the summit in Malawi is telling: "You and I have no choice but to succeed. I, being the first female Chair, and you, being the first female Executive Director, shall be expected to demonstrate our total commitment and determination to continue with the work of our brothers and take SADC to the next level."

She vowed to strive to put issues of poor people at heart during her tenure. "No discussion about the poor without the poor. No meetings about the poor without the poor." Only time will tell how Banda and Tax will be judged. ☺

A version of this first appeared on sanews.gov.za



Malawian President Joyce Banda.

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Development indicators: government keeps SA on the move

from government administrative datasets, official statistics and research done by local and international institutions.

The development indicators reports assist in understanding the impact of various government policies and service delivery initiatives and promote debate on the challenges our country faces. They also act as markers that help define milestones in the journey of social change. Over the years, the quality of the data has improved and the publication has started including extensive disaggregated data on trends in provinces by gender, sector and other variables.

The 2012 Development Indicators Report contains 85 indicators clustered according to 10 themes:

- economic growth and transformation
- employment

Government's annual Development Indicators are invaluable in aiding an understanding of the effect of our policies and initiatives.

The Presidency has compiled and published the development indicator reports annually over the past six years. The main purpose of each report is to track progress made in implementing government's policies and programmes, using data sourced

- poverty and inequality
- household and community assets
- health
- education
- social cohesion
- safety and security
- international relations
- good governance.

The report also includes demographic trends informed by Census 2011, and transport infrastructure profiles and energy, as annexures.

Highlights of the 2012 Development Indicators Report

Education

With respect to education, the percentage of children attending early childhood development facilities has increased. Grade R enrolment rates have doubled, and the percentage of matric passes has increased from under 60% in 1994 to 73% in 2012. However, the annual national assessments have highlighted that South Africa is not performing at the same level as other countries that spend the same or less on education. Much more needs to be done to improve the quality of education. Among other things, teacher performance and school management will be critical. The dramatic increase in the number of learners attending Grade 1 after attending Grade R shows that government interventions are yielding results.

Health

The health status of South Africans is improving. The country has achieved more positive health outcomes, including improved life expectancy; reduced infant mortality rates and reduced child mortality rates. Important remaining challenges include high maternal mortality rates. Diverse health interventions are in place to address these challenges, including the strengthening of primary healthcare services, enhancing health worker skills and management capability, the establishment of the Office of Health Standards Compliance and the development of national health insurance.



South Africa's health services have improved for the better.

Safety and security

The crime rate is coming down but remains at a very high level. Overall there is evidence that Government efforts are beginning to have an impact on crime, with several surveys confirming that citizens and communities are now beginning to feel safe. Drug-related crime has shown an increase, possibly as a result of police-initiated efforts and/or the increase in the number of syndicates and dealers. The reintroduction of specialised units such as the family violence, child protection and sexual offences units is a critical step for combating violence against women and children.

The economy and job creation

Economic trends are showing stability against the backdrop of global challenges. Growth has been slower in recent years, partly as a result of the impact of the global crisis and industrial conflicts. Inflation remains within our target range which has ensured the maintenance of a relatively low interest rate environment for some time. Fixed capital investment is lower than at its 2008 peak, but it is still higher than it was in the early 1980s. Government and state-owned enterprises' investments have been important in ensuring a positive trend in this regard, even during the global financial crisis. Government's cross-cutting strategies such as the National Infrastructure Plan, New Growth Path and the Industrial Policy Action Plan, and the all-encompassing National Development Plan 2030 (NDP), are geared towards strengthening our economy.

Data show significant setbacks in our ability to reduce unemployment, poverty and inequality. Unemployment remains a challenge, especially for the youth. The democratic state has introduced public employment programmes such as the Expanded Public Works Programme and the Community Works Programme, which have created jobs and income support for many unemployed people. >>

Compared to 1994, average real incomes have been rising. However, South Africa still ranks among the most economically unequal societies in the world.

Regarding rural development and land reform, since the inception of the restitution programme in 1995, 79 696 claims have been lodged; 77 334 have been settled of which 59 758 have been finalised. However, claims settled are not necessarily finalised for handover. The remaining claims for settlement are largely for high-value commercial farmlands. Since 2009, the number of hectares acquired under the Land Acquisition Programme has been rising. However, newly-acquired and is still often under-utilised, post settlement. Recapitalisation will be coupled with improvements in other forms of support, such as access to finance and markets and agricultural support.

Benefits of the development indicators for Government officials

The development indicators provide an important evidence-base for informing government planning processes, the implementation of programmes and policies, as well as monitoring, evaluation and reporting on achievements and challenges.

Situation before 1994

Before the advent of democracy in 1994, Government planning processes had seven key weaknesses:

Lack of empirical evidence: Government planning was not based

on comprehensive empirical data reflecting the urgent needs and challenges faced by all the citizens of South Africa, but rather on the objective of perpetuating the racial and spatial inequalities that characterised the country then.

Limited use of evidence for planning and decision-making: this challenge has persisted even beyond 1994. Where evidence was applied for planning, there was reliance on a limited range of data sources.

Reliance on previous reports generated by the same institution: reports such as annual reports or previous annual performance plans of departments were used to extract baseline data for planning, without there being any independent verification process.

Lack of regulation: government planning was not regulated by any legislation. The Public Finance Management Act (PFMA) of 1999, although primarily designed as a tool for ensuring proper financial management, also enforced the requirement that accounting officers and heads of public entities should produce strategic plans.

Paucity of intersectoral planning: collective action has been inadequate amongst different Government departments faced with common challenges that require joint efforts, as well as constraints that require action in different spheres of government and at the levels of national, provincial and Local Government.

Lack of a national development plan: until the publication of the NDP by the democratic Government in 2012, the country had not experienced the existence of a single, integrated and comprehensive plan. It aims to place the country on a sound trajectory of socio-economic development, and covers major aspects of service delivery for all citizens.

How do the development indicators assist in addressing challenges?

The development indicators play a significant role in generating a paradigm shift from the previous status quo.

In one comprehensive and integrated publication empirical evidence on progress made regarding key priorities of government namely education, health, safety, job creation and rural development is presented. Government officials tasked with developing plans and



Government's efforts are beginning to have an impact on crime.



There's been a dramatic increase in the number of children attending Grade R.

policies, and those responsible for monitoring and evaluation, have at their disposal a cross-sectional view of the country's progress towards achieving these priorities. This is a major benefit, as it also encourages officials to read beyond the sectors they work in.

Evidence presented in the development indicators report is compelling, and cannot be ignored in government planning processes.

Where various data sources exist, the development indicators report has sought to reflect all of them, to overcome the challenge of relying on a limited range of data sources. Government departments do not have to rely on their own annual reports or previous annual performance plans for baseline data. The annual development indicators report assists in providing reliable baselines for them.

Government planning processes are now regulated, and both the PFMA of 1999 and the Public Audit Act of 2004 require that Government departments produce evidence of the achievements they claim to have attained. Political mandates and key priorities for each national and Provincial Government department are articulated annually through the budget speeches of ministers and provincial members of executive councils. The development indicators report contributes significantly to this arsenal of evidence.

Development indicators also present ample opportunity for inter-sectoral planning, since they present essential data across sectors. For instance, the strides made by the country towards increasing life expectancy have implications for social welfare services. The provision of social security measures such as old-age pension must take into account the fact that South Africans are now living for longer than they did a decade ago. The provision of early childhood development (ECD) centres

and schooling facilities must take cognizance of the number of children being saved daily from HIV through the prevention of mother-to-child-transmission programmes.

Finally, the country now has the NDP. Monitoring of the implementation of the NDP 2030, the successes achievements and persistent challenges will require the triangulation of data sources to generate a solid body of evidence of performance. The development indicators will play a critical role in this regard.

Dissemination of the development indicators

The DPME in the Presidency intends to publish two versions of the report, a print version with reduced data tables that provide focused content to promote strategic discussion, as well as a detailed web version that provides extensive data sets with detailed time series and disaggregation of sub-national levels and other prominent issues that provide analytic data, will be available on the website. Government officials are encouraged to interact with the Development Indicators at: www.thepresidency-dpme.gov.za

Government departments' use of development indicators for the 2014/15 planning cycle

Whereas The Presidency has produced six annual editions of the development indicators report to date, the extent to which Government departments use the reports in their planning processes requires systematic evaluation. Government officials are likely to be familiar with the difference their departments are making in the lives of South Africans through effective service delivery. However, they are unlikely to be equally informed about key milestones in service delivery in sister departments. This publication therefore aims to inform, educate and enable comparisons – and demonstrate how, working together as a nation, we put our progress in human development on a better trajectory.

As Government departments produce their second drafts of annual performance plans for 2014/15 and the strategic plans for 2014 to 2019, linked to the emerging Medium-term Strategic Framework, the development indicators should be used as one of the key reference documents. These three sets of documentation should all reflect key activities and interventions for the first year of implementation of the NDP 2030. 🌐

***Dr Sean Phillips is Director-General in the Department of Performance Monitoring and Evaluation in The Presidency.**



President Jacob Zuma says Phumzile Mlambo-Ngcuka's appointment recognises the influential role South Africa plays in global affairs.

From teacher to global leader

If you are a follower of South African politics, Phumzile Mlambo-Ngcuka needs no introduction.

Known as 'maMlambo' among those close to her, Mlambo-Ngcuka has for years been one of the famous faces of political leadership in the country.

She might have started out as an ordinary Member of Parliament, but the 57-year-old has made a name for herself in South African society. As she settles into her new job as Undersecretary to UN Secretary General Ban Ki Moon at the United Nations headquarters in New York, she takes her fight for equality to the world stage.

Those who have worked with her say they will miss her energy and contribution to the betterment of underprivileged communities and equal society.

She will be remembered for starting several community uplifting projects, including the Gugulethu Community Development Corporation near Cape Town. However, the past few months have been filled with change for Mlambo-Ngcuka.

But despite all her achievements, the media-shy Mlambo-Ngcuka says that as a teacher in Durban in the 1980s, it never occurred to her that she would one day be among a list of high-ranking personalities in South Africa. In fact, if it wasn't for the injustice of the apartheid regime, which forced her to join politics, she would probably still be a teacher.

"I suppose if I didn't grow up and live in South Africa,

where there were pressing issues and one needed to take a stand, I would be a teacher.”

A successful career

She doesn't regret the way her life has turned out though. Overall, Mlambo-Ngcuka has been incredibly successful in her career and is very content with life. She lectured at the Impumalanga Teachers Training College from 1980 to 1981; and taught at Ohlange High School in KwaZulu-Natal from 1981 to 1983. She then worked as a Director of World University Services - a funding agency - from 1990 until 1992 and became a founder and Managing Director of Phumelela Services, a Management Consulting Company in 1993. At just 38, she was elected to the first democratic Parliament of South Africa in 1994. From 1996 to 1999, she served as Deputy Minister of Trade and Industry before serving as Minerals and Energy Minister from 1999 to 2005, where she made a mark. She became South Africa's first female Deputy President in 2005.

A family woman

Mlambo-Ngcuka is married to Bulelani Ngcuka, the country's first National Director of Public Prosecutions. The couple has three children and Mlambo-Ngcuka says she may be the busiest mother and wife, but her family always comes first. She beams as she speaks about her children and her mother's influence in her life. She admits though that being a successful businesswoman and a politician does not always come with uninterrupted time with family.

“It's difficult, it really is. I don't even have advice to give to anybody...I can only say to anyone who wants to pursue a career in public office, do put your children first if you have children, it's very important,” she says.

“My mother is my rock, she definitely has been a huge influence in my life and has been a huge help in the family,” she says of her 84-year-old mother Khosi Mlambo.

A community developer

As she starts a new life in New York, back at her offices at Umlambo Foundation in Johannesburg, she commands respect among staff. Those who work with her fondly call her 'Sisi' or 'Mam' (short for madam). It's probably a reflection of her leadership style and attachment to the principles of Ubuntu.

She started the foundation in 2008 after leaving the Presidency to contribute to the national effort of improving the quality of education in the most disadvantaged rural and sub-urban schools.

On its website, the organisation cites its objective as that of building human resource capacity by providing quality education, thereby ensuring that schools are turned into centres of excellence. The foundation is geared to have a positive impact on the schools it has adopted. This in turn results in sustainable improvement and a high quality of teaching and learning, coupled with excellent learner results.

But as she joins the global body's leadership team, Mlambo Ngcuka is aware that her responsibilities now go beyond solving the challenges facing South Africa. She has four years to protect and promote the rights of four billion women around the world. And it's a task she's ready for.

Ready for UN task

“My task there will be leading a team that is already established to address gender-based violence, to address economic empowerment of women, leadership and participation of women and to push for the implementation of Millenium Development Goals (MDGs), both current and beyond 2015 in such a way that they have a significant impact on women.”

The MDGs are a list of goals signed by UN member states pledging to half poverty and underdevelopment by 2015. A recent study has found that, at the current pace, Africa may not meet the deadline for these objectives.

Mlambo-Ngcuka says pushing for the implementation of the MDGs and the need to create a better life for as many people as possible will be what will drive her in her new role.

“If you can make a difference in once person's life, that's important. We all have to make a difference and we all have to put in a little bit in making our country and the world better. We have arrived and we living in a democratic country and world and there's nothing more to do for us other than to make this democracy work.

“My belief is that if I really can influence people who have few opportunities, I will not over-promise and under deliver but I will discharge my responsibilities to the best of my abilities.”

Mlambo-Ngcuka has only one message for the country's women.

“The sky is the limit, I know it's hard, but don't give up, it is possible to make it in South Africa, it's a country full of possibilities.”

Mlambo-Ngcuka is living proof of that. ☺



Mapungubwe

an ancient city that was lost ... and found

A visit to the Mapungubwe National Park is like time travel, where the past and the present coexist in a seamless continuum.

The park is situated some 600 km north of Johannesburg, on the outskirts of Musina, near the border with Zimbabwe. It is a transfrontier park, straddling Botswana and Zimbabwe.

Mapungubwe was declared a National Park in 1986. In 2004, the United Nations Educational, Scientific and Cultural Organisation declared it a World Heritage Site and in May 2004 it was officially named Mapungubwe National Park, managed by the South African National Parks Board (SANPARKS).

This is the place that gave rise to the highest South African honour – the Order of Mapungubwe - which is given in four categories to citizens for exceptional achievements that have had international impact and served the interests of the country.

At this World Heritage site you will experience tranquillity, game drives, historical excavations and narratives as well as breathtaking scenic beauty.

It is a place that pays homage to the kingdom of Mapungubwe – bearing testament to the existence of civilised culture among black South Africans some 900 years ago.

As you enter the park, you are greeted by a modern building, an architectural marvel that was named the World Building of the Year at the World Architecture Festival in Spain in 2009. The conservation area is spread over 28 000 hectares. A drive into the park itself brings you close up with the marvels of nature.

Home of the big four

The landscape is rugged and arid, dotted by baobab trees, rocky outcrops and vegetation such as fever trees, shepherd trees, candelabra, rock fig trees and acacia trees. This is an area with a high value of biodiversity.

On the plains below, animals roam freely where human-kind once settled. This is the territory of the Big Four, explains our tour guide, Ali Chauke. "It's only the buffalo that we don't have."

The park is also home to a variety of amphibians and reptiles. It boasts sandstone formations, mopane woodlands



and unique riverine forest. Elephant, giraffe, white rhino, eland, gemsbok and numerous other antelope species wander freely in the area. If you are lucky, you might even spot predators like lions, leopards and hyenas.

Within minutes of driving into the park, we have already seen kudu, impala, warthog and giraffe. A elephant bull also puts on a show, flapping its ears, and wagging its tail.

We drive off, in eager anticipation of more drama from the park. Soon we get off the truck to explore the Mapungubwe Hill. The tour guide warns us to take precautions not to attract animals. "Don't talk loudly, walk in single file, and keep the line short." We all heed his counsel. This is lion country."

Then he continues: "If a lion charges, stand your ground. Don't turn your back, and don't run. Ever. When it retreats, back off in reverse." This piece of wisdom adds to the air of intrigue. Armed with a rifle, Chauke leads us as we follow the footpath to the Mapungubwe Hill. We stop near fresh animal dung. "Black rhino has been here. You can tell because they defecate in one place. They only eat grass. If it was a white rhino, there would be leaves," explains Chauke, our guide.

Mapungubwe Hill

As instructed, we walk in single file to scare off any beast of prey that may think of pouncing on us. The experience of this 500metre walk on the wild side fills the air with tension, as we wonder what creature might protest the invasion of its abode.

It is for its distant human history that the park is famous. Here you'll be educated about human settlements dating back millennia. To get to the top of Mapungubwe hill, you walk up 27 steps. From this elevated post, you can see the plains below, maybe even sight an animal. This was a royal enclave in days gone by, explains our guide. "The king and

his harem stayed here for safety. The commoners lived in the plains below."

The hill bears evidence of ancient graves where the royal family is buried. From the guide, you learn about the detective methods used in excavating the ruins. Where we see just grass, stones and soil, the guide finds meaning and clues to a past gone by. He finds meaning in layers of soil, water reservoirs, artefacts and mortar stones. "The soil was brought up from below for use in planting seeds and on graves," he explains, pointing at excavations dating back some 900 years. He points at rocks and explains them as mortar that was used to crush herbs for medicine and reservoirs where water was stored.

This is the site that was excavated by archaeologists from the University of Pretoria back in 1933. They found 33 graves along with clay pots bangles, gold bowls, sandstone and granite.

Archaeologists found evidence that a developed African civilisation prospered here in a period between 1200 and 1270 AD. The area was already inhabited by a growing Iron Age community from 900 AD and became rich through trade with people in distant places such as Egypt, India and China. According to our tour guide this is the place where archaeologists excavated the famous golden rhino found in one of the royal graves and other evidence of a wealthy African kingdom. The artefacts found here attest to the metalworking skills of the people who lived here. "They ploughed sorghum and millet. They were cattle farmers, hunters and traders. They bought glass beads from the Chinese. They were crafty people," says our guide.

Animals have always been able to wander around in the area of present-day South Africa, Botswana and Zimbabwe, oblivious to any man-made borders. South Africa has now signed a Memorandum of Understanding with Botswana and Zimbabwe to set up a Limpopo-Shashe Transfrontier Conservation Area (TFCA).

One of the most magical moments to be experienced is >>



that of seeing the sun set over the confluence of the Limpopo and Shashe Rivers. With Botswana and Zimbabwe within sight, you can spend glorious moments sipping sundowners at this spot, watching a big herd of elephants traversing borders. "This is no-man's-land," explains our tour guide. "Over there is the point where the Limpopo River meets Shashe River."

You can also witness the sight of eagles soaring above the skies of Botswana, South Africa and Zimbabwe, hear the echo of elephant trumpeting across borders, take a tree-top walk or just sit down, feeling at peace with nature.

The Mapungubwe Interpretation Centre

As dusk approaches, we are shepherded back to the park entrance, where the Mapungubwe Interpretation Centre lies. The centre houses trappings of our technological age in its use of modern gadgets such as TV screens, videos and pictures to provide a virtual tour of the park.

Artefacts such as iron arrowheads, agricultural iron hoes, copper, clay pots, shell and wrist-bands are displayed to tell a story of a civilised human settlement.

According to our host, during the construction of the interpretation centre starting in 2007, some 100 people were trained in tile vault construction technique. About 160 temporary jobs were created over the 27 months of construc-


tion undertaken under the Extended Public Works Programme. "The material was naturally collected from the Mapungubwe landscape."

Chauke uses the artefacts to retell the story of different phases of civilisation in the area. He speaks of the fourth base - a palaeontological age dating back 200 million years.

Then there was the Stone Age in which people – mainly the San – roamed the river flood plains as hunter-gatherers and made tools from stone. He points to rock art sites as evidence.

The first people to settle here did so during the Iron Age, in about 450 AD. During this era people were subsistence farmers. "They were the Bantu speakers and established a chiefdom from about 900 to 1030 AD. They traded with the Far East.

Finally, he points to the last basement which he says dates back some 300 years when traders from the East coast of Africa came in search of ivory and land.

The park's website is correct when it says: "Mapungubwe National Park and World Heritage Site is the ideal location for anyone interested in the park's wildlife and birds, to those in search of serenity, identity and the extraordinary history of this World Heritage Site." 

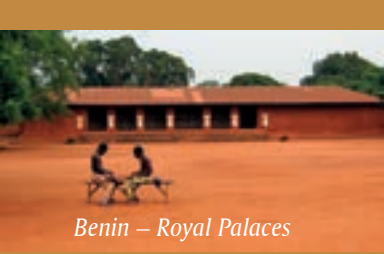
Celebrating Africa's Heritage

The story of the African World Heritage Fund

Sibongile Van Damme for AWHF



Great Zimbabwe – © AWHF



Benin – Royal Palaces



Lalibela © Micah Reddy



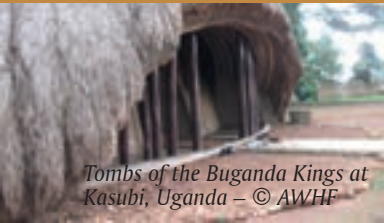
Lalibela © Micah Reddy



Mali, Tombs of Askia – © UNESCO



Mali, Timbuktu – © UNESCO F Bandarin



Tombs of the Buganda Kings at Kasubi, Uganda – © AWHF



Ellen Johnson Sirleaf (left) Liberian President.

Heritage month is already upon us here in South Africa. We at times overlook celebrating heritage in its infancy and its broadness while, we know that South Africa and the heritages it connects with as a country, are not fixed in time, form and space.

One particular infant born after a complex but exciting delivery by many of Africa's best and international players in 2005, launched in 2006 and established in 2007, is the African World Heritage Fund (AWHF). The Fund was created to address the challenges faced by many African State Parties in the implementation of the 1972 Convention, specifically; the underrepresentation of African sites on the World Heritage List, and the insufficient conservation and management of these sites. Currently 88

sites have been inscribed in Sub-Saharan Africa since 1972. The World Heritage List has 44 sites that are in the danger list and 17 of these are from Africa. AWHF also aims to create conditions on the continent, which ensure that World Heritage sites play a catalytic role in socio-economic growth and social cohesion.

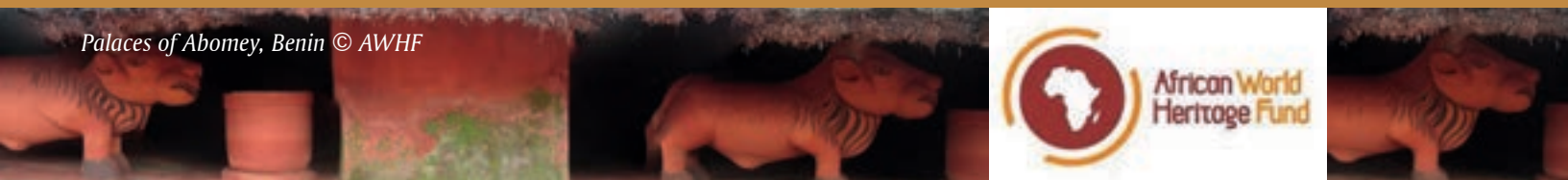
The establishment of an Endowment Fund was identified as a means of ensuring the long term sustainability of the AWHF. Currently, the AWHF Endowment Fund stands at US \$5 million and is far from the target of \$25 million envisioned at its inception in 2007. This slow growth has an impact on what the Fund can achieve in fulfilling its objectives. In addition, the challenges facing the heritage of Africa are due

to unforeseen conflicts and impacts from development initiatives.

One of AWHF's success stories has been the training programmes that have been hosted by different African countries. The African World Heritage Fund intends initiating training workshops on entrepreneurship at world heritage properties in Africa. A training workshop on the harmonisation and updating of national tentative lists in Africa will be held here in South Africa and thanks to South Africa's Department of Environmental Affairs.

As we, in South Africa, celebrate heritage throughout this month, in the different ways we do which includes having barbecues, let us remember that this institution is one of ours, Africa's initiative and our continental shared heritage.

Palaces of Abomey, Benin © AWHF



dti incubators: building business, adding jobs



Minister Rob Davies opens the SAREBI Incubator in Atlantis – 5 March 2013.

Wayne Boeggenpoel was able to start and grow his paint manufacturing firm and create seven jobs, thanks to the help he got from a government-backed business incubator.

Boeggenpoel is one of thousands of business owners getting business support from incubators.

In the last financial year, the Department of Trade and Industry's (the dti) Small Enterprise Development Agency (Seda) supported 2 247 small enterprises, including helping to set up 376 new enterprises. In all, 2 161 jobs were created.

The department's drive to have 250 incubators set up by 2015/16 to develop small business and build black suppliers. This means thousands more entrepreneurs can expect to benefit.

Chemin, a chemical-sector Seda incubator, helped Boeggenpoel to start his business in 2010, after he left his job as a paint formulator.

He co-owns Chemev Coatings with two other directors. The Port Elizabeth-based incubator helped him negotiate space for his business at Comsec Enterprise Development Centre and also covered his first six month's rent to help get him on his feet.

He received business management training and the incubator helped apply for R590 000 in funding from Seda's Technology Transfer Fund. This helped him purchase equipment for his business.

Chemin also helped Chemev implement a quality management system and marketing material. "Chemev Coatings has become very successful and has seen major improvements in sales and customer satisfaction through the backing of Chemin and their business support services," says Boeggenpoel, whose business supplies local contractors.

To reach its target of 250 incubators, the department is carrying out a number of measures. These include increasing the number of Seda incubators, rolling out incubators at Further Education and Training (FET) colleges and using an incentive to spur organisations and large companies to set up or expand incubation programmes to help black suppliers.

Siphiwo Soga, the Seda Technology Programme's acting executive manager, said the agency had 42 incubators, a further three were in the implementation phase and that another was still in the adjudication process for funding.

"In the 2012/13 financial year, the agency launched three incubators: a new Chemin incubator in East London, the Seed Container Park (Secopa) in Soweto and the Seda Atlantis Renewable Business Incubator (Sarebi) in Atlantis, Western Cape. Secopa at present houses six companies and one co-operative, while supporting a further 25 enterprises based outside the incubator," says the incubator's chief executive, Sello Matsoso.

The incubator is a mixed manufacturing incubator that was rebranded as a Seda one last year, after initially receiving R3 million from the Department of Economic Development to set up. The various enterprises manufacture jumping castles,

leather products and clothing. They also conduct printing and embroidery for state-owned enterprises, corporates, the general public, local schools and unions and political parties.

Set to launch soon is a Seda Essential Oils Business Incubator in Nkandla. Its chief executive Ellis Levenson says offices are being refurbished in the KwaZulu-Natal town.

The incubator, which has long been based in Gauteng, expanded its operations to Nkandla two years ago. It is assisting 120 groups in and around the town to register as co-operatives and get access to land, while a further 32 are active as co-operatives in the area. Tied in with the incubators, the Seda Technology Programme also offers businesses training in various productivity enhancing interventions.

Lessons in entrepreneurship

In the last financial year, 571 people were trained in areas such as ISO 9001: 2008, food safety standards, occupational health and safety and product design, as well as product labelling which was conducted through the SABS Design Institute. A further 423 small business enterprises received training in quality audits and systems administration, while 65 quality standards workshops were carried out.

Seda has commissioned the design of four new product-testing laboratories in three of its incubators, which will provide businesses with real-time product-testing support. This will be complemented by a mobile laboratory based on one used by Brazil's small business support agency Sebrae which Seda saw during a study visit to Brazil in 2011.

The mobile laboratory will include a mobile training facility and mechanisation service centre to support small emerging farmers. This will help more farmers like Phindile Maphanga who hails from Clau-clau Trust in Mpumalanga and sells her flowers under the AmaBlom brand.

Thanks to help from Seda's Timbali Technology Incubator in Mbombela, Maphanga was able to almost double her sales between 2009 and last year going from R150 000 to just under R300 000.

Today she sells most of her flowers at the Johannesburg Multiflora Market and says the incubator encouraged and supported her to become a businesswoman with fortitude.

Meanwhile the dti is also hoping that its Incubation Support Programme, launched in September last year, will spur a number of organisations and large companies to set up incubators and incubation programmes to assist black suppliers.

The programme offers a cost-sharing incentive to organisations that launch or expand incubation programmes.

Incentives to boost black business

The department is also hoping that the new Black Economic Empowerment codes, which were released for comment last year and place emphasis on the development of black suppliers, will also help induce more large companies to get involved in setting up incubation and supplier development programmes.

As of June, 17 grant applications had been approved, in sectors such as renewable energy, information technology, chemicals, mining, agro-processing, and clothing and textiles.

The incentive will be administered for 10 years up to March 2022 and will provide cost-sharing of up to R10 million a year over three years, with the department covering 50% of costs for large businesses and 40%/60% for small micro and medium enterprises.

The department also aims to expand its incubation programme through FET colleges and universities; it is currently targeting nine FET colleges.


Academic institutions come on board

In July the department launched the Centre for Entrepreneurship at the Ekurhuleni West College campus in Katlehong. It plans to partner with the college to set up an incubation programme.

Separately, a number of universities have recently started incubators – including Stellenbosch University which opened its LaunchLab incubator in August. Stellenbosch joins the University of Cape Town and the University of Johannesburg which recently set up incubators on campus. The Durban University of Technology's Invotech incubator, established in 2011, is funded by Seda.

The department points out that its incubation programme has proved to be one of the most successful of its small business support programmes.

Now the department is hoping to follow in the footsteps of Brazil. Driven by media attention, co-operation between government and private sector and by a new innovation law, the number of incubators in the South American country grew almost threefold in 10 years – from 135 incubators in 2000 to about 400 in 2010.

An incubator revolution could be just the thing South Africa needs to promote entrepreneurship and build viable businesses and in so doing help broaden business ownership and create thousands of jobs. 

Should public servants do business **with government?**



Restrict public servants from holding more than 5% in any entity doing business with the state, or impose an outright ban? That's the question facing members of Parliament and the Minister of Public Service and Administration Lindiwe Sisulu as they consider whether to debate a private members' Bill expected to come before Parliament soon.

Despite the private member's bill calling for a 5% cap, the Department of Public Service and Administration (DPSA) remains adamant that an outright ban is the only way to prevent any conflict of interest. "If you want to remove conflict of interest, you should have no stake at all," said DPSA spokesperson Ndivhuwo Mabaya.

He believed even public servants that had shares of less than

5% in an entity tendering for a government contract may still be biased towards that entity because they would foresee a return on their investment if the firm clinched a state tender.

The Business Interests of Government Employees Bill or private member's bill, which the Opposition plans to introduce in Parliament, proposes to limit public servants from holding more than a 5% stake in any entity doing business with government.

The bill – a version of which was passed into law in the Western Cape in 2010 – stands in contrast to the Public Administration and Management Bill which seeks an outright ban on public servants doing business with the state. It was published by the Department of Public Service and Administration for public comment in June.

The 5% threshold described in the private members' bill includes any shares that a public servant together with immediate family members and their spouse may hold in any entity doing business with the state.

Jay Kruise, head of monitoring and advocacy at the Public Service Accountability Monitor, backs an outright ban, but said it was understandable that there could be exceptions to the equity stakes public servants held.

"I certainly understand if one has shares in Sanlam where one has little choice over who they do business with," he said.

The private member's bill does make provision for a respective cabinet member to grant permission for that employee or a number of employees to have a



People first not pocket first. Minister Lindiwe Sisulu wants an outright ban on public servants doing private business with government.

business interest or business interests of over 5% in an entity that conducts business with Government.

Public servants speak out

One public servant, Nimrod Zalk, who is the industrial policy and strategy advisor for the Department of Trade and Industry and a former deputy director-general at the department, said pegging the limit at 5% made sense if it was a bid to accommodate shares in listed companies, for example those of retirement annuities, but stressed that an outright ban still made better sense.

He said there might be extremely rare and valid cases where exceptions may have to be made, but said the exception should never become the rule.

Another public servant, Tsholofelo Diale, programme manager of the Department of Basic Education's schools infrastructure programme, also supports a total ban. However she questioned whether the 5% limit would not alienate professionals who often did consulting on the side, particularly those with scarce skills like engineers. Despite this, Diale said those that wanted to do business with the state had to decide whether they wanted to be in government or not.

General manager of the Public Servants Associa-

"If you want to remove conflict of interest, you should have no stake at all".

tion Danny Adonis cautioned that if the 5% cap prescribed in the private member's bill were implemented, it would mean that there would still have to be strong reliance on financial disclosures by public servants – which have not always been strictly observed to date.

He said many public servants, including directors-general, often only disclosed their interest in entities doing business with government, when they were under pressure. His concern is real. The Auditor-General revealed in his 2011/12 state audit that about R600 million in state tenders was awarded to suppliers linked to the families or employees of the department awarding the tender. In 75% of these cases, the conflict of interest was not disclosed. This figure doesn't include officials who are employed by one department but do business with another.

The problem of government employees doing business with the state is extensive and even the private member's bill notes this. A memorandum attached to the bill outlines the extent of the problem. Among other things it reveals that in November last year Richard Levin, Director-General of the Public Service Commission, told the portfolio committee on public service and administration that going on the financial interest disclosure forms received from senior managers in at least five key government departments, >> more than a fifth of top civil servants had stakes in companies that were doing business with the state.

Results released last year following a probe into the Department of Health in the Eastern Cape by the Special Investigating Unit found that 1 000 civil servants were directors of companies that did business with the department and that 235 of them had benefited from health tenders worth R42,8 million.

The Department of Basic Education this year revealed how more than 3 000 of its employees – most of them teachers – had >>

engaged in business with the state in 2010/2011 and 2011/2012. They earned a combined sum of R152 million.

In 2011, Eastern Cape premier Noxolo Kiviet promised to ban public servants in her province from doing business with the Government, but her bid to do so has stalled in the face of opposition from civil servants who are also political power brokers in the province.

An outright ban

Minister Sisulu's Bill proposes punishments that include a one-year jail sentence, fines and the cancellation of the tenders in question. An anti-corruption bureau will investigate non-compliance.

The public comment period for the Public Administration and Management Bill closed on 31 July. Mabaya said one comment received from a small business association had suggested that only directors and not shareholders be banned from holding equity in entities doing business with the state.

He argued, however, that an outright ban was still necessary to put an end to the large number of public servants doing business with the state. This affected performance and service delivery as officials were absent from the office or more focused on their business than serving Government.

Another concern about the bill was raised by Corruption Watch, which has called for the extension of the ban on contracting with the state to include the immediate family members of the public official so that they won't be allowed to do business with Government.

However, Mabaya said this might unfairly limit a large number of people from conducting business with the state simply on the basis that their spouse, sibling, children or parents were public servants.

Particularly problematic, he said, could be the situation in certain cultures where men had more than one wife and children with each one.

Parliament's public accounts committee (Scopa) chairman and leader of the African People's Convention Themba Godi pointed out earlier this year that a similar prohibition on doing business with the state was not being considered for elected representatives such as MPs and municipal councillors.

If South Africa is to meet the National Development Plan vision of the country becoming a thriving nation, it needs a Public Service that is committed, focused and transparent. ^{PSU}



Minister of Public Service & Administration, Ms Lindiwe Sisulu.



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How it works

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- **Interest at prime less 3%**
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- First drawdown must be within one year of approval
- The funding period can be structured to meet cash flow needs
- Capital and interest payment holidays can be applied according to need
- Start-up funding can be used for buildings, machinery and working capital

Other support

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

Is there any justice in this taxing world?

How does South Africa's tax level compare to that of other countries and what are the means by which the tax system might be made more efficient and yield more revenue to fund Government programmes?



Are we due for tax increases any time soon? When it comes to the subject of taxation, this is one of the questions on the minds of many South Africans.

In July, Finance Minister Pravin Gordhan appointed Judge Dennis Davis to chair a tax review panel tasked with looking at how efficient the country's tax system is. Minister Gordhan cautioned that the review did not constitute an "overhaul" of the current tax regime, but that the review was necessary to ensure that the country's tax system kept up with the ever-changing tax environment.

Ensuring that the system was able to boost revenue collection to help government fund its key policy objectives, including the National Health Insurance (NHI) and infrastructure projects, was central to the review of the country's tax regime, Minister Gordhan said. The tax review could take up to two years, but Davis said he aimed to forward a draft report to the Finance Ministry by the end of the year.

The commission will also look at a number of other areas, including assessing whether the current mining tax regime is appropriate, evaluating proposals to fund the NHI and evaluating the impact of e-commerce.

Increasing the tax rate

Compared to other countries South Africa has a high tax rate with gross tax revenue expected to average 25,2% of gross domestic product (GDP) in 2012/13, according to the 2013 Budget Review. The rate has risen from 22% of GDP in the 1980s.

But the Heritage Foundation's Index of Economic Freedom for 2012 ranks South Africa's rate as only the 61st highest out of 177 countries placing it close to the United States and South Korea. Zimbabwe is ranked highest at 49,3% and the UAE is lowest at 1,4%.

Compared to its emerging nation peers, South Africa's tax rate is lower than those of two Brics countries, namely Brazil (34,4%) and Russia (36,9%), but higher than China (17%) and India (17,7%).

The South African Revenue Service (SARS) has long been on a drive to increase the tax base of South Africa. It has a large number of people signed up for personal income tax. As of 31 March last year there are 13,7 million people registered for personal income tax. The figure was 5,2 million in 2008, according to SARS' 2012 tax statistic publication.

The tax base itself may remain fairly small for a nation of over 52 million people; just 4,7 million individuals, or about nine percent of the population, were liable to submit income tax returns in 2011/12, but South Africa's tax base – as a ratio of its population – is still bigger than the tax bases of a number of emerging nations such as India (3%), Malaysia and Brazil (both 6%).



Is there room for tax increases?

If the tax base can't be expanded the question then is whether there is any room for tax increases.

If any tax hikes are to be considered, the National Treasury will be looking closely at personal income tax, value-added tax (VAT) and corporate income tax, which account for about 80% of total budget revenue.

Though some tax consultants and analysts believe that there may be room to raise the marginal tax rate for income tax, raising the VAT rate might make the most sense.

At 14% South Africa's VAT rate is lower than the global average of 16% for indirect taxes, but the same as the African average.

Globally indirect taxes, which include general sales tax (GST) and VAT, have remained largely unchanged in the last seven years.

Sanlam economist Jac Laubscher says given that about a third of South Africans receive social grants, a one percent rise in the VAT rate – to 15% – can be offset by an increase of about R10 in the monthly pension. He says an increase in the VAT rate to 15% could produce an estimated R17,3 billion in extra tax revenue in 2013/14, of which R1,1 billion could be used to protect the buying power of the recipients of social grants, thus making a net additional R16,2 billion (about 0,5% of GDP) contribution to government's tax revenue.

He is against increases in personal income tax because he believes it would have a negative impact on incentives and could result in lower personal savings. "It can also increase the cost of labour, depending on the ability of workers to recover the rise in taxes from employers," he adds. In addition to this, he believes an increase in company tax would have the most detrimental effect on growth and therefore employment as companies could pass on such an increase in the form of higher prices. >>



South Africa's effective corporate tax rate of 28% is above the global average of 24% and just below that for Africa of 29%, according to KPMG. This is despite having fallen from an effective 37% in 2006 (following the scrapping of Secondary Tax of Companies in favour of dividends tax), which is in line with the global trend of lower taxes on businesses. In South Africa corporate tax is lower than in fellow Brics members Brazil (34%) and India (33%), but above that of China (25%) and Russia (20%).

Kyle Mandy, PwC's head of national tax technical, says there's little chance that the VAT rate will be increased. "In theory, it has the most scope to sustain an increase in taxes, but politically it's a no-go area", he says, adding that trade unions were strongly against any increase in the VAT rate as it would affect the poor and rich alike. He says most high-income earners are already highly taxed compared to other tax jurisdictions, as the marginal tax rates kick in at a relatively low monetary value compared to other countries.

Taxing the rich

According to KPMG, South Africa's upper tax level for personal income tax of 40% is higher than the global average of 32%, Africa's average of 30% and higher than three of its Brics partners: Russia (13%), Brazil (27,5%) and India (30%) and lower only than China (45%). Still, Mandy believes earners of really high incomes may be hit by higher tax rates of 42% or more.

The South African Institute of Tax Practitioners' chief executive Stiaan Klue agrees and says there is room for introducing a wealth tax for individuals earning over a R1 million a year – set at a rate of 42%. Klue says a combination of charging more tax and increasing the tax base must be used by, for example, closing in on the untaxed shadow economy, such as spaza shops. However University of South Africa Economics

Professor Tjaart Steenekamp warns that taxing the rich more would not bring in more tax in the long term.

Steenekamp points out that any tax increases aimed at the very rich would be negated by high-income earners' ability to limit their respective tax burden through aggressive tax planning.

His views are echoed by a 2011 article in the *Economist* magazine titled "Diving into the rich pool", which argued that it wasn't always advisable to tax the rich more because history suggests that low taxes on the rich encourage investment and growth and that this is revenue that Government particularly needs now during weak economic times.

According to the same article, studies generally show that a 1% increase in the marginal tax rate reduced taxable income by 0,1-0,4%. Steenekamp argued that the rich generated a large portion of their income through capital (such as shares and dividends) rather than through income.

Increasing the marginal income tax rate would not hit the rich as they would simply switch to channelling more of their income through capital, he says. Therefore, he believes increasing the tax on capital (such as capital gains tax) would be more appropriate than hiking personal income tax, which is a tax on effort.

However he pointed out that if the main aim were to generate more tax revenue, one would be better placed by increasing the tax on consumption – the VAT rate, even though this was "political dynamite".

Davies' commission won't have an easy task. Deciding on the appropriate tax level is no easy thing. One thing is for sure though: an optimum level exists at which tax can reap the most "bang for the buck" for Government in what is called the Laffer Curve phenomenon.

Set the level too low and you don't get sufficient tax to fund public projects and programmes; set it too high and tax payers put less effort into work and channel more earnings to tax havens and find other ways to ensure they pay less tax.

The trick – in an already highly taxed country and one with high poverty and inequality levels – is to find that right level.

It is unlikely that we will be paying less tax any time soon. ☹

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TODAY'S TOURISM LEARNERS TOMORROW'S TOURISM WORKERS AND CONSUMERS

The Global Travel and Tourism Partnership (GTTP) is a 15 year old global network of educational programs run by not-for-profit organisations in eleven countries.

Global partners: Amadeus, American Express, Carlson Wagonlit Travel, Hertz, Hogg Robinson Group (HRG), KDS, Lufthansa, Starwood Hotels and Resorts, Travelport and the World Travel & Tourism Council (WTTC). Additional support is given by local companies and governments that are committed to increasing

educational opportunities for young people.

GTTP provides a basis for understanding the role of Travel & Tourism in local and global economies, and stimulates interest amongst the youth in participating in the industry. Government provides teachers and classrooms; local and international companies provide financial grants, internships and in-kind support. GTTP (South Africa – established in 1995), is managed by a national director and an advisory board.



GTTP-SA National Director: Elsabé Engelbrecht
Cell: 0726491800 | Email: gttpsa11@gmail.com | www.gttpsa.org



Enjoy a debt-free life



A ccording to a report released by the Public Service Commission in 2012, a large percentage of South African public servants are heavily indebted. Based on the report it is evident financial literacy needs to be introduced in some form to public servants to assist with personal financial management.

Here are some ideas on how you can improve your stress levels by living a debt-free life.

1. **Stop adding to your debt:** Cut up the credit cards and throw away your cheque book. Do not sign up for any more credit cards or loan offers. Remember - If you can't afford it today, you can't afford it tomorrow.
2. **Admit you are in debt and start living like it:** Did you know that most millionaires live in modest homes and drive used cars? That's why they are rich. Don't expect to eat out at fine restaurants. You can't afford it, get over it. You will be able to go someday soon but not now. Don't buy new clothes for a while. There is nothing wrong with what you already own. Saving that money for a few months will help get you back on your feet.
3. **Pay with cash only:** Although debit cards are fine,

the danger with using them means that you will spend more than you should.

4. **Talk to your creditors:** Don't ignore them, they won't ignore you. If you keep in contact with them, they will be more willing to work out a plan with you.
5. **Make a plan for which debts to pay first.** You must pay everyone something every month no matter how small. Target the one(s) with the highest interest rate, and call them and ask them to reduce your interest rate. Review your finances thoroughly, crunch the numbers, and see which method would be the most effective for your situation.
6. **Save for a rainy day:** Try to put away 10% of what you make into savings. If you can't do that then put away whatever you can. Make this your first bill that you pay. Because you are the most important thing for you to take care of. Then learn how to make your money work for you.
7. **See a debt counsellor:** A debt counselor can help you work out a way to pay off all your debts and emerge debt free with debt clearance certificate. Debt counselling is a painless and effective means of achieving a life free of creditors and notices. ☺

Source: www.wikihow.com

Saving & Investing in South Africa – The Facts

With a specific focus on public sector households

Since 2009, Old Mutual has probed the savings and investment habits of South Africans through a bi-annual survey. It has found that many households are caught between their limited incomes and the desire to save for their retirement or their children's education.

What is the Old Mutual Savings & Investment Monitor?

The Old Mutual Savings & Investment Monitor surveys the savings and investment habits and behaviours of working metro households in South Africa. It's a face

to face survey done using a sample of 1000 working metropolitan households in Johannesburg, Pretoria, Cape Town, Durban, Port Elizabeth, East London and Bloemfontein. The survey uses different samples each time.

The results are published once a year during National Savings Month in July, yet the research is done twice a year (November and July) to assist in the monitoring of trends and shifts in behaviour. The research is consistent and can be compared year

on year, so trends, patterns and effects become easily identifiable. It allows individuals to compare and relate their own savings behaviour with those of other households, and it raises awareness of the importance of savings.

In November 2012 Old Mutual conducted a specific survey with a sample from the public sector to establish if there were any marked differences in the attitudinal and behavioural patterns of the public sector households and those in the private sector.

DEMOGRAPHIC DIFFERENCES BETWEEN PRIVATE & PUBLIC SECTORS IN TERMS OF SAVINGS & INVESTING (Old Mutual Savings & Investment Monitor November 2012 results)

<ul style="list-style-type: none"> The public sector employs more females: Private sector – 38%, Public sector – 48% Public sector salaries are approximately 29% more than private sector salaries. 56% of public sector employees have a post matric qualification, compared with 28% of private sector employees 		
SAVINGS & INVESTMENT VEHICLES USED		
Sector	Private Sector	Public Sector
Current account	30%	42%
RAs	19%	31%
Pension/Provident	38%	88%
Education policies	16%	27%
Funeral policies	59%	74%
Life assurance	33%	41%
Short term insurance	26%	36%
Public sector households that contribute to stokvels on a monthly basis – based on black households		
R40 000 +	19%	
R20 000 – R39 999	30%	
R14 000 – R19 999	31%	
R6 000 – R13 999	33%	
Less than R6 000	23%	

DEBT		
Incidence of having at least one credit card/store card		
Sector	Private Sector	Public Sector
Store card	57%	64%
Credit card	30%	41%
DEBT: PERSONAL LOANS		
15% of public sector households have a personal loan. What are some of the things they are using their personal loan/s for?		
Gauteng/W Cape	Property renovations & Durables	
KZN	Motor Vehicles	
Eastern Cape	School fees	
DEPENDENCY		
42% believe their children will take care of them when they are old (40% for private sector). 31% believe the government will take care of them if they are unable to take care of themselves (37% for private sector).		
SAVING FOR EDUCATION		
49% of parents in the public sector with dependent children are actively saving for their children's education.		
47% of parents with dependent children say that they have no idea what amount of money they will need for their children's education.		
SATISFACTION WITH OVERALL FINANCIAL SITUATION		
(mean score out of 10)	Private sector – 6.3	Public sector – 6.5

Simply put, the public sector employs more women, and tends to have higher levels of tertiary education. The income levels are higher than in the private sector. And there are significantly more public sector employees contributing to a pension/provident fund than in the private sector (this is understandable as this is largely a mandatory requirement for employees within the public sector). The levels of debt are higher in the public sector than in the private sector and

there is still an alarming level of expected dependency when it comes to being financially taken care of during retirement.

Regardless of what sector is sampled it is important to remember just how important effective saving is, and that the best gift you can ever give your children or yourself is to make sure one is never financially dependent on anyone else.

What should you do?

Old Mutual believes the key to positively changing the long-term savings mindset of South Africans involves two simple actions. Firstly, get expert financial advice. Let the experts tell you what will work best for you in terms of your own personal needs analysis and future aspirations. Secondly, be financially educated, understand your finances, know how to manage them, and take control of your financial future.

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Reclaiming our African heritage

A critical examination of the society that has unfolded over the last 20 years - particularly in business economics, social transformation and national identity – shows that the orientation is not, necessarily, rooted in African thought, history, culture and heritage.

When we look and listen to business, political and cultural leaders, we are most likely to see and hear African people give speeches that are rooted in Eastern European thinking.

This was prophesied by a young Black Consciousness visionary, Steve Bantu Biko when he said: “What is likely to happen is that black people will continue to be poor (in creative spirit – my addition) and you will see a few blacks filtering through the so-called bourgeoisie.

“Our society will be run almost as of yesterday (European way – my understanding).

“So for meaningful change to appear, there needs to be an attempt at re-organising the whole economic (social and cultural – my addition) pattern and economic (social and cultural) policies”

As a result, it is time for us to restore, reclaim and celebrate our heritage.

Many of the leaders who have risen to prominence and who

have influence in business and political organisations, respectively, see the world through the prism of Western capitalism or Eastern European communism.

African leaders' European connection

Clearly, those who consider themselves indigenous Africans and wish to embrace thinking patterns that emanate from the continent must face the tragic reality that there is very little that is Afrocentric in the dominant cultural and intellectual capital.

It is becoming clear that the pursuit or popularisation of an African Renaissance or theorising about what it means is becoming an increasingly difficult task.

This was unavoidable as many thought leaders were not only educated in Western universities but those

who lay claim to leadership of the liberation movement are products of Eastern European thought and analysis. Therefore, it is hard to identify intellectuals and leaders whose sophisticated critical analysis is rooted in Afrocentric thought and reflection.

In fact, this void makes it very easy for Africans, especially young people, to think that they are not capable of original thought. The founding father of capitalism was Adam Smith and the original thinker of communism was Karl Marx. Neither of them was African yet Africans have become chief proponents of their thinking.

Even those who truly want to espouse what Kenyan writer Ngugi wa Thiongo defined as 'decolonising the mind' often find it difficult to come up with alternative ways of thinking or living that are rooted in Afrocentrism. This is a painful reality as it suggests that Africans have nothing to bring to the table of globalisation beyond assimilating allegedly foreign thinking patterns. There are very few traces of the much vaunted African thought or Renaissance in what has been unfolding in the new society of the last two decades.

Africans not bringing anything to influence global developments or shape thinking and behaviour in this society simply means that calling this an African country is nothing but sentimental clap-trap. Indeed, a fundamental challenge is for those who insist that this is an African country to provide substantive evidence of what has been done to undermine or break the hegemonic domination of European thought.

It is easy to mislead people into thinking and believing that ideas transcend racial or national boundaries but it will always be important to stir and react to that to which the soul is intuitively connected. Perhaps it is time to provide evidence of that which is, essentially, African in our national life. Without evidence of this it not only becomes difficult for the young to reclaim and assert African identity but a challenge to promote African pride.

Need to rediscover African role models

We have to admit that for children born after 1994 there are very few African models in terms of fashion, education, thinking and general lifestyle. Yet the new South Africa of the last 20 years is called upon and expected

to play a leading role in redefining the role of the continent in international politics and thus championing the African cause.

What young 'born frees' who may be hungry for African history, art, culture and heritage witness and experience is largely a reflection or imitation of what originated in Europe. What this means is that they are challenged to identify and embrace what can be considered their indigenous African culture and heritage.

The celebration of the 20th anniversary of democracy and freedom should not only be an opportunity to take stock of where we come from but to rethink where we want to go in terms of self-determination. History and the future demand that we critically re-evaluate everything to look for the new, not only to revive African thought, history and heritage but to redefine global human relations in a way that can easily pass for what is African.

There is a direct and abiding connection between the Cradle of Humankind and identifying the contribution of the African continent to human civilisation and global development. For instance, in the 1200s, long before the arrival of the Europeans in 1652, there was Mapungubwe and Thulamela – a thriving African civilisation that attracted people from all over the world. There is an urgent need to nurture and promote scholars, academics and intellectuals to unleash our potential not only to critically engage European hegemony but to re-imagine and re-invent this new society in a way that can make it define itself as indigenously African.

Towards an African Renaissance

We need evidence that will convince the born-frees that their predecessors and parents – who are business, political, intellectual and cultural pioneers and trendsetters – have begun the process of reconstructing this society in a manner that upholds and affirms African creative thinking in business, politics, arts, culture and heritage.

From the ascendancy of Nelson Mandela as the first president of a democratic society, there has always been recognition that a pan-African orientation is central to human progress and global developments, especially after the holocaust of European imperialism. There was no man who fervently espoused this better than, ironically, the Western-educated former president Thabo Mbeki. >>

Unfortunately, the emphasis and positioning of these iconic leaders has always been on their European orientation, identity and appeal. The way that Mandela was positioned leaned more towards European influences and tendencies than his African cultural background and roots. He espoused principles and ideals that came from a world-renowned constitution that was measured against Western thought and democratic achievements.

Also, when he had a choice to lead a chieftaincy, he politely declined. Thus he was reconstructed as an African revolutionary who embraced European values and ideals. This is what made it easier to see him as a global icon than an African nationalist and revolutionary.

Not only has European thought and culture dominantly taken over the African way of life, but it would seem natives have allowed themselves to be recreated in the image of the white man and his civilisation. In fact, the born frees mostly see and experience themselves as either global citizens or remade Europeans.

It is one thing for a people to hanker after a dead past, but it is another when they have resigned themselves according to outside cultural dominance where they are completely emptied of any sense of their history, culture and heritage. As we approach the 20th anniversary of democracy, born frees must be made aware so that they make their own choices, where possible.

That the field of history, culture and heritage remains a place of struggle is most evident when we critically examine how contemporary African business, political, intellectual and cultural leaders represent themselves in public.

Catch them young

What reminds us of this is the abuse and marginalisation of indigenous languages, for instance, which are carriers of African values, history and heritage. There are far too many born free little girls and boys who have severely been cut off from their background, history and heritage simply because their parents are obsessed with European languages, culture and way of doing things.

The desire remains to encourage the little ones to speak European languages like English and French fluently at the expense of reconnecting them with their elders through the ability to speak and understand indigenous languages. Instead, these are seen as backward, primitive and holding back African progress and development. Thus born frees not only are fundamentally convinced that Eurocentric languages are more dominant and powerful than indigenous tongues but more worthy with their value lying in helping to making things happen in the new society.

Despite efforts to make South Africa the leading African nation

and champion of renaissance on the continent, there are perceptions that it has largely internalised European values and principles, a way of looking at itself, the continent and the world and defining the Western way as the best yardstick for progress. Of course, this is not a new development. It is something that started with the country's encounter with modernity.

Perhaps what should not be overlooked is not only the depths of what founder of Pan-Africanism WEB Du Bois defined as a "double consciousness" but the resultant inner conflict as contemporary Africans battle to define themselves and their agenda in the global order. There remains uncertainty about what it is that Africans bring to the table.

The indigenous people, especially the born frees, are right to demand or expect a crystal clear agenda for economic, political and cultural self-determination. They are the heirs of what Steve Biko rightly called "a human face" that reflects African history and heritage. Alas that - in terms of language, music, fashion, movies, etc - they lean towards what draws them deeper and deeper into what is commonly called globalisation, that is, a world order where the Anglo-American world maintains its identity, history and heritage while Africa is expected to fit in at the expense of its own glorious past.

Anyone who tries to intervene and engage African leaders across the spectrum about the need to directly address the issues fundamental to identity, arts, culture and heritage will be confronted by a sense of grave reluctance, denial even. Few see the economic, political and cultural status quo as a problem.

However, if not resolved, this will leave born frees haunted by "double consciousness," a crisis of repressed identity and having been spiritually torn apart. This gap in the psyche does not need cheap escapism but well thought out and clear definitions and solutions.

Africa's time has come and South Africa is expected to set the agenda. It is time for us to go back to our roots: restore, reclaim and celebrate our heritage! 🇿🇦

***Sandile Memela is a journalist, writer, cultural critic and chief director for social cohesion at Department of Arts & Culture. He writes in his personal capacity.**

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Ambassador Sonto Kudjoe

Director-General: State Security Agency (SSA)

Prior to joining the SSA, Ambassador Kudjoe served as South Africa's Ambassador to Egypt since January 2011. Ambassador Kudjoe started her career at the then Department of Foreign Affairs in 2000 as chief director: Africa Multilateral. She holds a Master's Degree in Law, (specialising in criminal law) from the State University of Kichimev in Moldova. She is the former deputy director-general: Africa Multilateral at the Department of International Relations and Cooperation, focusing on the development and implementation of policies relating to the African Union, the Southern African Development Community, the New Partnership for Africa's Development, and peace and security issues on the continent. Between 2002 and 2006 she served as South Africa's ambassador to Sweden, which was followed by an ambassadorship to Egypt. Her professional experience includes working at the South African Secret Service as a director providing policy advice on various issues on Africa, and serving as deputy executive director at the National Institute for Public Interest Law and Research.



Professor Edith Vries

Director-General: Department of Agriculture, Fisheries and Forestry

Professor Edith Vries holds a Bachelor of Social Science from Unisa and Bachelor of Social Science Honours and a Master of Social Science both from the University of Cape Town.

She began her career as a social worker and family therapist in private practice. Between 1996 and 1999, she held the position of Community Development Director at the then National Department of Welfare, subsequently renamed the Department of Social Development. Prior to her appointment as DG, she was the Executive Head in the office of the CEO at the Independent Development Trust where she was responsible for strategic development, corporate stakeholder management, international relations and performance reporting. Professor Vries is a highly qualified international expert in various facets of human and social development, and is a leading academic researcher and management specialist.

Thabile Nyaba

General Manager: Risk Management, Road Accident Fund (RAF)

Thabile Nyaba is a Certified Internal Auditor (CIA) and holds a National Diploma: Accounting and a Bachelor of Technology in Cost Management Accounting from the Durban Institute of Technology.

Before joining RAF, she worked at Deloitte as an Associate Director in Risk Advisory, responsible for assisting organisations in becoming risk intelligent and implementing Integrated Governance, Risk and Compliance (IGRC) since 2011. From 1996 to 2000, she was a Team Leader: Auditing at the Auditor General's Office. In 2000, she was employed as Risk and Assurance Manager at Momentum. In 2007, she was General Manager: Risk Management at SITA. Nyaba served as a Senior Internal Auditor at Alexander Forbes from 2005.





Shamala Rajah, marketing director at ESP Consulting, is a woman on a mission. A qualified accountant, this dynamic problem-solver established a vibrant consulting firm in March 2003. The company was formed to focus on providing training to managers in the public sector, to ensure responsible and accountable government employees, and quality service delivery to all citizens.

Having worked in various spheres of the private and public sector, it soon emerged that the company had extensive subject matter expertise in the various disciplines of government. So, this is when the management consulting division, which until that time was but a dream, finally became a reality.

On a personal note, Rajah says she is a firm believer of investing in communities and the concept of social responsibility. "Our company, ESP Consulting, has a passion for the public sector and we are especially focused on changing the lives of poor people within our communities."

The youngest daughter of a photographer, Rajah spent most of her life in Pietermaritzburg. "Having a father who believed and fought in the freedom struggle, we grew up not knowing the barriers of colour," Rajah adds, with warmth in her voice. "Coincidentally," adds the 54 year old, "an exhibition of some of my father's works is taking place in Johannesburg, during August."

As founder member and majority shareholder of ESP Consulting, Rajah says the ethos of the company revolves around the concept of profit sharing and making a difference to the lives of those within the community. "We make an effort to change the lives of others by taking on unemployed graduates, as well as matriculants who cannot afford to study, and we provide in-service training and bursaries for these individuals. This allows them to gain the necessary job experience, which in turn enables them to become employable within the public sector."

She says ESP Consulting's business solutions division was responsible for the

development of the "QBIX" brand, a service delivery management information system for government. This application fully automates government's supply chain management and performance management functions.

"Over the past 10 years, our company has embarked on many high profile projects and we have utilised our technical expertise to research and develop training material, especially aimed at the public sector," she explains.

THE COMPANY HAS DEVELOPED MATERIAL AND FACILITATED ACCREDITED TRAINING PROGRAMMES FOR:

- KZN Provincial Treasury: Budgeting, AFS, GRAP and Supply Chain Management
- National Treasury: SCOA, Internal Audit, Risk Management and SupplyChain Management
- CoGTA: Financial Accounting and Budgeting for Municipalities
- Supply Chain Management for Senior Managers, Bid Committee members and Practitioners
- Performance Management – 61 Municipal Managers, Councillors and officials
- Local Government Accounting Certificate (Learnership).

Rajah says: "We have been successful in assisting our clients with audit readiness programmes by implementing actions to address audit queries and moving our clients from disclaimers to unqualified audit opinions."

SHE ADDS THAT THEIR BUSINESS COMES WITH A NUMBER OF ITS OWN REWARDS.

- We have successfully been appointed to the following panels of Preferred Service Providers:
- Appointed to a Panel of Experts for the National Treasury Technical Assistance Unit on a three (3) year period ending July 2013, extended to 31 January 2014;
- Appointed on 2 Panels for Financial Reporting and Municipal Finance for the KwaZulu-Natal Provincial Treasury for a period of three (3) years ending June 2014;
- Appointed on 1 Panel for Contract Management for the KwaZulu-Natal Provincial Treasury for a period of one (1) year ending December 2012; and
- Appointed on the Municipal Finance Improvement Panel – National Treasury for a three (3) year period ending July 2014;
- Appointed on the Operation Clean Audit Panel – CoGTA for a three (3) year period ending February 2015.

In addition, their internal auditors are members of the Institute of Internal Auditors and their accountants are members of the South African Institute of Professional Accountants. "We are proud to have full accreditation from the following SETA's: FASSET Accredited (Code 585/00244/05); and LGSETA Accredited (Code: LGRS COOLL100826)," she added.



Writer: Ashref Ismail



New Renault Duster SUV

COMPACT and affordable rides

Renault South Africa will be hitting the high road this September with the addition of the 'all terrainer' Renault Duster sports utility vehicle (SUV) to its South African arsenal. This follows hot on the heels of the highly successful launch of the New Renault Clio 4 in April this year. At R194 900 for the base model Renault Duster 1.6 Expression 4x2 which comes with a high level of specifications as standard, this represents phenomenal value-for-money in anyone's language. Standard features include air conditioning, ABS with EBD, power-assisted steering, six-function

on-board computer, front and side airbags, electric windows front and rear, electric mirrors, remote central locking, reverse parking sensors, front fog lamps, roof rails, body-coloured door handles and mirrors, 16-inch wheels, CD/MP3/radio with Bluetooth® connectivity, fingertip audio controls and more, all of which will make it an extremely competitive offering in its segment and in the SUV market.

The Renault Duster line-up will also include a 4x4 offer and a diesel engine.

Nissan Almera joins the fray



The all-new Nissan Almera, now available in South Africa, brings stylish design and exceptional value together in one complete package. With its roots stretching back to 1995, the Nissan Almera found favour with South Africans initially in its second generation both as a hatchback and sedan in 2001.

It's available with a 1.5-litre petrol engine. The 1 498 cc unit produces a healthy 73 kW of power at 6 000 rpm and 134 Nm of torque at 4 000 rpm.

New Nissan Almera

Retail price including VAT

Almera 1.5 Acenta Manual	R165 000
Almera 1.5 Acenta Automatic	R175 500

The all-new Nissan Almera range is available as standard with a 3-year/60 000 km service plan and Nissan's 3-year/100 000 km warranty. Service intervals are 15 000 km.

Ford EcoSport Arrives

The Ford EcoSport has just landed in South Africa bringing a stylish and dynamic small sport utility vehicle (SUV) to a new generation of customers. The EcoSport combines the agility, affordability and fuel efficiency of a compact car with the versatility and spaciousness of an SUV.

The SUV's blend of practicality and smart connectivity will attract young, adventurous customers who not only live life to the fullest but also love exploring the world at large.

The smallest engine in its class, Ford's 1.0 litre EcoBoost engine is big on power, torque and refinement. Producing 92 kW of

power with a peak torque of 170 Nm, the quiet and smooth-running engine delivers power and performance that rivals traditional 1.6-litre petrol engines. The 1.0 litre EcoBoost engine has won the coveted title of International Engine of the Year for the last

TITANIUM
two years running.

The EcoSport will also be available with the global 1.5 litre four-cylinder petrol engine and a 1.5 litre TDCi intercooled and turbo-charged diesel engine. Prices not confirmed at the time of going to press.

Beetling 20 000 km through Africa

It is a story worthy of inclusion in Gulliver's Travels, but there was nothing fictional about intrepid Dutch traveller Jos Oosterbroek's journey through Africa – all in a trusty Volkswagen Beetle and not even a flat tyre throughout the entire 20 000 km trip.

Oosterbroek, a 28-year-old teacher in the Netherlands, fittingly ended his triumphant expedition at the Volkswagen Group South

Africa (VWSA) plant in Uitenhage in April this year.

Welcomed by the Volkswagen Customer Interaction Centre team, Oosterbroek told of how he started out on his journey from Amsterdam four months earlier and set course for Cape Town in his 1982 Beetle.

So trusty was the vehicle – it did not break down once and never even suffered a flat tyre – that Oosterbroek donated it to VWSA where it is now proudly displayed in the acclaimed AutoPavilion.

The car was in excellent condition despite having travelled 20 000 km under some of Africa's harshest conditions. Although Oost-

er-broek admitted that he had attended to a recurring oil leak from time to time.

But the adventure was not over for Oosterbroek, who was accompanied by girlfriend Jorien Stevens, 27, who had joined him in Namibia. The pair enjoyed a two-week trip around South Africa in a Volkswagen T5 Kombi sponsored by VWSA.

"The Beetle in the end had a top speed of 80 km/h and uphill it only did 30 km/h. The Kombi did in excess of 130 km/h going uphill! Also having air-conditioning was very welcome. The Kombi changed the whole trip from having no luxury at all to a very comfortable trip."[®]



Dutcher traveller Jos Oosterbroek



PATERNOSTER

A WEST COAST GEM

"The Cape West Coast fishing village of Paternoster looks as though the contractor tasked with painting the houses decided to give them a white undercoat, and then just never bothered to return."



Descriptions such as “heavenly”, “serene” and “tranquil” are not always a good idea, as they may end up causing you to feel slightly guilty for venturing out and disturbing the peace as you discover what lies outside of your accommodation’s bedroom.

For those who opted for energy drinks instead of blood running in their veins, this little village offers a large number of adrenalin-inducing activities to keep them more than occupied.

First up is kayaking with local fitness guru Dianne Heeson-Green, who makes the art of balancing in a kayak look easy. After successfully trying to make falling into the freezing Atlantic Ocean look cool as you try to emulate her, enthusiastic tourists are guided to Penguin Colony. Here, Heeson-Green wags her finger at you if you miss yet another chance to spot pods of dolphins and gently mocks you if you break a sweat while trying to keep your vessel from toppling over, again.

Being on the West Coast and being part of the Cape means that Paternoster regularly experiences gusting winds. But, the town’s tourist offerings are so varied that on even the windiest days of the year, you will still find groups of guests taking advantage of the pristine beaches and the wind.

Kite surfing is one of those bizarre sports where one thinks of the phrase “wherever the wind blows”. You are at the wind’s mercy as you are flung a few metres into the air and sometimes land in what turns out to be the icy, blue Atlantic.

For something that grants you a bit more control in terms of where you want to be, try your hand at snorkelling to see how many types of fish you can spot and name. This is probably as close as you can get to the dolphins that visit these waters for more than 10 months of the year.

If you are an adrenaline junkie, always searching for the next high, bear in mind that looking for more than “just” scenic seaside cottages, breathtaking views of the Atlantic and delectable seafood in laid-back Paternoster is a bit like asking Saint Peter if heaven has an iPod docking station so you can throw a party; some places are just meant to be nothing but calm. But every high has to end and there is nothing better than to come down gently by sampling some of the local restaurants’ offerings. Take the beachfront eatery Gaatjie that serves up mouth-watering dishes that include pot breads, white mussel and artichoke soup, rounded off with a main offering of the freshest grilled sole served with anchovy butter and a selection of edible wildflowers. Like insane adventure seekers, such as rock climbers and trapeze artists who often perform death-defying stunts without the aid of nets or anything else to fall on,

However, what both parties agree on is that, for a village in which every single building is white, it has a rather colourful history.

there are a number of restaurants in this white-washed town that serve food that is cooked as if there are no limits. One of these is the Noisy Oyster, which offers a creative menu that sees the tenderest Saldanha oysters, yellowtail paired with citrus butter and Thai-style duck curry tantalising patrons’ tongues. >>



All pictures courtesy Abalone Guest House

The locals are adamant that the name of their village means “Our Father” in Latin (this being the prayer sailors used to recite while passing the area), while the fishermen who live there spread the gospel that it was named after the beads that the Khoisan people wear.

However, what both parties agree on is that, for a village in which every single building is white, it has a rather colourful history. As developed as the village has become due to the rise of its popularity with tourists, it somehow still manages to retain a homely feel, largely due to the fact that its guesthouses and the fishermen’s cottages are integrated, forming a close-knit community.

One of the locals is responsible for the walking tours of the area, explaining how the district came to be the tranquil paradise it is today.

The most vivid part of the guided stroll is a quick stopover at the Oep Ve Koep, which is Paternoster Afrikaans for *oop vir koop* meaning “open for business”. This is a coffee-come-curio shop selling vintage ware like enamel crockery and is decorated with car bonnets.

Tour parties are chaperoned through the nearby fish factory, which still has a healthy output. Significant landmarks such as the SS *Ismore* and SS *Lisboa* shipwrecks (which have since been removed), sites such as the fully functional Cape Columbine Lighthouse and Columbine Nature Reserve, and the amusingly named Tietiesbaai, give you a sense of why people would want to settle in this magnificent part of the Cape. 🌊



Young boys lending a helping hand.

Courtesy South African Tourism



Colourful craft market.



Kayakers enjoying the calm waters.

Courtesy South African Tourism



WHERE TO STAY

ABALONE HOUSE

Kriedoring Street, Paternoster

Visit: www.abalonehouse.co.za

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.

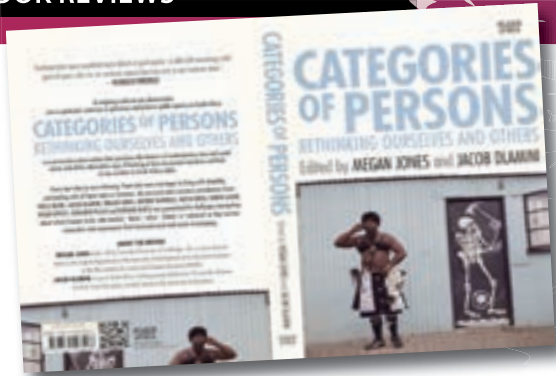
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Categories of Persons: Rethinking Ourselves and Others by Jacob Dlamini and Megan Jones

Ongoing controversies demonstrate that race in particular continues to galvanise and polarise public opinion in South Africa. *Categories of Persons* is a provocative intervention that punctures the rhetoric of contemporary race and social norms and offers alternative ways of looking at how we present ourselves and look at one another in South Africa today.

From taxi rides to cross-dressing, inter-race marriages to living with disability and off-beat topics in between, the personal and evocative contributions from Jacob Dlamini, Megan Jones, Kopano Ratele, Neels Blom, Verashni Pillay, Antony Kaminju, Karen Lazar, Riaan Oppelt, Sarah Nuttall and Antjie Krog are guaranteed to challenge assumptions about what it means to be 'able-bodied', 'black', 'white', 'Indian' or 'coloured' as they narrate encounters and experiences that transcend racial and social stereotyping.

About the editors: Jacob Dlamini is one of South Africa's leading young intellectuals. He recently obtained his Ph.D. from Yale and is based at the University of Barcelona. Megan Jones holds a Ph.D. from the University of Cambridge. She is a post-doctoral fellow in the English Department at the University of Stellenbosch and a Research Associate at the Wits Institute for Social and Economic Research (WISER).

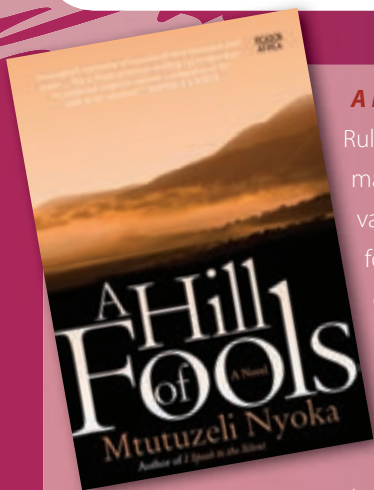
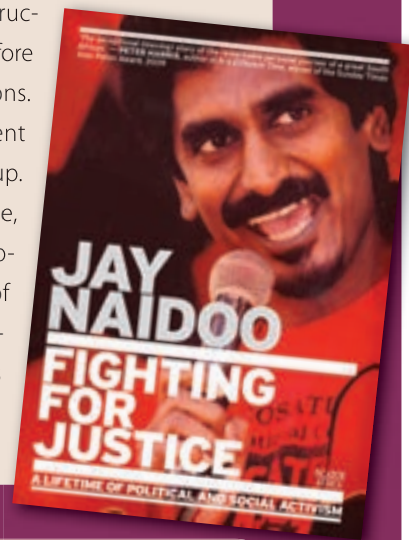
Fighting for Justice: A Lifetime of Political and Social Activism by Jay Naidoo

Fighting for Justice is a gripping account of the life of Jay Naidoo, a tireless anti-apartheid campaigner and the first General Secretary of the Congress of South African Trade Unions (Cosatu), South Africa's largest union federation and the backbone of the internal mass struggles against apartheid.

From Jay's roots in a distant village in India to his present fierce engagement with global issues of social justice, it recounts the captivating and humbling story of a man from a working-class family living with the cruel realities of apartheid, his life-changing encounter with Steve Biko and his involvement in student, community and national politics.

This captivating autobiography weaves a tale of intrigue, pain and triumph as the issues of race, language and culture encounter the uncompromising terrain of political and social activism.

About the author: Jay Naidoo devoted years of unwavering commitment to Cosatu before leading 20 of its unionists into parliament. He was asked by Nelson Mandela to be the Minister responsible for the Reconstruction and Development Programme before serving as Minister of Communications. In 1999 he established the investment and management company, J&J Group. He remains committed to social justice, serving as Chairman of the Development Bank of Southern Africa and of the Global Alliance for Improved Nutrition. Married to Lucie, Jay considers his three children, Shanti, Kami and Léandre, his greatest achievement.



A hill of fools by Mtutuzeli Nyoka

Ruled by the dictatorial King Kutu – a man happy to grow his wealth, cultivate his lands and indulge his taste for women – the fictional African country of Doma has been plunged into lawlessness and violence and is plagued by rampant corruption.

When Queen Anuba is brutally murdered, the king calls on Anday, a high-ranking member of the country's police force who has long-standing ties with the royal family, to investigate the killing. Anday must set aside the betrayals and disappointments that have plagued his own life

to solve the crime and, in the process, try to bring his beloved country back from the brink of disaster. A policeman turned leader, he finds himself instrumental in leading the people of Doma to rise up against their oppressor and flee to the neighbouring country of Gijuya where they hope for a better life.

A hill of fools cleverly brings together a poetic and traditional storytelling style with the daunting challenges that contemporary Africa faces to create a compelling and memorable read that resonates with the complexity and beauty of Africa.

About the author: Mtutuzeli Nyoka served as the President of Cricket South Africa (CSA) from 2008 to 2011. He currently lives in Johannesburg where he practises as an ear, nose and throat surgeon. His first novel, *I Speak to the Silent*, was published in 2004 to widespread critical acclaim.

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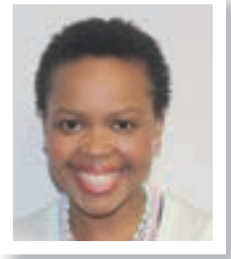
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Writer: *Noluthando Mkhize*

“You know you’ve found the right shade when you can’t see it. Yellow-toned foundations look the most natural on all skin tones, from fair to dark. Avoid pink-toned foundation, which can make you look like you’re wearing a mask.”

Look good in no time

Start by gently massaging moisturising lotion into your skin for a comfortable and smooth makeup application.

Follow this by applying concealer under the eye, from

The right way to apply make-up

More often than not, people tend to make mistakes when applying makeup.

This is because people don’t always know the right colours that complement their skin tone or how to apply make-up or they simply don’t have the time. The result is people having an unintended look.

Whatever the case maybe, looking good is vital and make-up should enhance your look and give you confidence.

Make-up artist Bobbi Brown of Bobbi Brown cosmetics gives a couple of tips on how to look radiant in little time, choosing the right foundation and transforming your look from day to night.

Choose the right colour foundation

One of the biggest mistakes that women make is not choosing the right shade of foundation.

“If your foundation changes the colour of your face, it’s not the right shade; foundation should match your complexion exactly,” says Brown.

To find your perfect match, sample the foundation along your jawline and check your reflection in natural light.

inner to outer eye corner, making sure to apply close to the lash line.

This helps lighten any under-eye darkness so you look well-rested, even if you’re not.

“For the most natural look spot apply foundation around the nose and mouth to help conceal redness and even out the skin, and apply a pop of blush onto the apples of the cheeks for a pretty flush and swipe sheer lip color onto lips for a polished look.”

Last but not least, get standout lashes with two or three coats of mascara.





Transform from day to night

Sometimes it happens that you have been in back-to-back meetings all day and just remembered you have that cocktail function that you need to attend. With no time to rush home and change. Brown says smoky eyes are a great way to transform a casual day look into a flattering evening look.

"Using an eye sweep brush, apply a light shade of eye shadow all over the lid, from the lash line to the brow bone. Then apply a slightly darker shadow on the lower lid, from the lash line to the crease and layer a darker shade of the same color directly over it, making sure to smudge and blend."

Complete by lining the eye with black eyeliner and apply two or three coats of mascara onto the lashes.

So many lipstick colour choices and so little time!

The perfect shade of lip colour gives your entire face a lift. It enhances your complexion and brightens your eyes.

Try a bright red to accentuate pale lips or a deep red, raisin, or berry shade to make dark lips pop.

Investing in a good product that improves your look

Bobbi says she never leaves home without applying concealer, because it helps minimise dark under eye circles instantly and dramatically improves the way you look. "Make sure to use a yellow-toned concealer that's one or two shades lighter than your foundation."

Take extra care of your skin

Jojoba

Jojoba oil can be a great help in transforming your skin. After showering or bathing, dry your skin and then massage your entire body with a thin layer of the oil. Allow the oil to infiltrate your skin for five minutes before getting dressed. With regular daily application, you will be rewarded with soft skin.

Honey

For a quick moisturising mask, simply warm a jar of honey in a pot of hot water. Make sure the honey is not too hot, and smooth the warmed honey across your clean face. Let the mask sit on your face for 15-20 minutes, and then wash it off warm water.

Avocado

A ripe avocado can also be used as a moisturising mask. Mash one with a fork and apply it to clean face after 10-15 minutes rinse your face with lukewarm water.

Coconut oil

Coconut oil is as effective in cooking as it is for moisturising dry hair and nails, and even as an all-over body hydrator. Simply apply organic coconut oil to the extra-dry sections of your body and this will result in your skin thanking you for being moisturised. This will be great as your skin is recovering from the winter effect.

And remember, moisture, moisture and more moisture. Your skin will welcome this as the years trickle by. SM

Source: health24.com



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It's Spring again! It's time to put away dark and dull winter garb and coats and put a splash of colour back into your wardrobe. From pastel to colours that pop, make sure you are ready for Spring!



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FIFA WORLD CUP *legacy lives on*

The 2010 FIFA World Cup will forever be remembered as one of the greatest achievements of post-apartheid South Africa.

The global sporting event, which took place from 11 June – 11 July 2010, will forever be etched on the minds of many across the country. South Africans from all racial and ethnic groups banded together and sang *SHOSHOLOZA*. Strangers hugged and celebrated when Sphiwe Tshabalala scored the tournament's opening goal.

The wearing of the Bafana Bafana jersey on Football Fridays, and the nation's flag seen everywhere including on vehicles by patriotic South Africans laid a solid foundation for government to deepen social cohesion.

One remembers the time when the broadest of smiles were plastered on the faces of every South African. Fans of all shapes and sizes draped the flag over their shoulders; some had headscarves, others donned oversized plastic glasses. This excitement gave birth to an amazing sense of unity that tore through the country. Who would have guessed this was a country once hinged on racial divide?

And when the country marks its 20 years of freedom and democracy next year, the nation will once again unite to celebrate one of its biggest achievements.

The World Cup legacy

After the tournament, the 2010 FIFA World Cup Legacy Trust was established by FIFA and the South African Football Association (Safa) to promote, and extend the development and the reach of football in South Africa.

FIFA transferred R450 million into the Legacy Trust account in April 2012 which is being administered by international auditors Ernst and Young.

The trust also supports education and healthcare initiatives of non-governmental organisations that use football as a vehicle for community development as well as for humanitarian assistance for those in historically disadvantaged and impoverished communities.

PSM recently spoke to the trust's general manager, Greg Fredericks, to find out how South Africans are benefitting from hosting Africa's first FIFA World Cup.

With a smile, the down-to-earth man who was part of the 2010 Local Organising Committee says: "We've already started to address the critical gaps in football development in all the provinces.

"The main objective of the fund is to ensure that there is quality development of football in South Africa," he says.

Fredericks says funding secured from the National Lottery has already ensured the completion of 27 of the 52 artificial football fields, also known as football turfs, with change rooms and ablution facilities.

"This is the most significant project that the National Lottery has funded with arguably the best value for money of all its grassroots development projects. This is one of the most tangible legacies of the World Cup.

"Looking at our climatic conditions, football turfs are ideal because they do not need water, they are easy to maintain and they are resistant to harsh climatic conditions such as snow, drought or frost.

"We are currently looking for funds to do the next 25 facilities in the remaining Safa regions. We are also planning to do multi-purpose facilities for football, rugby, athletics, hockey and netball in partnership with the Sport and Recreation Department," he says.

Fredericks explains that the National Lottery has promised



to come on board only if local municipalities can fund 50% of the costs.

He says Safa has received a cash injection of R17,5 million for the delivery of the under 13 and 15 leagues for both boys and girls in 311 local football associations and adds that the best players at the provincial levels will be selected to play at the national tournament at the end of the year.

“Safa also received R8,7 million for women football. A total of R5,7 million should be utilised in the women’s regional leagues while R3 million will be used for the long term women’s development programme.”

A total of R150 000 has been allocated to each of the 53 Safa regions for office equipment, training of coaches, referees and administration.

The 311 Safa local football association’s will each receive R10 000 for office equipment and a further R10 000 grant for administration.

Wits University has received R317 000 for the training of emergency medical personnel to assist at football matches.

A total of R4,2 million has been allocated for the 20 Centres for 2010, where five centres are in South Africa, while the remaining are in different African countries.

The aim of the centres is to achieve positive social change through football by building 20 Football for Hope Centres for public health, education and football across Africa. The centres will address local social challenges that young people face in disadvantaged areas by helping to improve education and public health services.

Fredericks says R210 000 has been put aside for the Centres for Education and Health programmes as part of community and youth development initiatives that use football as a vehicle for development.

He explains that Safa regions including local football associations, clubs and schools will receive bags containing kits, bags and training equipment to the value of R7 500

each. The first application process for funding was launched last June via the official website www.2010legacytrust.com.

In January this year, the board of the 2010 FIFA World Cup Legacy Trust led by Chairman Danny Jordaan, approved the first 973 beneficiaries for a total amount of R56 million.

According to Fredericks, the next application phase will start on 1 September and close at the end of September.

“It will be for the financial year starting 1 March 2014 and the board has decided to allocate R60 million, so applications will be online, but provision will also be made for hard copy applications.”

Looking into the future

Fredericks explains that in the next 20 years South African football will flourish as the trust would have produced a massive pool of talented football stars.

“If we can continue to put our efforts together as a country, this can be a revolutionary project for football development in South Africa. I’m convinced that in the next 20 years, our national team will be in the top three and top 20 in the world rankings.”

He says the initiative has been warmly welcomed by the majority of young people.

“In all the areas where we’ve built the sporting facilities, we’ve seen a lot of excitement, passion, energy and enthusiasm, by young people.

“As we mark 20th anniversary for freedom and democracy next year, it will be important to celebrate the hosting of the FIFA World Cup, which has already started to change the lives of our people.

The World Cup legacy will ensure that by 2020 more than 85% of any city’s population live within a kilometre or closer to an integrated rapid public transport network feeder or corridor. The integrated transport infrastructure and networks will improve the lives of South Africans for many years to come.™

***A version of this story first appeared on SAnews.gov.za**



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Most would agree that technology has taken over the way we live. We look at some application or apps as they are popularly known that make our lives easier and cater especially for South Africans – from filing your tax returns to viewing your bookings on South African Airways (SAA) anywhere, anytime. Public Sector Manager explores different apps that you could download onto your smart phones.

Travelling on the go

With the SAA application customers get access to comprehensive travel and airline information on the go. Information such as flight arrivals and departures is available at the passengers' fingertips.

Using the convenience of their smart phones and tablets, SAA passengers can now view their booking information, check in for a flight, find the status of their checked-in luggage, and view information on lounges, flights and destinations. The new functionalities are also helpful especially for passengers who are always on the go.

Travellers can download the newly developed mobile applications from the Apple App Store and Google play stores.

What's hot! What's new?

Flipboard creates a personalised magazine out of everything being shared with you. Flip through your social networks within seconds. Fill Flipboard with the things you like to read from breaking news to recipes for supper. Flipboard creates a single place to enjoy, browse, comment on and share all the news, photos and updates that matter to you.

Available on Google play and the App Store

Is it rain or sun shine tomorrow?

Whether you will be traveling across the country and struggling on what to pack for the next five days WeatherSA is the app for you.

The WeatherSA app allows you to customise the weather notices sent to your device, from storm warnings and national alerts to weekly forecasts and even the best time of day to cycle, jog, hit

the beach and much more.

This app allows you to track of the weather in real time as they cross the country. Creators of the app have dubbed themselves as the most accurate source of SA with great features.

Weather SA is available on the App Store and Google play.



Don't dodge the tax man

The SARS eFiling App is an innovation from the South African Revenue Service (SARS) that will appeal to the new generation of mobile taxpayers. With the new eFiling App, taxpayers are able to complete and submit their annual Income Tax Returns quickly and easily on their smartphones, tablets or iPads and receive their assessment. The SARS eFiling App brings simple, convenient and secure eFiling to the palm of your hand, anytime, anywhere.

As a registered eFiler you can use the SARS eFiling App to:

- View, complete and submit your annual basic Income Tax Return (ITR12)
- Save and edit your ITR12 locally on your device
- Use the tax calculator to get an indication of your assessment outcome
- View the status of your return once submitted
- View a summary of your Notice of Assessment (ITA34)
- View a summary your Statement of Account (ITSA).

Where to dine?

Zomato Restaurant Finder app gives you restaurant recommendations in your area and lets you look at menus, pictures and maps.

Zomato.com for Android also lets you check ratings and reviews of all restaurants in your area.

Source on some of the apps- <http://www.zapps.co.za/>



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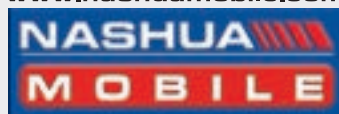


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The tricky side of sibling rivalry



Maintaining family relationships is tough enough when your siblings are normal. It becomes even more hairy when they're unashamed freeloaders.

Sibling rivalry is as old as time. But with time, it can sometimes evolve into an entirely different beast: sibling freeloading!

They say finance is one of the major stressors on all relationships – including family relationships.

And when you come from a large family, the odds are greater that there's going to be at least one bird that never leaves the nest. Not only do they stay, but they move in their kids, partner, and the partner's crazy dog that is hell-bent on eating detergents and attacking the walls, but allows burglars clear passage.

To add insult to injury, said partner is the type of guy who spends most of the weekend on the couch in yellowing underpants, drinking beer and watching sport while the house burns down around him.

While they always have an endless supply of beer, cigarettes, and takeaways, this sibling and/or partner always borrows money by the 2nd of the month. They promise to repay you at the end of the month but, when the 31st rolls around, their phones ring once before going to voicemail.

On family outings where the prospect of forking out money pops up, this sibling does one of two things: pretend they forgot their wallet at home. Or, orders the most expensive items on the menu, then disappears just moments before the bill arrives. The worst part is that they don't even have the decency to feel ashamed!

Yes, most families have at least one free-loader in their midst. And unfortunately, there are some events it would be considered plain bad manners not to invite them.

In my family, it's my sister and her husband in the yellowing underpants.

While growing up, we got along just fine - barring the occa-

sional cat fight. When she matriculated, she hadn't a clue what she wanted to do with her life. So she decided on a gap year. That has since turned into a gap decade or two. I matriculated hot on her heels, but got a tertiary education instead of following in her footsteps. And that's where the resentment started.

She, Mr Yellow Underpants and their kids still live with our parents.

My mother, bless her heart, is all about family sticking together. But even the old lady is losing patience with Team Freeloader.

It's become so bad that whenever I take my parents out for lunch, I have to pretend I'm taking them somewhere the freeloaders would never want to go: a stint of volunteer work. I usually feel guilty about this lie, and generally volunteer a fat tip to the waiter to make up for it.

Anyone who's experienced a freeloader knows that the sibling who enjoys even the slightest of success is responsible for everything. Success of any degree, in freeloader talk translates to: You owe them. This means anything from electricity, to medical bills, and even holiday money.

I know January is still far off, but I've decided I've had enough of their bad financial planning. And no, it doesn't involve moving to another country (it's a tad drastic). The thought did cross my mind because they're too cheap to make an international phone call to ask for money.

I have resolved to just be honest with them about the situation and my inability to support them and their habits any longer. I'm going to tell them I'm adopting two lion cubs which will a) take up all of my disposable income and b) will ensure they don't visit my place.

If that doesn't work, I'm not sure what will! 🐾

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