



Public Sector

Manager

Lifestyle

Travel, sports,
nice-to-haves

The year
of job
creation
takes off

Minister Gigaba

on youth
activism,
service
delivery and
the Public
Service

Youth:
What are
they thinking?

**Dr Bonakele
Mehlomakulu:**
SABS CEO
setting new standards

Loocha
Funky
new magazine
launched

Remembering June 16

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Our HERITAGE



george pemba, beaded women dancing

“Aesthetic experience and the need to reflect creatively his environment and living conditions is a universal characteristic of man. No Society or Community of people is known where this aesthetic need does not exist.”

Quote from Images Of Man
– E De Jager



beaded calabashes, estelle hamilton welsh collection



dumile feni, african guernica



gerard sekoto, the senegal woman



george pemba, xhewu

DEFINES OUR IDENTITY

"we are because it was!"

BY THE SOUTH AFRICAN RESOURCES AGENCY

THE exciting ability to use the environment, natural and artificial materials to reconstruct and express our experiences makes us human. Artwork voices our wordless deeper feelings and makes them accessible. Jewellery as adornment may enhance, endear or frame our looks. Some objects have been layered with abstract or telling social and cultural meaning and consequently have a broader heritage value or significance to South African society. Diverse places besides museums house heritage objects, ranging from homes, churches, schools, sports halls, farms and factories to State Institutions etc. Heritage objects are not only meaningful when we interrogate the reasons and methods used to make them, their uses, their reception by people and communities, they may also have religious, spiritual, healing and aesthetic significance for the makers as well. The reality is that some objects are made simply as a means to make money and put food on the table. Not to lose sight of our valued objects South Africa mandated the South African Heritage Resources Agency (SAHRA) to monitor the movement of these objects (whether in public or private ownership) when they are loaned or exported out of our country by issuing permits. This entails putting into place proper loan agreements between South Africa and the foreign lender.

Sometimes people jokingly refer to SAHRA as a difficult lady who jealously guards South Africa's resources. SAHRA is mandated by the National Heritage Resources Act of 1999, 'to promote good management of the national estate, and to enable and encourage communities to nurture and conserve their legacy so that it may be bequeathed to future generations'. There are two classifications of Heritage objects: types of heritage objects and Specifically Declared Heritage

Objects. Any person may nominate an object or collection of objects as a Specifically Declared Heritage Object/Collection which SAHRA will assess based on particular criteria.

Some of our collections that arouse our sense of being, pain and struggle are housed at Fort Hare University because of the significant role Fort Hare played in the emancipation of South Africa. It was the first institution to offer tertiary education to Black students in Africa and has since its inception in 1916 actively sought to inspire and express the aspirations and ideals of black South Africans. Fort Hare's male and female graduates have left a unique and indelible mark on the pages of South Africa's history at home and abroad; leaving no contestation or doubt among South Africans on why Fort Hare is the custodian of choice and podium for parading some of our jewels which are inextricably bound with the struggle history of Fort Hare, a struggle of South Africa.

One of the specifically declared collections that Fort Hare curates is the Estelle Hamilton-Welsh Collection. It is made up of objects collected between 1880 and 1940 of beadwork, costumes, grass work and many other small items of Xhosa, Mfengu, Thembu, Mpondo, Zulu and Ndebele origin. Then there is the F.S. Malan Collection, which dates from the mid-1930s - a wide range of Southern African cultural objects which include beadwork, cloth, animal skin bags, etc., reflecting a wide spectrum of Southern African cultures. These were collected in Mpumalanga, the Northern, the North West and the Free State provinces.

The evocative and inspiring Contemporary South African Art Collection is a feast for lovers of fine art. It spans a wide range of fine art disciplines such as etchings, woodcuts, wood-blocks,

linocuts, serigraphs, drawings, paintings and sculptures of more than 150 artists. It is the works of internationally renowned giants such as Gerard Sekoto, George Pemba, Dumile Feni, Sydney Khumalo, John Muafangejo, Lucas Sithole, Ephraim Ngatane, John Mohl, Cyprian Shilakoe, Ezrom Legae and Louis Maqhubela and others.

The conversations that take place between the visitors who view these collections and the collections are difficult to decode because they are private. Some members of the public use them as points of reference with respect to issues of interest in the cultural practices of communities and black artists whose works were ignored under Apartheid. Students ranging from tertiary level of different disciplines study these in diverse ways. The research relevance of these collections as a resource for the Arts and Culture learning area which is part of the school curricula is big.

The collections are under the curatorship of the University which solicits the knowledge and expertise of people who understand the objects to assist in the interpretation of the variety of collections. The Contemporary Art Collection benefits from the insights of curators with the relevant professional curatorial knowledge and skills including the Fort Hare based Liberation Movement Archives. In addition, SAHRA has over the years worked closely with the University of Fort Hare and where possible, provided resources to ensure that the collection is conserved according to best practice.

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Available on our website www.sahra.org.za
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Or
Contact the Heritage Objects Officer



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Loocha

www.loocha.co.za

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This particular edition of *Public Sector Manager* comes out in the month when we are celebrating the youth. This year marks the 35th anniversary of the Soweto Youth Uprising. 16 June 1976 has been engraved in the psyche of all South Africans and reminds us to take command of the values enshrined in our Constitution. This day was denoted by the horrific murder of 12-year-old Hector Pieteron.

It is this stark imagery of the oppressive past and its brutality to its victims, irrespective of their age, that allows us to appreciate our current democratic dispensation. In recognition of the role the youth played in the democratisation of our country, we thought it befitting to dedicate this edition to them.

South Africa's liberation struggle was marked by its success in mobilising, among others, the youth. Over 15 years into democracy, it is gratifying to see the youth once again being mobilised for the national good. In our country, young people have always been part of the political process and invited to the table, as it were. If not invited, they have always invited themselves!

This idea of youth citizenship, where young people

participate as equals, is sometimes a stretch for many adults. But once at the table, young people have always proven some of the fears we have about them incorrect. They are committed to their country and care about its future, which is their future.

The point one is making is that "youthfulness" should not become a justification for excluding young people from decision-making or our national life in general. It is our obligation as families, schools, institutions of higher learning, political organisations, religious institutions, business and government to facilitate the full participation of young people within their communities, as well as at national level.

For our part as government, we have created the National Youth Development Agency (NYDA) with the intention of mainstreaming and integrating youth development in all organs of state, the private sector and civil society. But the creation of a structure, important as it is, will not in itself lead to youth development. It is in our active support of the youth programmes run by the NYDA that we can bring about meaningful youth development.

For example, government departments and business should go out of their way to support youth-owned enterprises, recruit interns and run mentorship programmes for young people. These are just some of the practical things we can all do to promote youth development.

We must also commend the youth for the enthusiasm they showed in the recent local government elections. Statistics from the Independent Electoral Commission show that as far as new registrations are concerned, about 80% were from young people under the age of 30 years. This is an indication that young people have come to understand the role they need to play in our constitutional democracy.

Significantly, it also challenges one of the most frequently used justifications to exclude young people – youth apathy. Young people are frequently portrayed as lacking motivation to become involved and this has led to the media hype about the Generation X syndrome, which describes them as a politically ignorant, socially inert and self-absorbed group. Well, our youth have demonstrated they are the opposite and for that they must be lauded.

Let's encourage all public servants to take part and use the month to organise events and activities to pay tribute to and encourage our youth.


 Minister Collins Chabane
 Minister in The Presidency: Performance Monitoring, Evaluation and Administration



CITY OF EKURHULENI THE PREFERRED SPORTING DESTINATION

For a long time the Ekurhuleni region has been synonymous with manufacturing earning it the nickname 'Africa's manufacturing hub'— and it still is, but this is certainly not all that the area has to offer. This has become more apparent thanks to the 2010 world cup.

With the City of Ekurhuleni not being a host during the soccer spectacle, the municipality had to take advantage of its centrality as the main gateway into the rest of South Africa and Africa and the fact that it is home to the biggest airport in Africa, the O.R Tambo International Airport and be the welcoming city.

A flagship 2010 legacy park, Dries Niemandt Welcome Village, in Kempton Park was built to give tourists and soccer fans a unique experience while enjoying soccer on big screens.

Shortly after the world cup, the City of Ekurhuleni which had proven what they can do as a welcome city, played host to the 7th CAF African Women Championship – a prime continental soccer tournament that pits the best women national teams against each other.

With its two refurbished stadiums Sinaba in Daveyton (New Zealand training venue) and Makhulong in Tembisa (warm-up match between Nigeria and North Korea) having played a crucial role in the 2010 FIFA World Cup the City was more than ready to host the continental showpiece. For Ekurhuleni the tournament was an opportunity to showcase what the City has to offer in the sporting front and to promote it as a major tourism and destination point domestically and internationally. After all, the City boasts world-class executive hotels and tourism products ranging from eco-tourism, gaming and entertainment, shopping, soccer and family entertainment, tourism routes and cultural and township experience.

Days before the starting of the world cup the City of Ekurhuleni again demonstrated why it is fast becoming an alternative sporting destination when it hosted the week-long COPA Coca-Cola Football Stars Inter-Africa Tournament at the newly built state of the art Kettlehong Stadium – another 2010 legacy project

The City's hosting of major sporting events is not limited to soccer only; major boxing tournaments are regularly hosted at the two major casinos in the region while Willowmore Park home of the Easterns Cricket in Benoni is one of the new international venues on the South African cricketing calendar.



a partnership that works



City of
Ekurhuleni

Meeting the information needs of **public sector managers**

In 2009, the United Nations declared that August 2010 to August 2011 would be the International Year of Youth. Given our own celebration of Youth Month, still within the International Year of Youth, it is a good time to reflect and refocus our attention on the needs, challenges, views, talent, aspirations and strides that our youth have made. In this edition, we seek to do exactly that.

In terms of the strides made by young people, we thought it appropriate to feature a former youth leader, Minister Malusi Gigaba, who is now in charge of the Public Enterprises portfolio. Minister Gigaba honed his leadership skills and qualities through his activism in youth structures.

A cursory look at his curriculum vitae shows that he served in structures such as the Congress of South African Students, South African Youth Congress, South African Students' Congress and Young Christian Students. And he was, of course, president of the ruling party's youth league.

His appointment in 1994, at the age of 33, as Deputy Minister of Home Affairs was not only a vote of confidence in his skills but an affirmation of youth capability. Today, at barely 40 years of age, he holds a full ministerial position. Minister Gigaba is part of a relatively young generation of leaders that is taking over politics and economics in the world. But he is an example of something more than just youth. He offers fresh perspectives and new thinking on a range of issues. Read the interview with him on page 14.

Still on personalities, we celebrate Dr Boni Mehlomakulu, Chief Executive Officer of the South African Bureau of Standards. She is one of the youngest PhDs (Chemical Engineering) in the country, having obtained the qualification from the University of Cape Town in 2003, at the age of 30.

She heads a strategic national institution that is responsible for the promotion and maintenance of standardisation and quality in connection with commodities and the rendering of services. Apart from her passion for science, she has a

zeal to see young people develop and being mentored in the workplace because she herself was given that opportunity.

Which brings us to the interview (page 54) with Setepane Mohale, a young economist and policy analyst at the

Department of Economic Development, whose political principal, Minister Ebrahim Patel, is giving her all the opportunities to grow. Mohale, whose mastery and presentation of the New Growth Path (NGP) has left those who have listened to her awed, has at times found herself standing in for the Minister at forums discussing the NGP. I see this as part of managing young public service managers' careers and motivating them to stay within the sector.

Beyond personalities, we feature substantive youth-related issues. Our team recently played "fly-on-the-wall" during a discussion involving the youth. The discussion proved that, contrary to popular opinion, young people are far from apathetic but have great interest in political issues and are constantly searching for different ways of expressing themselves.

We also feature a hard-hitting opinion piece by Busani Ngcaweni on the obligations of public sector managers towards

the youth. It is a topic we have not yet fully explored as senior public sector managers. As an important cog in the State machinery, we have the responsibility to be the lead agents in supporting the implementation of the country's youth policy and providing the necessary environment for youth development.



Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson



... it is a good time to reflect and refocus our attention on the needs, challenges, views, talent, aspirations and strides that our youth have made.



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(*Just another reason why we're the exception)

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www.zulu.org.za

A great read indeed

I have read your April launch edition of the *Public Sector Manager* magazine, and I found it quite interesting. I must admit, I usually find government publications quite boring and unimaginative, but the various sections such as features, lifestyle, food and wine, employee benefits and even "On Camera" photographs are quite informative.

I would, however, like to see a racial balance and being represented in the magazine, as there are employees of every colour and creed working within the public sector.

I specifically like the article on how the magazine came to be on pages 14 and 15. I admire the fact that you have included photos of your team. This at least gives us readers the chance to put a face behind the words and features.

In your lifestyle section, you feature car reviews, fashion and food. It would be nice to see great book reviews, as we are indeed a reading nation, and there are many books out there that talk to the managers of government.

All in all I do find the magazine to be a great read. Well done to your team for making government jargon enjoyable.
– *Cindy Williams, Cape Town*

A good mix

Your April edition had a good mix of content. I particularly enjoyed the article by Dalson Modiba on the critical role played by internal auditors within the public sector in ensuring that taxpayers get value for money for their contributions.

The article also highlighted how internal auditors in various departments keep in check the spending patterns and the adherence to business plans by different directorates within a department.

Modiba gives us an insight into how internal auditors act as the early warning or flashing lights when departments veer off the approved busi-



ness plans as per their budgetary allocation at the beginning of each financial year.

Keep up the good work as you provide a platform on which public sector managers could learn from the best practices employed by their fellow colleagues in other departments.

– *Nyiko Mathebula, Polokwane*

A job well done

I really must congratulate you on a job well done for the April launch edition of *PSM* as it was indeed a great read. The article

entitled "Experience doesn't have to kill enthusiasm" by Mr Vusi Mona really caught my attention; I felt a sense of delight being a young government employee myself.

Often age plays a major role in organisational hierarchies where subordinates are not quite often encouraged to meet with executive managers to discuss issues of prominence.

I really like the managerial style adopted by Mr Mona,

delegating tasks to employees and giving them equal opportunities to pitch creative ideas. This sort of engagement is a clear indicator of the amount of trust and faith he has in his colleagues.

With reference to the title of the article, it is indeed quite true that with surmountable experience, enthusiasm plays an integral part within one's career because even with extensive experience, if an individual lacks enthusiasm about what it is they do, then there will be a spark that lacks in whatever project one may be involved in.

I must say, I'm really looking forward to reading interesting articles of high calibre such as the one that I have read. Keep up the good work!

– *Kelebogile Tsholo, Roodepoort*

We hear your views!

Please continue to help us make each issue better than the last by writing to the Editor, Vusi Mona, e-mail: vusi@gcis.gov.za. Don't forget to include your name and the city or town where you live.

Facts and figures at your fingertips

HOUSING AND BASIC SERVICES

- Nationwide, the percentage of households with no toilets or bucket toilets decreased from 12,6% in 2002 to 5,9% in 2010.
- The percentage of households connected to mains electricity supply increased relatively consistently from 76,8% in 2002 to 82% in 2010.
- 89,3% of South African households have access to piped water.
- There has been continued growth since 2002 in the ownership of dwellings, from 53,1% in 2002 to 58,1% in 2010.

Source: *General Household Survey, 2010*

SOCIAL SECURITY

Social grants benefit approximately 28,4% of South Africans. Nationally, 44,6% of households receive at least one form of social grant.

Source: *General Household Survey, 2010*

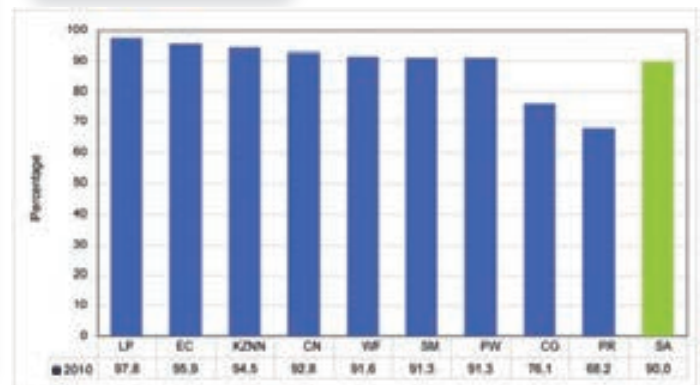
NATIONAL RURAL YOUTH SERVICE CORPS (NARYSC)



Eight thousand young people have been recruited to the NARYSC. Aged between 18 and 35 years, these young people will provide community service in their own rural communities. The NARYSC, launched in Dysseisdorp in the Western Cape in May 2011, will focus on areas of development that are relevant to rural communities, such as construction and disaster management. The programme is aimed at creating work opportunities for at least 10 000 young people from poor rural areas.

Source: *Quarterly Labour Force Survey, 2011 (Quarter 1)*

EDUCATION



Food for thought:

The graph above shows the percentage of learners attending public schools and who benefited from the National School Nutrition Programme (NSNP) in 2010. Nine-tenths of learners attending public schools were reported to receive food at school. Learners in Limpopo (97,8%), Eastern Cape (95,9%) and KwaZulu-Natal (94,5%) benefited most from the NSNP.

Source: *General Household Survey, 2010*

Fast fact: The number of post-school learning opportunities will increase by a further 103 940 in 2010, bringing the total opportunities to be created in 2011 to 288 487. This is up by 56% compared to last year.



JOB CREATION

According to the *Quarterly Labour Force Survey, 2011 (Quarter 1)*, there was an overall increase of 42 000 jobs, with community and social services accounting for the biggest jobs gain (133 000), followed by trade (80 000) and manufacturing (48 000).

Source: *Quarterly Labour Force Survey, 2011 (Quarter 1)*

On Camera

Freedom Day

Freedom Day was celebrated on Wednesday, 27 April 2011, at the Union Buildings in Pretoria. Freedom Day is an annual celebration of South Africa's first non-racial democratic elections that took place on 27 April 1994. It is a day that represents peace, unity and the restoration of human dignity of all South Africans. In the spirit of building a South Africa that belongs to all, Freedom Day celebrations are intended to unite all South Africans in consolidating our country's democracy.

The evening of 27 April saw President Jacob Zuma bestowing 37 National Orders upon deserving citizens and members of the international community. The National Orders are the highest awards bestowed by the President of the Republic of South Africa upon people who have contributed meaningfully to making our country what it is today.



1. *Hélène Passtoors received the Order of the Companions of OR Tambo in Silver.*

2. *Sam Nzima received the Order of Ikhamanga in Bronze.*

3. *Tsietsi Mashinini received the Order of Luthuli in Bronze, posthumously. His brother Dee Mashinini accepted the Order.*

4. *Pieter Steyn received the Order of Mapungubwe in Silver.*

5. *The crowd outside the Union Buildings during the Freedom Day celebrations in Pretoria.*

6. *Viacheslav Shiryayev from Russia received the Order of the Companions of OR Tambo in Silver.*

7. *Nowongile Molo received the Order of Baobab in Bronze.*





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Join

Minister Malusi Gigaba **on youth activism,** service delivery and the Public Service

In Youth Month, Public Enterprises Minister, Malusi Gigaba, shares his views on nurturing young talent and taking the Public Service into the future.

Writer: Tyrone Seale

Photographer: Yolande Snyman

Public Enterprises Minister, Malusi Gigaba's, steep ascent to national leadership and influence is probably best illustrated by his response to being asked where he was on 16 June 1976.

Among a certain generation of South Africans, recalling 16 June 1976 often invokes a narrative ranging from political awakening or involvement, the adolescent excitement or danger of engaging the apartheid security apparatus or, more sombrely, the tragic personal or collective losses associated with the conflict of the past.

In the 39-year-old Minister Gigaba's case, the storyline involves the dirty tricks and "fowl" play of childhood in KwaZulu-Natal: "I was gravitating towards my fifth birthday (30 August). I must have been in Mthunzini, a little rural area outside Eshowe, living with my grandmother; playing with the chickens and getting dirty – oblivious to what was going on around the country."

With 16 June bringing the country to (yet another) crisis point two months before Malusi Knowledge Nkanyezi Gigaba's fifth birthday – including the international community stepping up pressure on the apartheid regime – the young Gigaba's political oblivion was destined to expire.

The journey to a life in politics started with trekking around Eshowe, Groutville, Stanger, Umkomaas, Dundee and other centres of the KZN hinterland as Minister Gigaba's father Jabulani – a cleric and part-time sugarcane farmer – and nursing mother, Nomthandazo, relocated to places where the young priest was posted.

Being on the move in his formative years grounded, rather than dislocated, Gigaba. "It taught us the value of family: my parents did everything and sacrificed everything for their children. When I look back in time at what pleasures they denied themselves to give us education, and to raise us, I hold them in awe."

Our parents were proud of the progress we made but they taught us humility; they taught us that in their own conduct.

The premium attached to education in the Gigaba household could not avert the teenage Malusi's involvement in class boycotts in the mid-1980s under the auspices of the Sibongile Youth Congress in Dundee.

By 1989, when he enrolled for an education degree at the University of Durban-Westville (UDW) – where he was to earn a Master's in Social Policy in 1994 – KZN was a bloodbath.

"We lived in a township that was in the grip of brutal violence; people dying; people being killed at night; houses being burned."

It was an existence he wishes will never be visited upon this country again, and much as the youth of today owe the youth of yesterday a major debt of gratitude for the transition to democracy, the former Deputy Minister of Home Affairs calls on young South Africans to set their sights on the future rather than dwell on the past.

He does not expect them to tread the path he trod: chairperson of the South African Students' Congress at UDW; provincial secretary of the ANC Youth League (ANCYL); chairperson of the ANCYL's Political Committee and National Economic Development Commission; Member of Parliament (1999 to 2001); and President of the ANCYL (1999 to 2001).

It's a lot of living and learning packed into four decades, but this young veteran says South African youth must find their own, unique way in this life and in this country's development.

He cites Oliver Tambo's 8 January 1987 Statement: "We must raise the calibre of leadership of our youth as well as their competencies in all fields: political, social and economic, in order to prepare them better for the tasks ahead in our revolution."

The youth shouldn't rehash our slogans to bring about the death of apartheid. They must design slogans to help them shape the future. They should carve out their own role and niche in today's – and tomorrow's – struggles.

Gigaba unpacks it this way: "I belong to a generation whose leadership capabilities were harnessed and steeled in the very crucible of the struggle, under difficult conditions.

"However, the challenges that face the youth today are different. The youth shouldn't try to live the life we lived. They can't be living in the past. The youth must try to live in the future. The generations of Mandela and Tambo lived in the future, in order to change things.

"The youth shouldn't rehash our slogans to bring about the death of apartheid. They must design slogans to help them shape the future. They should carve out their own role and niche in today's – and tomorrow's – struggles."

He likens intergenerational transitions to athletic relays where neither the baton-carrier nor the receiver come to a dead halt or take off from a cold start, respectively. Instead, the carrier slows down as the receiver slowly gains momentum, ensuring that momentum isn't lost.

"Today's youth need to develop slogans that help them to hand over the baton as they run towards the next generation, but for the youth to do that, we need to groom them."

This is particularly vital in the Public Service, says the man tasked politically with ensuring that the State's shareholdings in a range of key enterprises are financially sustainable and that the enterprises contribute to the broad objectives of the New Growth Path.

"My biggest criticism of the Public Service is that we don't groom the future leaders of the Public Service. There are few DGs today who joined as deputy directors or directors.

"We need to groom leadership capabilities and competencies of the youth in our Public Service, as they walk in as interns or fresh from varsity. We must provide them with the space to grow and imbue them with a desire to learn more to develop themselves.

"DGs should be ready-made in our departments; ready to take over and carry on because they know the job inside out, and have the experience and skill. If we did that, we'd have done the South African Public Service itself a great service.

"Let's imbue the youth with a love of education. If people think you join the Public Service to come to retire and rest, they need to know that there's in fact a lot of hard work here, a lot of commitment to be had, because our people deserve the best from us."

As one of the driving forces behind the Department of Home Affairs' turnaround strategy that entailed large-scale interventions to improve professionalism and root out criminality, Minister Gigaba has a detailed interest in ensuring that citizens get "the best from us".

It was particularly opportune that the *Public Sector Manager* interview took place a day after the 18 May local government elections, in the run-up to which Minister Gigaba and Cabinet colleagues were exposed to the



LUTHULI MUSEUM

Let the spirit of Luthuli speak to all

FACILITIES

The Luthuli Museum consists of the original 1927 home of Chief Albert Luthuli, a modern Interpretative Centre, a site for temporary exhibitions, events and workshops.

A guided tour is available to visitors and tour groups. Admission is free.

OPENING TIMES

Monday to Saturday 08h30 to 16h00.
Sunday and Public Holidays 11h00 to 15h00.
The Luthuli Museum is closed on Good Friday, Christmas Day and New Year's Day.

CONTACT

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Chief Albert Luthuli

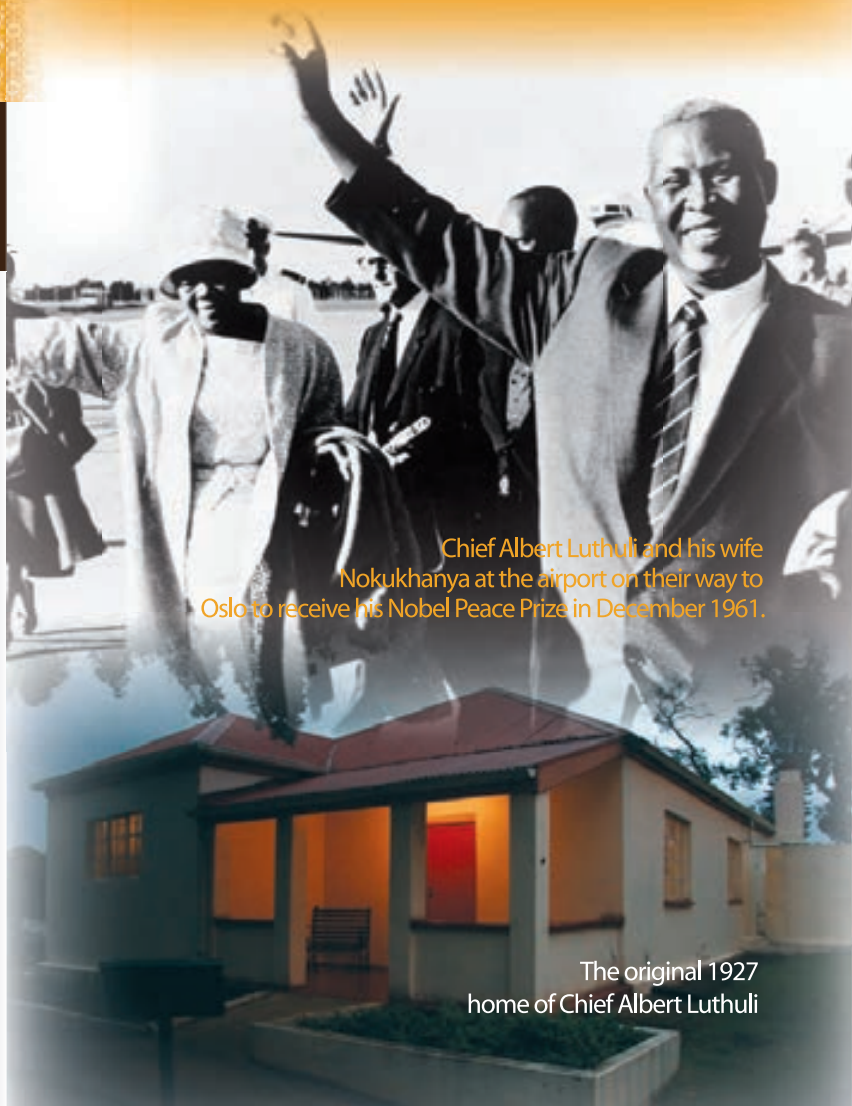
(ANC President - General from 1952 - 1967)

was awarded the Nobel Peace Prize in 1960 and received it in Oslo, Norway on 11 December 1961. The award was in recognition of his role and contribution to human rights and the liberation struggle against apartheid South Africa.

This year marks 50 years of this historic award to Chief Albert Luthuli and celebrates his life and legacy.

1960 - 2010

50 years Africa's First Nobel Peace Laureate



Chief Albert Luthuli and his wife Nokukhanya at the airport on their way to Oslo to receive his Nobel Peace Prize in December 1961.

The original 1927 home of Chief Albert Luthuli

coalface of delivery – and, regrettably – non-delivery of services.

“There’s an absolute urgency to provide quality services to our people,” he says. “In fact, do we know what we mean when we say ‘our people’?”

“We have just come from a gruesome election canvassing process where we entered houses which aren’t different from shacks. We spoke to the poorest of the poor, including Indian families in Stanger, who are living in terrible, terrible poverty.

“(In another area) I visited someone who told me his house leaks every time there is rain, and that his electricity is often off for five hours a day.

“This person just needs electricity to cook and wants to use a basic, decent heater; nothing fancy. He can’t afford an electric blanket, for example.”

The canvassing tour left its mark on this campaigner. “A door-to-door campaign like this needs to be done with your heart, not as a normal business of canvassing for votes, so that you come out of that enriched – at least spiritually – by what you have seen, in order for you to understand what you have seen.”

He wishes the chief executives and chairs of state-owned enterprises had been on the road with him.

“I wish we could take them to see some of these communities we serve. The President’s injunction that we create jobs and develop skills needs to be taken up with vigour and energy and we should try to exceed the targets. Let’s try to do something out of the ordinary.”

But he believes the extraordinary has to follow the ordinary. That means getting the basics right first.

For public enterprises, this entails proving its relevance not just to the business community whose interests are concentrated around the country’s economic infrastructure, but to so-called ordinary South Africans as well.

We must be able to talk to ordinary people about how Transnet taking freight off the road and onto rail helps to spare our roads and helps with road repairs and maintenance, but we must also talk about how we serve business, which creates jobs and generates revenue that we can use to build schools and other amenities.

Reflecting on his Home Affairs tenure, Minister Gigaba recalls: “I said there that we are servants of the public; not the other way round.” Your job is to serve the public

and to serve them best, whoever they are – small or big, rich or poor, regardless of complexion or length of hair.”

In an age of rapid automation and technological interfaces replacing human faces, Minister Gigaba insists on the personal touch. “You can have the best

IT system, but it’s not IT that serves the people.

There were many instances where we

went to Home

Affairs offices

that didn’t have

IT, but they had

the best people

who did a million

times more

than any IT system

could have

done.”

Much as he

demands

improvement,

Minister

Gigaba remains

fundamentally

positive in his

assessment of the

Public

Service.

“South Africa is

working because

the Public Service

is working. If we

didn’t, we wouldn’t

reach the targets

we have reached

in terms of pen-

sions, grants, disability,

houses,

and so on. We have

the best infrastructure

on the continent

and can be compared

with some of the

best in the world.”

There are a few rotten

apples, but it is human

nature to want to focus

on this minority and

ignore the preponderance

of success.”

A few hours after

making this observation,

Malusi Gigaba and

his top team at the

Department of Public

Enterprises started a

five-hour workshop,

facilitated by a world-

class economist, to

gain insights into the

role of infrastructure

in development.

It’s one in a series of

programmes being

developed in association

with academic and

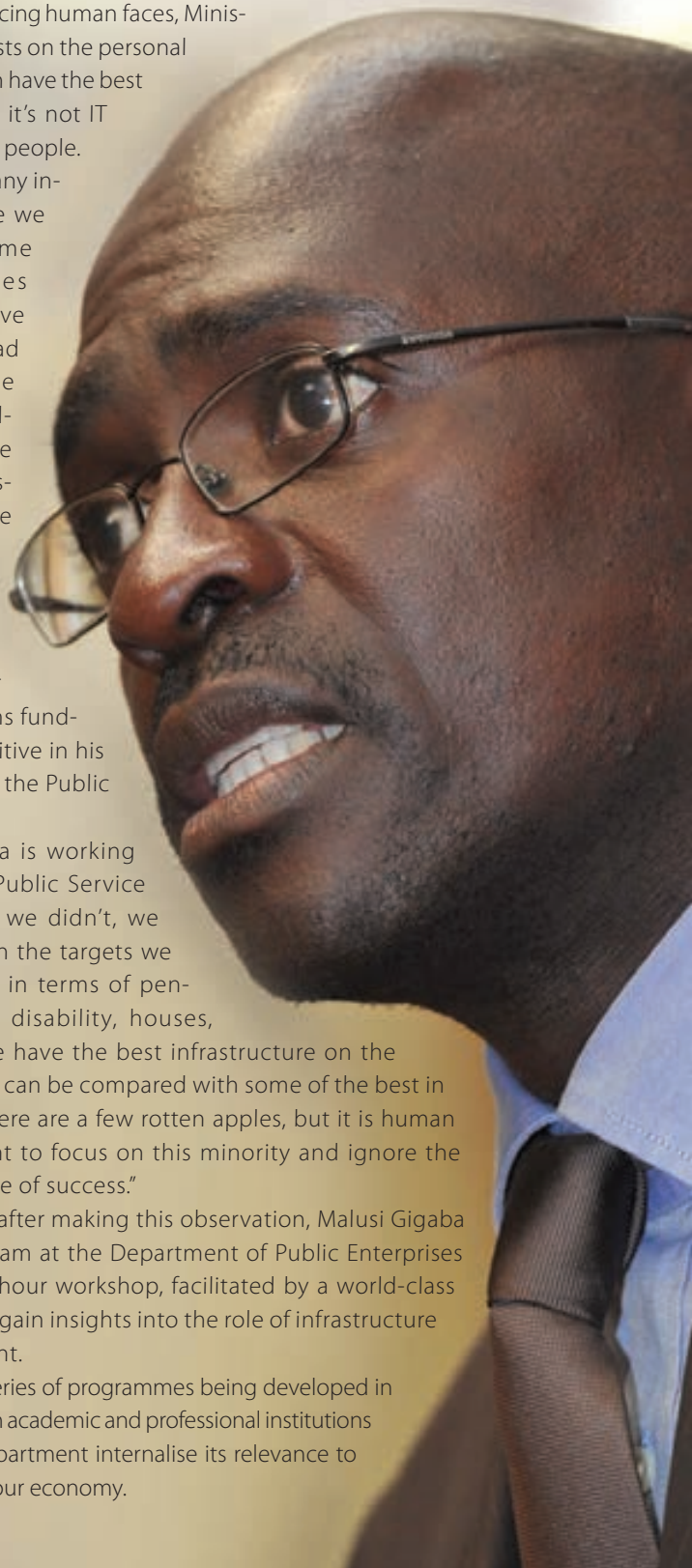
professional institutions

to help the department

internalise its relevance

to the growth of our

economy.



Young and in charge

There aren't too many people who know that behind the grey walls that house the South African Bureau of Standards (SABS) is a young dynamic leader who is not only passionate about her country, but also about the industry that she's in. Chief Executive Officer of the SABS, Dr Bonakele "Boni" Mehlomakulu, talks to *Public Sector Manager* about the SABS and lets us in on who she is as a person.

Writer: Ongezwa Manyathi

The SABS, a public entity under the Department of Trade and Industry (dti), is responsible for, among other things, regulating the quality of South African goods and services and providing standards that enhance the competitiveness of South Africa. The standards it sets also provide a basis for consumer protection, health, safety and environmental issues. These standards originate largely from the dti's regulation of products and processes. In this regard, this agency plays a critical role in the well-being of South Africans as consumers. And yes, in so far as it prescribes compulsory specifications for locally manufactured products and those that we export, one cannot isolate it from our competitiveness as an economy.

The SABS also prescribes specifications for imported products so that they meet the minimum requirements as set out in the relevant South African National Standards. At a time when cheap (though not necessarily healthy and safe) imports have become an issue especially for developing markets like ours which are often seen as a "dumping ground" for poor-quality products, the importance of this particular role cannot be overemphasised.

The head office in Groenkloof, Pretoria, is a massive building

which at the time of this interview was being extended and nearing completion. Set in a beautifully landscaped garden, it houses a testing facility where products are tested for compliance, as well a Design Institute. The latter promotes the benefits of design to foster the economic and technological development in South Africa. The institute focuses on design education, industry and information, and includes a number of award schemes and design publications.

Dr Mehlomakulu points out that the SABS also offers advice to a number of government departments and regulatory bodies about standards. "The SABS logo that you see on various products is a mark of quality that any consumer can use to make decisions on products. It means that they can rely on the quality of the product," she says.

The SABS has a massive mandate, talk to us about some of the challenges that you encounter, especially when it comes to quality assurance.

In the age of economic isolation, South Africa managed its

whole value chain. We then went into a space where we invited competition and there were obviously products that came into South Africa that were not South African products. The disadvantage here is that if a country does not have a good national standards body, it can open itself up to an influx of inferior products. This means that as a country we need a properly capacitated institution both in terms of people and equipment to deal with those kinds of issues. We are not a very innovative country and tend to rely on other countries to produce goods for us. This puts pressure on the SABS that has never been there before. If one looks at the last 10 years for instance, the number of diverse products that we've tested has tripled. One testing station cannot cater for the variety of the products that are in the market.

So, our biggest challenges are keeping up with the developing markets, keeping up with diverse products from all over the world with different requirements, and keeping up with the testing needs. Our other challenge is ensuring that small, medium and micro-enterprises and entrepreneurs are not kept out of the market by big industries using standards. We have 90 different testing environments – tests for different sectors. We test everything from pipes to leather to food. Each environment is diverse and cannot be tested the same way because the conditions are different. Each product is guided by its different standards.

So, what is the difference between a product that has been to one of your labs and one that hasn't?

When consumers see a product with the SABS logo on it, they must know that the SABS says this product is safe, it performs within the set specifications, and that we as an organisation have gone to look at the company's production methods. South Africans should be insisting on products that carry the SABS logo because they can be sure that that product has been tested within South African conditions and for safety. If the product is not satisfactory and it carries the SABS mark, we have an obligation to you as a consumer to go and investigate what went wrong. We do audits every six months and also do spot checks on companies, because it's about credibility and protecting our brand as well. Consumers must also monitor the use of the mark and they must tell us when it's misused.

If I have a new product that I'd like to introduce into the market, how do I get it SABS-approved?

If your product falls in the category of products that have existing standard/s and it complies then it's easy. We take that product and test it against the existing standard and we can give you a report. If it is a totally new product, then we would need to

develop a standard for it. Such a process is not a one-day or week or month process but rather a consensus-based process that is driven by industry. Players in the industry will obviously not want to take part in developing standards for a product that will directly compete with their product. As the SABS, we need to be innovative around that space and find ways to allow entrepreneurs who are bringing new products into the market to get standards developed. I will admit that this is still a challenge for us.

How do you award people in your industry?

We have awards around October every year for people who are able to use standards to improve their businesses. Secondly, for the last 40 years, the SABS has been hosting the Design Institute of South Africa – an area that I'm very passionate about. I come from the innovation space and I believe that innovation is crucial to the growth of our country. You know, we have debates about creating new industries, job creation and so on but I think we miss the building blocks that are necessary for those programmes to work sustainably.

The ability of a country to design new products is key to that country developing new industries. But somehow, we don't have that factored in anywhere. At the SABS, we have this institute which we manage on behalf of the country but it's not known or supported. So, I've taken it upon myself to develop a strategy that links design to the manufacturing industry goals that we have for the country. It's something that I want us to do during my tenure.

Tell us a bit about your academic and career background

I studied Science at the University of Natal. My studies were mostly funded by Sasol and I went to work for them. I stayed at Sasol for seven years and during that time I was also doing my PhD in Chemical Engineering. Before taking up this position, I was in government for six years.

Did you have any mentors earlier in your career or do you have any role models?

I had an amazing experience at Sasol. The person who was responsible for me as a student at Sasol was an Afrikaner man. I guess I was very enthusiastic about my work and he took an interest in my career. He was the person who opened doors for me, who fought for me, who guided me, sat me down and gave me honest feedback. I don't know why he did it, but I'm grateful he did. I think we need more people like him to take an interest in young people's careers. It should be factored into every manager's Performance Agreement because I think we get so caught up with our own responsibilities that we miss that.

As a young black woman, I look up to Dr Mamphela Ramphele because I try to think of the time when she was growing up and I wonder how she managed to stand up as a woman and be



counted during her time. I also admire people who are able to strike a balance between family and work. I also admire our icon Nelson Mandela. What he did for this country humbles me all the time. The challenges that I face in the organisation and as a manager do not compare to the challenges he faced during his time. I sit here as a young black woman, absolutely grateful for the South Africa that we have today. I wake up knowing that I have an opportunity to make a difference and it comes from just looking at what other people had to sacrifice for me to be sitting where I'm sitting today.

Speaking of mentoring in the workplace, are there any plans for a mentoring programme for the SABS?

When I moved from Sasol to government, I was a very technical person – very capable, very qualified but I had never managed people in my life. I got to the Department of Science and Technology (DST) and suddenly had a team and a budget to manage! The DST did something very innovative in that all new managers were given mentors to shadow for a period of six months. I benefited so much from that experience. Young people need that. We need that guidance, and somebody to say: "Actually I think you're struggling in this area, so let's see what we can do to address it". That's something that we've started to do here at the SABS.

What do you think are some of the challenges facing young leaders today, especially in the public sector?

I think it's lack of exposure and guidance. People don't have the confidence to implement. We struggle in this country in general with implementation and that I believe has to do with lack of

confidence. We have very capable and qualified leaders in the public sector, but they struggle with execution due to fear of failure and being judged. I think we should allow people to fail a bit. Let us be open to learn new things, correct where we go wrong and move forward.

Please share your thoughts on June 16. How different do you think a youth from 1976 was to a young person today?

I was three around that time but I've watched documentaries about June 16. One can't help but connect with the youth of that time and the frustrations that they had. I look at the struggles that we have today and I can see a little of that bubbling up around a different agenda that is not necessarily political. Young people today are faced with the struggle of financial freedom. They want access to education, jobs and a licence to a better life. The opportunities are there, but I don't think that they are trickling down to those who need them the most. We need to work harder to make opportunities available to young people. If I had the means, I would build technical high schools in all nine provinces – especially in rural areas where children will be required to learn Maths and Science.

What would you like our readers to know about the SABS?

I think that the SABS can play a major role when it comes to standardisation. We can also do so much more to develop new industries and even create jobs. I would also like South Africans to use the SABS a bit more – we have incredible testing infrastructure here, people must use it.

This and that

- **Briefly tell us about your family ...** I'm married with two children aged nine and four.
- **The one thing that most people don't know about me is ...** That I'm a really good cook!
- **Five people I'd invite over to my house for dinner are ...** Nelson Mandela, Dr Mamphela Ramphele, President Jacob Zuma, Oprah and a child from the poorest community/village for that child to see what is possible. I wouldn't be where I am today if I had not seen what is possible.
- **In my leisure time I like to ...** Spend time with my family – my kids especially. They've humbled me and made me a better person. I also love reading.

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Trail

Name: Teboho Sejane

Designation: Business Strategist,
National Youth Development
Agency (NYDA)

I also act as adviser to the CEO on corporate strategic issues, such as compliance with governance processes and strategic positioning of the NYDA on an ongoing basis through designing new programmes and interventions aimed at advancing the livelihood of youth in South Africa.

My greatest strength is ... My ability to work with a diverse group of people. Therein is the key to creating something spectacular out of what seems chaotic and disorganised.

The best advice I ever received is ... "You are the only you there is".

My motivation comes from ... My LOVE for self and others. It propels me to do more, to try again and to never give up! It keeps me passionate even when everything seems to be going awry.

The most important lesson I've learnt during my career is ... No matter how intelligent, driven and genius you are, you cannot do it alone.

Right now I'm reading ... *The Sound that Changed Everything* by Stephen Everett. I'm reading the book for the second time. I'm challenged by the boldness and the candour through which the writer describes the role of the Church in this season, and what has gone wrong in the Church.

To unwind, I ... read, write and spend time with my loved ones. I love to go to the theatre, I'm into live shows big time!

What most people don't know about me is ... I get the best advice from my seven-year-old daughter, Neelo. Her most recent advice was: "Mummy, go on TV and teach people how to make delicious food". I'm considering heeding her advice.

I'm proudly South African because ... We are a simple people but a passionate people. There's such a great future and destiny ahead of us. We are often surprised even by our own achievements, and the challenges that we overcome. Something about South Africa cries out "GREATNESS"; great things are waiting to happen in the world through this nation. There is such a sense of hope and expectation regardless of the challenges that we face daily.

Qualifications: BA Honours, Wits University; Intergovernmental Relations Certificate, Regenesys School of Government; African Business Leadership Programme, Wits Business School

My job entails ... Managing the corporate strategy development process and driving the process of developing key performance areas (KPA's) for the organisation. This extends to monitoring the performance of different divisions of the organisation against the KPA's. It also requires establishing strategic relationships/partnerships with business to create opportunities for the youth graduating from NYDA programmes. I also develop and write up the Funding Bid of the NYDA by government to support youth development in South Africa.

I am responsible for engaging with strategic partners on an ongoing basis, especially the line Ministry and The Presidency. My role also requires that I engage with the Parliamentary Portfolio Committee on Women, Children and Persons with Disabilities by supporting the Chief Executive Officer (CEO) as he tables the Corporate Strategy and performance reports to the committee in Parliament.

blazers

Name: Kabelo Mahobyе

Designation: Financial Analyst, Council for Medical Schemes

Qualifications: MB Com (Financial Accounting), University of Pretoria; Diploma: Financial Services, Institute of Bankers; Master of Business Administration, University of South Africa

My job entails ... Protecting the interests of beneficiaries of medical schemes and the public by auditing the conduct of medical schemes and monitoring their financial performance. This involves critical analysis and interpretation of financial statements, ensuring compliance with the Medical Schemes Act and good governance practices of medical schemes by the Board of Trustees.

My greatest strength is ... Being able to pay attention to detail and see the bigger picture. The fundamental quality in every aspect of my life is doing little things correctly, all the time, every time, so that each action produces a quality outcome. I strongly believe that when every detail is lovingly attended to, and each step in the process is given complete and careful attention, the end result inevitably will be of the highest quality. Consistent attention to the small details produces excellence; that's why we must all sweat the small stuff.

The best advice I ever received is ...

If the world puts you on a road you do not like, if you look ahead and do not want that destination which is being offered and you look behind and you do not want to return to your place of departure, step off the road and build yourself a new path.

My motivation comes from ... A feeling of growing as an individual and becoming a more competent, more efficient and better person. Also, assisting people who cannot help themselves and making a difference to society.

The highlights of my career to date are ... Working for the South African Reserve Bank in the Bank Supervision Department whose role is to promote the soundness of the domestic banking system through the effective and efficient application of international regulatory and supervisory standards and best practice. I had the honour of working under the strong leadership of the former Registrar of Banks, Christo Wiese. Academically, I successfully completed my MBA Degree.

The number one thing I would like to accomplish while I'm in the Public Service is ... To complete my DBA and use the skills and knowledge acquired to add value to the proposed National Health Insurance by assisting medical aid members who were not getting value for their money.

The most important lesson I've learnt in my career is ... No one is more interested in your future than you. Real freedom is having choices!

Right now I am reading ... *Thabo Mbeki: The Dream Deferred* by Mark Gevisser, *Your Best Life Now* by Joel Osteen and *Dreams from my Father* by Barack Obama.

To unwind I ... Play squash, chess and golf, and listen to contemporary jazz music.

What most people don't know about me is ... That I am a risk-averse person. I would rather put my money into a bank account with a low but guaranteed return, than invest in shares that may have high returns but also a chance of becoming worthless.

I am proudly South African because ... South Africa bubbles with wonderful, culturally diverse people. South Africa has a beautiful landscape, abundant wildlife and a breathtaking coastline and these are the reasons why our country touches people's hearts in a special way, whether you live here or are visiting on holiday. I love South Africa because our country has been blessed with great political icons who brought about a democratic society and lots of business opportunities for all.



Using technology to build eThekweni's integrated Disaster Management Centre.



Disaster Management Centres are becoming a vital part of the civil management of any modern city. Authorities need to be in a position to effectively manage and control any unexpected situations, such as bomb blasts, floods, fires and emergencies that come their way, as they happen.

Dimension Data, a leading technology systems integrator, has been involved in the creation of some of the most advanced emergency response centres in the world, ready to effectively support any major conurbations in the country during 2010 and beyond, and continues to enable civil authorities in preparation for almost any eventuality.

eThekweni Municipality is one such implementation that uses this exact technology solution to unite its resources in an efficient, cost-effective way, enabling the operators to view events as they happen in real time. The overall solution integrates and monitors all the disparate resources at the city's disposal – from protection services, health services, ambulances, the police and fire department – and then assesses the severity of the incident and dispatches the appropriate

resources to the scene quickly with the right sets of skills and equipment to best handle the situation, whilst at the same time minimising the impact on life and property.

Dimension Data protected existing investments in technology that the city had already made and provided for correlation and communication between systems. Cell phones, walkie-talkies and PBX's are now linked, plus there are systems in place to measure response times as well as view live closed-circuit television (CCTV) feeds.

Dimension Data's solution is holistic and masterminds the integration of the city's emergency response resources. It monitors all emergency incidents within the city limits – motor vehicle collisions, urban unrest, emergencies and natural disasters – and coordinates the city's emergency response resources. It is based on a single converged IP network that carries voice, video and data on a single platform. A radio interoperability solution runs on top of this. This links different radio channels via the data network and integrates them with other voice media used by the various response units, like cellular and land lines, anywhere within the city

network. An IP-based call centre tracks and monitors all emergencies within the city. And finally, the operations centre hosts key emergency personnel who monitor and manage incidents.

eThekweni can now boast that it has one of the most advanced emergency services in the world. Its resources can be maximised, extracting the greatest possible value from scarce and expensive medical, recovery and management resources. The radio interoperability component of the solution is the star of the deployment. It overcomes communications silos between different – seemingly incompatible – communication channels and devices such as mobile phones, radio systems and PCs. This groundbreaking solution holds immense potential for municipalities and other local government entities to overcome their technology legacies and provide an accurate, quick and affordable service to their communities. Dimension Data's proven abilities to integrate voice, video and data and its experience with the goals and objectives of Public Service clients, position it well to assist Government in enhancing services for the good of all its citizens.

Moving up the ladder

Virginia Lenore Petersen

Chief Executive Officer (CEO), South African Social Security Agency (Sassa)

With more than 25 years' management experience and 10 years in the social security sector, recently appointed CEO, Virginia Petersen, is in good stead to take the helm of Sassa.

Petersen previously held the post of Deputy Director-General (DDG): Independent Tribunal for Social Assistance Appeals in the Department of Social Development.

Her qualifications include a Diploma in Social Work, a Higher Diploma in Social Work and a Master's Degree in Social Science (Clinical Social Work) from the University of Cape Town (UCT). She is currently enrolled at UCT for a Doctoral Thesis in Social Science.

In her current position, she is responsible for ensuring the effective management, administration and payment of social security grants. She will also provide strategic direction and leadership to ensure continuous improvement of the social grants service-delivery system. Reporting directly to the Minister of Social Development, she is the Accounting Officer for Sassa in terms of the Public Sector Management Act, 1994.



Lungisa Fuzile

Director-General, National Treasury

Lungisa Fuzile has risen through the ranks in National Treasury, having held several posts there since 1999 – firstly as Director: Budget Analysis and later Policy, then Chief Director: Intergovernmental Policy and Planning and then DDG: Assets and Liability Management. In this latter portfolio he was, among other things, responsible for cash management, the financing of the deficit and financial oversight over state-owned entities.

Fuzile holds a Bachelor of Commerce Degree, a Higher Diploma in Education, Bachelor of Commerce (Economics) and a Master's of Commerce (Economics) from the University of Natal, Pietermaritzburg.

In his role as DG of National Treasury, he is required to produce a sound and sustainable national budget, manage government's financial assets and liabilities and provide strategic support to the Minister and Deputy Minister on National Treasury matters and policies.



Johannes Hendrik De Beer

Deputy Director-General: Economic Statistics, Statistics South Africa

Johannes De Beer has extensive experience and has held various executive management positions over the years. He was previously the Executive Manager: Economic Analysis Research at Statistics South Africa.

His qualifications include a Bachelor of Commerce (Economics) Degree and a Bachelor of Commerce (Honours) with majors in Economics and Business Economics from the University of Pretoria.

In his new position, he will be required to direct the production of economic statistics and build comprehensive capability for the production of national accounts. He will also ensure the continuous improvement of products through the use of system quality management principles.



Moving up the ladder

Mavis Mapheto

Deputy Director: Finance, Department of International Relations and Cooperation

Mavis Mapheto holds a National Diploma in Internal Auditing from Tshwane University of Technology and a B-Tech Degree in Internal Auditing.

She also holds a Certificate in Pastel Accounting from Rosebank College. She is currently registered for the Chartered Institute of Management Accountants, London, United Kingdom Diploma (operational level).

Mapheto joined the then Department of Foreign Affairs in 2005 as Accounting Clerk in Financial Management. She was promoted to State Accountant: Cash Flow Management and later to Assistant Director: Budget Management.

As Deputy Director: Finance, she is responsible for consolidating the department's budget process in line with the Medium Term Expenditure Framework, Estimates of National Expenditure and Adjusted Estimates of National Expenditure guidelines issued by National Treasury. She also monitors foreign exchange rate exposure, expenditure monitoring and reporting for Head Office and South African missions abroad.



Piwe Motshegoa

Director: Marketing, Advertising and Media Buying, Government Communication and Information System (GCIS)

Piwe Motshegoa boasts a colourful career in the sales and marketing industry. Motshegoa, who holds a Marketing Diploma from the IMM Graduate School of Marketing, has held senior positions at the South African Broadcasting Corporation and Oracle Airtime Sales, to mention a few.

In her new position at GCIS, she heads up a unit that provides marketing and advertising expertise to government communication programmes both for GCIS and other government departments. The directorate is also responsible for bulk media-buying on behalf of government; managing a panel of communication specialists for the outsourcing of advertising, public relations, event management and production; and managing the corporate identity of government.



Gerald Ntshane

Deputy Director: Human Resources, Department of Environmental Affairs

Working with people and identifying suitable talent has been the core of Gerald Ntshane's career in the Public Service. Ntshane has dabbled in many human resource management posts for various departments, including at the Department of Water Affairs and Forestry as Senior Personnel Practitioner Grade III, and at the Department of Communications as Senior Personnel Practitioner in 2006.

Ntshane holds a National Diploma and a B-Tech Degree in Public Management from Tshwane University of Technology. He majored in Public Management and Economics.

He joined the then Department of Environmental Affairs and Tourism as Assistant Director: Human Capital Planning and Recruitment in 2009 and now holds the post of Deputy Director: Human Resources at the Department of Environmental Affairs.



NATIONAL HOUSING FINANCE CORPORATION

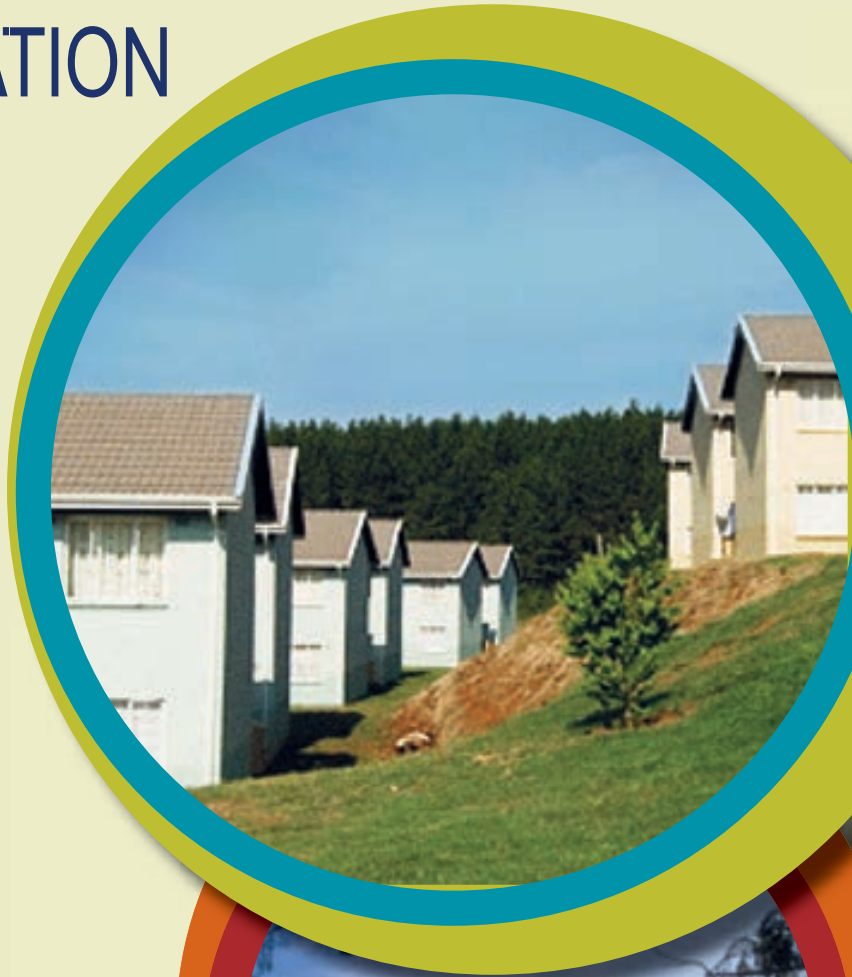
The National Housing Finance Corporation (NHFC) supports the Breaking New Ground (“BNG”) Strategy of the National Department of Human Settlements by facilitating and funding the development of sustainable human settlements and the eradication of informal settlements.

FUNDING

- Providing wholesale funding to intermediaries for small home improvement loans to households.
- Funding long-term project finance to social housing and private rental landlords.
- In partnership with others, providing bridging funding to the development of affordable homes, particularly integrated developments.
- Providing retail home loans to the lower end of the housing market through various channels.

FACILITATION

- Implementing risk enhancement mechanisms to encourage active participation in the low- to middle-income housing market.
- Promoting an enabling environment in the low- to middle-income housing market through advocacy and involvement in policy development.
- Improving access to housing finance for the low- to middle-income housing market to improve their living standards.



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Free-trade talks at Tripartite Summit

Government will host the second Tripartite Summit of Heads of State on 12 June at the Sandton Convention Centre in Johannesburg. The summit will focus on the joint partnerships between the Common Market for East and Southern Africa, the East African Community and the Southern African Development Community. The objectives of the summit are to build on the improved economic development prospects and potential in Africa, to promote social and economic development, to reduce poverty and inequality and to deepen integration to compete more effectively in the global economy. The overall aim is to also formally launch the Tripartite Free Trade Area (T-FTA) negotiations. The T-FTA between 26 countries provides for the creation of a larger, integrated market with a combined Gross Domestic Product of about \$625 billion and a combined population of approximately 700 million. For more information, contact the Department of International Relations and Cooperation.

AGOA Forum to enhance trade

South Africa will participate in the 2011 African Growth and Opportunity Act (AGOA) Forum – the centrepiece of the United States (US) Government's trade policy with sub-Saharan Africa. Hosted by Zambia, the 2011 forum marks the 10th year that government officials, business leaders and civil society from African countries and the US will convene to promote trade, business and investment opportunities that sustain economic development in Africa. Themed "Enhanced Trade through Increased Competitiveness, Value Addition and Deeper Regional Integration," the forum takes place in Lusaka from 9 to 10 June. The AGOA Forum promotes trade, business and investment opportunities that sustain economic development in Africa. The forum brings together over 800 participants, including senior US and African officials and members of the private sector and civil society. AGOA represents a progressive US trade and investment policy towards the continent, working to reduce barriers to trade, increase diversified exports, create jobs and expand opportunities for Africans. AGOA provides trade preferences to 37 sub-Saharan African countries that are making progress in economic and political reforms.

Global expertise headed for SA AIDS Conference

Durban will host the fifth South African AIDS Conference from 7 to 10 June. This is the most important and biggest AIDS Conference that is held on the African continent every second year. It features presentations by scientists and researchers from all continents and attracts an average of 5 500 delegates representing healthcare professionals from the private and public sector. It also offers an extensive scholarship programme for deserving individuals to attend the conference at no cost.

The SA AIDS Conference series has been instrumental in improving access to affordable treatment and care for people living with HIV and AIDS. This year's conference, themed "Leadership, Delivery and Accountability", takes place at the International Convention Centre.



Youth rally to commemorate Youth Day

16 June 1976 remains an unforgettable milestone in our country's struggle for national liberation. Young people united in the fight and dedicated their lives to the liberation of South Africa. This year marks the 35th anniversary of the 16 June 1976 Soweto and other related uprisings. To commemorate the anniversary, a Youth Day rally exhibition will be held. The event will take place in two phases. The first phase kicks off at the Maponya Mall in Soweto, followed by a procession to the Orlando Stadium for the official Youth Day ceremony.





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The announcement by government that it intends to publish its own newspaper has been met with opposition and, in some instances, hostility. The most vociferous of this opposition have been the print media, some academics and opposition politicians. **Vusi Mona** unpacks the rationale behind the government newspaper.

Government, by its very nature, generates a lot of information through and in the process of policy formulation and implementation.

The principle of a government-owned newspaper

The idea of a government-owned newspaper may be unnerving for some, but there is a good reason for that. The media has trained society in the art of spectatorship, and encouraged citizens to practise it, especially when it comes to deciding what is news and who disseminates news.



Converting **Vuk'uzenzele** magazine to a **government newspaper**

Faced with the might of the commercial media, we are all supposed to feel helpless, so we will know our place and leave the action and the important decision-making about news and access to information to the people who know best: journalists and editors.

Well, the concept of citizen journalism is already challenging the idea of news gathering and writing as an exclusive preserve of journalists and editors. Ordinary citizens, and certainly the South African Government, are no longer prepared to play the role of the "bewildered herd" as journalists and editors manufacture their consent as to what constitutes news, how such news should be written and who should publish it.

To those who the idea of a government newspaper is causing ideological indigestion; well, it is perfectly understandable. It is difficult to overcome a lifetime of training in conformity and spectatorship.

With South Africa having recently joined BRICS, the Government Communication and Information System (GCIS) conducted research to establish what the practice is in those countries.

In India, the world's largest democracy, out of 8 512 newspapers, as many as 6 686 are owned by individuals, 1 122 by joint stock companies, 260 by societies and associations, 222 by trusts and 150 by firms and partnerships. The central and state governments publish 41 newspapers. Cooperative societies, educational institutions and the like own the remaining 31. Of the 41 government newspapers, 37 are published by the Central and four by the State Government.

In Russia, although the Government has been disposing of some of its shareholding in the media, around 80% of the regional press is still owned by the corresponding local authorities.



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Although the Russian Government has reduced its role in media ownership, it has not let go of some media assets it considers strategic. *Rossiyskaya Gazeta* is Russia's main government-owned newspaper. It was established in 1990 and remains fully government-owned. It has a daily circulation of 638 000.

The principle and/or practice of government-owned newspapers is well established in China. For example, the *Legal Daily* is a state-owned newspaper under the supervision of the Ministry of Justice and primarily covers legal develop-

ments. *China Youth Daily* is a state-run paper that attracts a primary readership among professionals between the ages of 21 to 48.

The *People's Daily* is a daily newspaper in China, published worldwide with a circulation of three to four million. In addition to its main Chinese-language edition, it has editions in English, Japanese, French, Spanish, Russian and Arabic. Its online version takes disseminating information from China as its primary task, making sure that the esteemed news medium authority of its print version is reinforced.

Published under the *People's Daily* are also 10 newspapers,

namely *People's Daily Overseas Edition*, *East China News*, *South China News*, *Global Times*, *Market Daily*, *International Financial Daily*, *Jiangnan Times*, *Securities Times*, *Health Times* and *Satire & Humour* and five monthly magazines, namely *The Earth*, *News Front*, *Listed Companies*, *Times Trend* and *People Forum*.

In Brazil, most of the mass media are privately owned and there are no government subsidies for media companies, except for educational radio and TV – usually one public broadcasting company in each state owns and operates educational television and radio stations. Government ownership of newspapers is limited to the publications that specific departments publish.

Pluralism and diversity of the media

Ultimately, in determining the desirability of a government-owned newspaper, regard should be given to the crucial

international standard in relation to freedom of expression – pluralism and diversity of the media. Freedom of expression requires that “the communication media are potentially open to all without discrimination or, more precisely, that there be no individuals or groups that are excluded from access to such media,” says the Inter-American Court on Human Rights.

The above principle has been recognised by international courts.

Unfortunately, the current situation in South Africa's print media environment is far from satisfying international standards in this area. The print media landscape is concentrated in the hands of a few, thus violating the public's right to receive information on matters of public interest from a variety of sources. This lack of pluralism is mainly due to two factors that shape South Africa's print media landscape:

- the failure of government policies to support the development of independent newspaper publishers (India has more individuals, 6 686 to be exact, who own newspapers than the 1 122 joint stock companies that do)
- the uncritical acceptance in South Africa, by both government and citizens, of the print media's mantra that “if they (government) do it, then that is propaganda, while if we (the commercial print media) do it, then that's information and education”.

Government's activities in the print media

At national level, government's presence in the print media space used to happen mainly through *Vuk'uzenzele* magazine. The magazine was launched in September 2005, to enhance government's unmediated communication with all South Africans. The magazine was launched in response to research conducted to establish the extent to which the population would like to receive information on government programmes. The magazine was also in response to Cabinet's request in 2004 to produce a regular government publication.

Vuk'uzenzele is one of many communication platforms through which direct interaction with South Africans is enhanced. This is in line with GCIS' strategic objective of developing and effectively using government communication products to better meet the public's information needs. The magazine promotes access to information about government programmes and how to access the benefits of democracy. The magazine was, until its repositioning into a newspaper, published six times a year. It was distributed free of charge in all nine



provinces, mainly in rural areas, with a particular focus on the poorer sections of society. The main method of distribution was through knock-and-drop (home direct) and at bulk distribution points to government offices, clinics, hospitals, municipalities, rural police stations, post offices and Thusong service centres.

The magazine was also available in Braille for the visually impaired and an electronic version of the magazine caters for readers who have access to the Internet, mostly in the upper LSMs. The magazine (32 pages) was published in English with selected articles (12 pages, including the entire front page) translated into all other official languages. The commercial media does not publish in Braille, neither does it publish in all the country's official languages.

Research indicates that an increasing number of respondents have seen the magazine in the two months prior to being interviewed. About half of those who have seen it in the last two months have received or taken a copy. Findings indicate that an ever-increasing percentage of those getting a copy of the magazine actually read it – this figure now amounts to more than four in every five.

Most respondents who have taken a copy of *Vuk'uzenzele* are positive about its visual appeal, language (easy, readable, language mix) and the contents (relevant and useful). The majority see it as an effective tool to inform them about government programmes. Just more than half of the readers share their copy with at least more than one person.

The research, however, raises a critical issue of the number of people who are meant to receive it, reporting that they have not seen it. One other concern is that the one-month gap between each of the editions is too wide to develop loyalty to the magazine.

What we can conclude from the research findings and the success of *Vuk'uzenzele* is that the uptake of this government information product is positive. The consumers of this product certainly do not see it as propaganda but as information that empowers them to access the benefits of democracy and understand government's activities and what is happening around them so that they can make informed choices.

Changing *Vuk'uzenzele* into a government newspaper

The *Vuk'uzenzele* magazine has served its audience well in the past. But the format (not the mandate) is now changing into a newspaper. There are several factors that have informed this decision.

Glossy magazine paper is more expensive than newsprint. Using the same budget for the magazine (R40 million), GCIS can publish monthly a minimum 16-page tabloid size newspaper with a print run of 1,7 million. Currently, we are printing 1,6 million magazines on a bi-monthly basis.

Research has already shown that the one-month gap between each of the editions is too wide to develop loyalty to the publication and to be current. The newspaper format will make it possible for us to increase the frequency from bi-monthly to monthly and the print run from 1,6 million to 1,7 million. And all this without asking for an extra cent from National Treasury. Of course, we aim to increase publishing to fortnightly, but we shall cross that bridge when we get there.

GCIS currently employs a team of writers for both BuaNews (the government news agency) and *Vuk'uzenzele*. The two will be merged to form a content hub that will service our publications. This approach will result in the efficient use of state resources while ensuring that GCIS meets its mandate of meeting the information needs of South Africans.

Conclusion

It is our view that a lot of the criticism against the government newspaper is uninformed. This is not a new idea. Government has been publishing *Vuk'uzenzele* from 2005 and all it is doing now is changing the format. Personalising the newspaper as Jimmy Manyi's and projecting him as the publisher, as the media has, is mischievous. In fact, Manyi inherited a process that was started by his predecessor, Themba Maseko. The publisher of the newspaper is the South African Government through the GCIS.



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YOUTH MAGAZINE LAUNCH

Youth

by historically disadvantaged individuals.

The founders of *Loocha*, a group of feisty young black go-getters, seek to change this by entering the marketplace of media consumption and public opinion, and without anybody's sign-off. They cannot be pigeon-holed into a specific ideology – though they should expect the cynics to dismiss them as propagandists due to the magazine's association with the ANC Youth League's spokesperson, Floyd Shivambu.

The founders are politically conscious, socially aware and business savvy. They are as much at home at a trendy venue like Da Vinci Hotel in Sandton, where the pre-launch took place, as they are in Ndengeza Village in Giyani, Limpopo. And this is exactly the market their publication will straddle – both urban and rural youth.

But here, one suspects, is where they will pick up problems with white media buyers who have never ventured anywhere beyond

Writer: Vusi Mona

The launch this month of *Loocha* magazine – a monthly publication aimed at the country's youth (aged 16 to 35 years) – should be welcomed and supported, both by government and the private sector.

Published by Khwinisa Media in partnership with Uhuru Communications (the advertising sales agency of *Public Sector Manager*), the initiative promises to add to media diversity, both in content and ownership. This is one of the stated aims of such legislative frameworks as the Media Development and Diversity Act, 2002.

It is an open secret that the print media landscape in post-1994 South Africa has not transformed much in terms of ownership and control (and indeed in terms of mindset), though operationally it has seen an increase in managers and editors from previously disadvantaged communities. Of the more than 500 magazine titles in the country, very few are owned

south of Killarney in Johannesburg nor beyond Bela Bela, north of Pretoria. For your typical media buyer in Sandton, his/her only frame of reference of youth are the white and black teenagers they see at shopping malls. So, *Loocha* has its work cut out in terms of properly segmenting the youth market and educating media buyers at Sandton-based advertising agencies.

There is no doubt that there is a gap in the market, and a market in the gap, for a magazine of this nature. The youth population in South Africa is large. The tertiary student market alone, put aside youth below the age of 35 who are already working, reportedly spends R28,5 billion a year on bling, air-time, snacks and clothing brands, among other items.

But in the publishing business, it is said content is king. *Loocha* will need to come up with an editorial package that appeals to young people. Once it cracks that, the battle will be

entering magazine publishing

half won. From the editorial formula – which includes celebrity profiles, politics, health, fashion, social scene, careers, business, travel and reviews – the basics are in place.

But as alluded above, once a successful editorial formula has been found, the battle is not over. It is the advertising that will determine whether the magazine survives or not. *Loocha* is a commercial venture and will have to fight for its survival. As a former editor of two black-owned magazines that have since gone belly up, *Tribute* and *Enterprise*, one has seen laudable publishing initiatives reduced to naught.

Without their own printing presses, economies of scale, distribution trucks and networks, a media-buying industry that lacks confidence in black publications and at times a government that pays lip service to media diversity and equitable media spend, the odds are stacked against aspiring black publishers. But as government, together with our state-owned agencies, we can change that by supporting initiatives such as *Loocha*.

One looks at black-owned magazines in the United States such as *Ebony*, *Black Enterprise*, *Essence*, *Regal*, *Black Women's Health*, *Footsteps*, *Travel Beyond Borders* and *Blackgirl*, and one goes green with envy. Here is a minority community that has built successful publishing houses long before their own – Barack Obama – was at the helm of the White House. How did they do it? Are there some lessons we can learn?

One has been reading the history of some of these magazines. Take *Essence* magazine as an example. It was founded in 1968 by Edward Lewis and Clarence Smith when they were aged 28 and 35 respectively. Though the two had no previous publishing experience, they had the astute business sense to see the need for a black women's magazine, just like the Khwinisa Media group has seen the need for a youth magazine.

Four decades later, Essence Communications Partners makes an estimated R200 million in sales. Lesson? They were in it for the long haul. But critically, *Essence* was started at the time when President Richard Nixon signed Executive

Order 1158, which directed the Commerce Secretary to coordinate the Government's efforts to promote minority enterprises. Essence Communications Partners benefited from these government efforts.

Another example is *Black Enterprise*, which was founded in 1970 by Earl Graves when he was only 35 years old. The magazine sought to, among other things, challenge the faulty collective mindset of white corporate America by profiling black America's wealth of business talent and highlighting its boundless economic power, just like *Loocha* seeks to challenge the faulty mindset about South Africa's youth and demonstrate its economic power.

But what made the difference for *Black Enterprise* was the Government support it received. In 1978, President Jimmy Carter hosted an unprecedented meeting with 100 of America's top black business leaders identified by *Black Enterprise*. The meeting took place at the White House with the intention of improving opportunities for minority businesses and opening lines of communication with the White House. With that kind of government endorsement, *Black Enterprise* is still standing today.

In *Loocha*, one sees a lot of potential – a platform through which government and business can communicate directly with the youth regarding programmes and opportunities available for South African youth. The publication intends to go beyond editorial offerings to its readers to include career exhibitions, information seminars and roadshows. The dream is big but achievable.

At another level, one sees in *Loocha* a potentially huge black publishing house that four decades later we can all look back with pride at what it would have possibly achieved. Of course, it is not lost to some of us that the people behind *Loocha* are young and relatively inexperienced in publishing. But then, they are in the same age group Lewis, Smith and Graves were when they started their magazines. It is possible, but only if we will support them.



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Writer: Andile Lungisa*

Facing the youth unemployment challenge head-on

Though not too different from challenges facing young people on the continent and in the world, difficult issues facing young people in South Africa vary from unemployment and skills development, to access to finance. These variations depend on a number of factors, including the location, background and development stage of each young person. This continues in spite of the progress that has been made mainly by government and its institutions through its youth development programmes.

The challenges young people in schools, in particular, are facing are inadequate information about career choices; lack of finance to further their studies, especially those who have passed Grade 12; and lack of alternative opportunities by those who might have failed Grade 12 to get a second chance to improve their lives. Then we have young people who want to start their own businesses but don't have the know-how and those who have the know-how may not have the start-up capital.

As an organisation set up to mainstream and integrate youth development in all organs of state, the private sector and civil society, the National Youth Development Agency (NYDA) has been working towards sustainable livelihoods for the youth since its establishment two years ago. Noting the variations in the challenges that need to be addressed, the NYDA consciously resolved to address challenges facing young people holistically – a daunting task indeed.

The NYDA has made great strides in this regard, including creating and/or sustaining close to 60 000 jobs through initiatives such as the Enterprise Finance and Business Development Services programmes. The agency's other successes include:

- Issuing business loans to the value of R64,4 million to youth-owned enterprises.

- Training 171 000 young people in entrepreneurship education, job preparedness skills through the National Youth Service. Some of these young people contributed to the success of the 2010 FIFA World Cup™.
- Enrolling over 2 000 young people in the Grade 12 Second Chance re-write pilot programme. The agency expects to increase these figures in the coming financial years as the value of education is important towards sustainable youth development.
- Embarking on the free Sanitary Towels Campaign and has reached over 3 000 girl learners, having noted that they often skip classes when they are in that stage of the month. This campaign aims to prevent a situation where such a natural biological process adversely affects their school attendance.
- Enrolling young people in the Proud to Serve Campaign. Close to 17 000 young people from Gauteng, Limpopo, Mpumalanga and North West volunteered their services to disseminate information on HIV and AIDS and drug abuse and contribute to environmental restoration, as well as social cohesion and nation-building in their communities.
- Linking a number of young people with business opportunities through the Buy Youth Campaign, which successfully encourages big businesses to procure services from youth-owned small and medium enterprises (SMEs) to mitigate the prevalent challenges by most emerging SMEs' lack of access to the business market.
- Supporting two reality TV shows on SABC, one an entrepreneurship reality TV show, *Rise Mzansi* (a government programme) with a cash prize and content support. The other is a leadership development programme, *One Day*



Leader. The NYDA supported these two programmes as it understands that it needs to increase and promote youth entrepreneurial activity in South Africa. Young people also need role models, information, guidance and mentorship.

- Allowing some 2 000 young people from four provinces to graduate from the NYDA's Accelerated Artisan Training Pilot Programme. The programme offered skills such as welding, bricklaying and house wiring.

The implementation of youth development programmes by the NYDA has not been without challenges. Limited resources of some of the institutions set up to address youth unemployment are one of the major challenges. There is limited or lack of will by the private sector to commit to tangible interventions on youth development. There is little or no coordination of initiatives undertaken by various institutions, leading to limited or no significant impact on the lives of young people.

If the country wants to tackle challenges facing young people head-on, then more collaboration is required between the different sectors. It is encouraging that there are more partnerships in the youth development sector, for instance participation of the youth in trade delegations as facilitated by the departments of international relations and cooperation and trade and industry.

Also encouraging is the setting up of local youth offices in 137 municipalities that have signed agreements with the NYDA and ensuring that all government departments have specific youth initiatives through the work with the Inter-departmental Committee on Youth Affairs. However, more needs to be done. All government departments need to have youth development focal points called youth directorates at national and provincial levels and local youth units at municipal level. Government, the private sector and other sectors of society should use the Integrated Youth Development Strategy, which will be introduced this month to guide all their youth development programmes.

As we commemorate Youth Day on 16 June, we are mindful of these and other challenges that young people still face and the responsibility each of us has for the development of youth. The theme for this year's Youth Month is "Youth Action

for Economic Freedom in our Lifetime". The theme and government's declaration that 2011 is the year of job creation, leave no doubt that economic emancipation is indeed the biggest challenge that today's youth are facing.

The Minister of Finance's statement during the 2011 Budget Speech that 42% of young people between the ages of 18 and 29 were unemployed and more recently the announcement by Statistics South Africa that the unemployment figure has increased to 25% are sobering and should serve as a call to action. As different institutions, we should heed President Jacob Zuma's call from the 2011 State of the Nation Address to make job creation a priority for every sector and every business entity, regardless of size.

Youth development also comes with responsibilities for the youth of South Africa. We are a country alive with possibilities. With the right skills and attitude, young people can take advantage of a number of opportunities that become available in a number of industries and sectors. They should take advantage of opportunities in the areas outlined by the National Growth Path, namely: infrastructure development, agriculture, mining and beneficiation, manufacturing, the green economy and tourism.

They should also fight for their development and that of their communities. Unlike the youth of 1976, we live in a democratic country and therefore their fight should not be with stones but through dialogue and responsible action.

It is the youth's responsibility to seek information and empower themselves. It is their responsibility to engage those in positions of power to bring development closer to them. It is also their responsibility to protect themselves by engaging in responsible sexual behaviour, not doing drugs and not getting involved in criminal activities. Government and other institutions in the youth development sector are there to help but the youth must take the first step.

**Andile Lungisa is Chairperson of the NYDA.*

The theme for this year's Youth Month is "Youth Action for Economic Freedom in our Lifetime".



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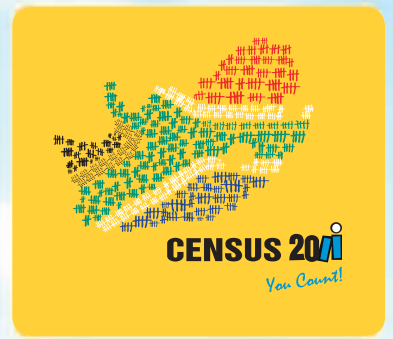
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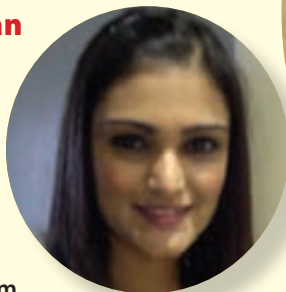
Views about Osama bin Laden's death

The death of Osama bin Laden, on 2 May sent shock waves throughout the world. Bin Laden who managed to evade United States (US) forces for many years, was apprehended and killed by US forces in Pakistan. He, along with his Arab followers, created the group known as al-Qaeda. Believed to have been responsible for the bombings on 11 September 2001 and numerous others, he quickly secured the top spot on the US "most wanted" list. His death has sparked controversy across the globe. *Public Sector Manager* spoke to some South African youths to find out what they thought of his death.

Ra'eesa Hoosan Mansoor

I believe that Osama bin Laden was murdered without being proven guilty. Being a staunch Muslim myself, I feel he was used as America's pawn to smear Islam, and Muslims in general. After his death, reports initially said that Bin Laden resisted and retaliated, therefore they killed him. Yet, other reports claim he was shot in his bedroom with his wife.

Killing him was not justice, like President Obama and the rest of the Americans say it was. Justice would have been to arrest him, put him on trial, find him guilty and then imprison him. What President Obama and the Navy Seals did was cowardly and in my eyes Osama bin Laden died a martyr.

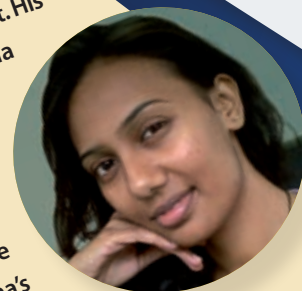


Nomfundo Manyathi

With regard to the confusion on whether he is still alive or dead, I believe that Osama is dead. Many people are sceptical but why would US President Barack Obama lie about something so huge? I have had countless debates with people about whether he really is dead and most of them say it's just a ploy for Obama to attract votes. I just think those people are plain silly. Well done to President Obama, who was able to do in two years what former US President Bush couldn't do in 10 years.

Geeyana Nicole Sukun

Osama misconstrued all said in the Quran to justify his actions. His war against people was not a religious war as no religion asks for violent acts against innocent people, instead true religion encourages tolerance and non-judgement. His death will only infuriate al-Qaeda and fuel their desire to ruin a nation they believe is to blame for all that has gone wrong. No doubt, a successor has been selected, so the fight has not ended. Osama's life and his acts are an example of how not to treat your fellow human beings.



Kevin Sutherland

It is increasingly clear that the operation on Osama bin Laden was an assassination attempt violating the norms of international law. There is never a time to celebrate an assassination, or in this case possibly a murder of another human being. Witnessing how the American community reacted joyfully after Obama declared that "justice has been served", was a low point in our civilization. The only thing his death brings is closure for the families of 9/11, but never an end to the war. We have already seen a retaliation in Pakistan recently, where a police graduate facility was bombed. How much further will this violence escalate? Do we think the world is safer now that the former al-Qaeda leader has been wiped off the map? I doubt.



Sinenhlanhla Mkhwanazi

Revenge is a very dangerous tool that can destroy innocent lives. Conflict should be resolved without killing one another because that only creates a cycle of revenge. If we think his death is something that we can celebrate as human beings then we still have much to learn. His death must serve as a lesson that violence is wrong. September 11 affected the whole world because if one soul is lost because of our actions, that says something about us as human beings. Leaders must stop buying weapons that only end up killing innocent people. Osama may be dead, but what have we learnt from his death? How will we prevent such incidents in the future? We need leaders who don't believe in violence.



We must learn from

2011 marks the 35th anniversary of the historic Soweto student uprising of 16 June 1976. Although the uprising started as a student protest against Afrikaans as a medium of instruction, it profoundly influenced the course of the liberation struggle. Young people today have access to more opportunities and platforms to pursue their dreams and serve the nation in a democratic environment – a far cry from their peers of 35 years ago who faced detentions, exile and limited opportunities. The youth of 1976 have since matured into trail-blazing citizens from whom the youth of today can learn invaluable lessons.

Public Sector Manager's Mbulelo Baloyi caught up with some of those who were part of 16 June 1976.



Baby Tyawa – Chief Executive Officer of the National Gambling Board – was a learner at Morris Isaacson High School in Soweto.

Tyawa says the recent local government elections were indeed a testimony of a working democracy; which to some of the youth of '76 is a direct outcome of the events of that historic day.

The class of '76, she adds, can never make sole claims to the liberation of the people of South Africa, but can, with pride and without fear of contradiction, claim that “we did increase the intensity of the struggle for South Africa’s liberation.”

“I am confident that the young people of today have more benefits than we had. Most of all they have freedom, democracy and the institutions underpinning a democracy. As recently as 18 May 2011, they exercised their right to be heard using the ballot box; a right we never enjoyed until 1994.”

Tyawa feels that today’s young people should use the virtues of self-discipline, respect and the search for knowledge to exploit the freedoms and the laws of the country to their benefit and favour. She has some fundamental questions for the youth in this regard:

“Will they use more of their skills to sacrifice the latent need for instant gratification – rather than build the sense of delayed gratification? Will they build the yearning for more knowledge than assume that knowledge is given?

“Will they use their numbers constructively to address the



challenges they are faced with such as HIV and AIDS, better utilising portable skills and knowledge to move around the world for opportunities? Will they reach out to the youth of other countries – in the name of international solidarity; and arrest the dislike for youth from other places?

“And will they protect the gains of democracy and protect the Constitution of South Africa, collectively paving the terrain of struggle by assuming their roles in reconstruction and development in their country?”

Tyawa says for the youth of '76 it meant long and frequent periods of detention under Section 6 of the Anti-Terrorism Act, but also long periods and years of interaction with those who were to become their political mentors.

“It meant continuous disruption of our school years and education careers. However, we persevered in many ways, including academically and politically. Talking for myself, this was a period of growth in my life that I do not for a minute regret,” says Tyawa.

Tsietsie Maleho, former learner at Morris Isaacson High School.

“Remember that as African students we were already doing a lot of our subjects in English, which itself was a second language. So, the introduction of Afrikaans as a medium of instruction for subjects like Mathematics and other subjects proved to be a tall order for some of us,” explains Maleho.

“The Soweto Uprising catapulted many young people into the frontlines of the battle against apartheid and you will note that South Africa was not the same after 1976. There was an intensification of the struggle as many young people fled into exile to swell the ranks of the liberation movement’s armies.”

the struggles that brought freedom

Ohara Diseko, a senior official in the Gauteng Education Department, was a teacher at Morris Isaacson High School in June 1976.

It was Diseko and her fellow teachers who witnessed the implosion as thousands of young people defied all odds and took on the apartheid state, demanding an end to the imposition of Afrikaans.

"The introduction of Bantu Education had seen a major exodus of good qualified teachers from the profession who felt they could not be part of this inferior kind of education system," says Diseko.

"When the government of the day then decided to foist Afrikaans as a medium of instruction for subjects other than the Afrikaans Language subject, we could see that we were heading for disaster."

Diseko said many teachers who taught subjects such as Mathematics, Geography, History and others were themselves not that well conversant with Afrikaans.

Sibongile Mkhabela, Acting Chief Executive Officer of the Nelson Mandela Children's Hospital.

Mkhabela was the secretary of the South African Students Movement and was part of the Action Committee, which under the aegis of the Soweto Students Representative Council, organised the fateful protest march against the use of Afrikaans as a medium of instruction.

A pupil at Naledi High School at the time, Mkhabela together with other student leaders led a march to the Orlando Board Offices.

"Contrary to the propaganda of the then regime, no one had agitated us to embark

on the course of action we took when we decided to protest against Afrikaans. We were not being controlled by any outside forces; it was a concerted collective action of aggrieved students who had had enough of the Bantu Education system," she says.

The imposition of Afrikaans as the medium of instruction, according to Mkhabela, had been the last straw to break the camel's back.

She said 35 years later the scars brought about by the Soweto Uprising remain etched on the collective psyche of many South Africans. Mkhabela urges today's youth to seize the opportunities

brought about by the selfless sacrifices of her peers.

"Our young people should make use of the available opportunities so that they become better citizens in the future and build this country. By seizing such opportunities, they would be making sure that they do not desecrate the heroic and selfless sacrifices and memories made by the youth of 1976."



Meaning of JUNE 16 to public service mandarins

JUNE 16

Writer: Busani Ngcaweni*



When chronicling milestones towards the fall of apartheid, an odious system declared a crime against humanity by the United Nations, 16 June 1976 takes the pride of place. Not least because this political development changed our history forever by not only universalising our experience in graphic fashion, but also, somewhat imperceptibly, set in motion liberatory impulse in the soil of our nation across generations.

Indeed the calamity witnessed on this day exceeded what befell black people in, among other things, the Bulhoek Massacre, the Bambatha Rebellion and the Sharpeville Massacre. It is significant because the apartheid regime actively and knowingly butchered defenceless schoolchildren with modern weaponry in broad daylight.

Yes, massacres by their nature contain no mercy!

In neo-Nazi states such as apartheid South Africa, it would be unreasonable to expect mercy. Yet, such brutality as witnessed in the June '76 uprising was enough to convince even the doubting Thomases that South Africa had a paranoid regime married to its fascist ideals of controlling African people and condemning them to a cheap labour force that wouldn't progress beyond menial labour. Africans, through legislation and state-sponsored violence, had no role to play in the body politic of the republic.

So much about the massacre! Let us recount a few facts on the causes of the uprising and then close by deducing its implications for post-apartheid public sector managers, or the Public Service mandarins, as I prefer to call them.

It is a matter of historical record that the June 16 Uprising was not a spontaneous act of rebellion by young people against a sudden introduction of Afrikaans as a medium of instruction. The root cause goes as far back as 1948 when the National Party won elections (although already immediately after the formation of the Union of South Africa in 1910, successive efforts were

made by the union government to provide inferior education to black people).

As leader of the new racially-based state, Dr DF Malan appointed Dr HF Verwoerd as Minister of Native Affairs whose main purpose was to implement a policy of separate development, or more appropriately, to ensure that Africans stood no chance of development.

In dealing with the "native question", Verwoerd crafted the Bantu Education system based on his conviction that "there is no place for the native in the European Community" and that Africans were incapable of rising "above the level of certain forms of labour". The native, he continued, "has been subjected to a school system which drew him away from his own community and misled him by showing him the green pastures of European society in which he was not allowed to graze".

And so the Bantu Education Act, 1953 (Act 47 of 1953), was passed to draw Africans from the green pastures of "white civilization". To ensure a total onslaught, Verwoerd went as far as starving mission schools of subsidies since they had no obligation to implement Bantu Education. Given pathetic per-capita spend on the education of black children, depriving independent schools of funds, squeezed out possible quality learning opportunities for non-Europeans.

But the most important components of Bantu Education was government's takeover of teacher training colleges, as well as the introduction of Afrikaans as a medium of instruction for at least half of the school subjects. The two are not mutually exclusive. If every black child had to learn half the subjects in Afrikaans, every teacher had to learn the same and acquire the ability to use it in class. And so the policy was rolled out in 1953 for coloured people and in 1965 for Indian people.

It was only in 1974/75 that the 50/50 English/Afrikaans rule was strictly applied to African people, starting in the Transvaal. Reasons given for this gradualism were that teachers had to master the art of teaching Mathematics and Social Science in Afrikaans and learning material had to be available. And sure, teachers did learn the language since the system used

This account of history demands of us as public service mandarins in a democratic dispensation to devote ourselves to the effort of creating a quality education system that empowers young people and citizens to fully participate in all aspects of the economic, political and social life of South Africa.

training & development
**Building state capacity for
service delivery through
public service training and
development**
public service training

PALAMA
building state cap
state capacity building



A developmental state like South Africa needs an efficient, capable and value-based public administration. President Jacob Zuma has often emphasised the importance of a caring cadre of ethical, professional and service oriented officials who get the job done. Building the capacity of public servant to deliver is one of the key tools for the successful implementation of government's strategic priorities and programme of action. The Public Administration Leadership and Management Academy (PALAMA), as the government training institution, provides training courses and development programmes aimed at building a value-based, ethical and caring public service.

PALAMA, as the capacity building vehicle of government, manages and offers quality training and development opportunities to public servants at national, provincial and local spheres of government. PALAMA has also expanded its reach to support legislatures and parliament with the design and delivery of training in governance, leadership and management.

PALAMA's programmes and courses address leadership challenges and the practical management competencies required for improved service delivery by managers; notably how to manage people, budgets, projects, information, stakeholder relations, etc. Key to its mandate is a focus on inculcating the values and contextual knowledge required for a developmental state. Specialist courses are available to enhance human resources, monitoring and evaluation, as well as in the supply chain and finance functions across all departments and local authorities.

Key amongst the capacity requirements of government which inform PALAMA's capacity building interventions is the need for the public sector to have the capacity for:

- Technical planning and interpretation of policy for implementation;
- Programme and project management;
- Human resource management and development;
- Leadership and management;
- Monitoring and evaluation;
- Culture of fairness and Administrative Justice (PAJA);
- Financial management and performance management;
- The Constitution – institutions, values, rights, and responsibilities;
- Communication, frontline services, and societal partnership building; and
- Anti-corruption and ethics management.

PALAMA's training is tailored in format and content to the management competencies required at different operational levels. Courses are being accredited by the Public Sector Education and Training Authority (PSETA) or through it by the various other Sector Education and Training Authorities (SETAs) and higher education institution (HEIs). Where appropriate some courses can be combined into programmes, some of which will be equivalent to degrees or certificates. It is envisaged that the training offered can also become stepping stones for career advancement in the public service.

PALAMA uses a range of qualified and experienced facilitators to deliver its training courses, nationally, customized for different skills and competency requisite levels. Through PALAMA, the government is in a position to meet the challenge of rapidly creating a professional, competent public sector with the will and the skills to manage service delivery effectively.

JUNE 16

THE YOUTH WHO GAVE THEIR LIVES IN THE STRUGGLE



its control of training to “prepare” them for the ultimate roll-out of the project.

Whereas some elements of “flexibility” existed in policy – African schools could choose the main language of instruction – in practice, the exemption principle was ignored and Afrikaans was forcibly introduced by administrators of the southern Transvaal education directorate.

All of this happened in a context where a plethora of repressive laws were robustly implemented, while draconian measures were employed to stifle any form of resistance to the apartheid system. Pass laws were enforced. The Group Areas Act, 1950 (Act 41 of 1950), was in place. The Sharpeville Massacre took place along with Langa and other atrocities. The Rivonia Trial ended – sending many in the leadership of the liberation movement to long-term prison. Others were tortured, killed or exiled. The post-Sharpeville period of “relative calm” was interrupted by the 1973 Coronation Strike, a

labour uprising in a bricks factory in Avoca, Durban. In less than 24 months after this strike, government announced that it was ready to implement the Afrikaans medium policy universally. And sure it did.

This signalled total control of “Bantu Affairs”. Land was taken; Bantustans created as enclaves along tribal lines; further industrial laws passed to restrict and control movement of African labour; and townships and hostels created for the urban reserve labour force. Every political activity was banned and penalties went as far as capital punishment. Every social and economic space had been colonised; now it was the mind.

Why is all of this important to public sector managers in 2011?

First, we learn that the Bantu Education policy “succeeded” because of the confluence of policy and praxis. Apartheid architects made sure that once the policy was in place, all layers of the state machinery (especially public sector managers) were ready to implement. This applied to national, provincial and Bantustan government officials, teacher training colleges, school inspectors and district officials, as well as school administrators. Where necessary, even the police was ready to “support” the implementation of this policy.

This account of history demands of us as public service mandarins in a democratic dispensation, to devote ourselves to the effort of creating a quality education system that empowers young people and citizens to fully participate in all aspects of our country’s economic, political and social life.

We are called to action to actualise the imperative of having learners and teachers in school, on time, teaching. It is us who must ensure that learner support materials are procured and delivered to all schools on time; we must ensure that indigent learners are fed and offered transport. Money allocated to upgrade school facilities must be applied for that purpose.

There is no more fitting tribute to the sacrifices of the youth of 1976 than fully implementing policies that are aimed at transforming our education system. We have the means, the tools, and significantly, the political will backed by a popular mandate.

Secondly, no society changes without decisive interventions in education. This reminds one of a debate with a former public servant-turned political analyst who wrongly attributed current education problems to current government policies. Employing caricature, he contrasted apples and oranges: Japan and South Africa at different historical epochs between 1868 and 2010.

Contrary to his own advice that the “weight of history influences current conditions”, he drew inconsequential parallels between the education outcomes of the two countries without due consideration of the conditions that influence such outcomes.



A lesson I offered to this “intellectual” ought to be obvious for the learned: the corresponding period of the Meiji dynasty of Japan (1868 –1912) was a time of colonial wars and internal displacement that produced devastating results for the indigenous people. Boer republics were staving-off British advance which intensified in pursuit of control of the newly discovered precious metals.

What we now call the South African War (formerly Anglo-Boer War) – in recognition of the role played by Africans and other racial groups – shaped internal conditions and resulted in public policies that systematically excluded the majority from meaningful participation in the economic and political life of the country. The formation of the Union of South Africa in 1910 gave the trusteeship of the country to a minority settler group. The Bantu Education policy of 1953 sealed the fate of Africans, intellectually and culturally.

From this short history we deduce that many of the problems facing our society today emanate from the racially-inspired successive laws of the illegitimate minority government. Many historians and educationists have made correct attributions in this regard.

What I affirmed though from the analysts' treatise was the assertion that “often, the weight of history does impose itself on generations far beyond the immediacy of an historic moment”.

It goes without saying therefore that by identifying education as priority number one, government wishes to alter the weight of the history of apartheid that imposed itself on successive generations. Once again, ours is a simple task: to ensure that learners and teachers are in school, on time, teaching; to deliver books on time; to enrol teachers in further education programmes; to disburse financial aid to needy students, especially those in scarce skills professions such as education and so on.

In an accountable civil service that we aspire for, we ought to regard these as non-negotiables, and go on to build a peer pressure mechanism to the extent of shaming our colleagues who undermine efforts to intensify the delivery of quality education.

In short, it is to ensure that the doors of learning and culture are open to all. Ultimately, true to the statement that

education is the greatest equaliser, the youth unemployment challenge will be undermined if we all did what we have to actualise this government priority.

Along this important task of delivering quality education, public service mandarins are expected to accelerate the implementation of other state-led youth development programmes. Moreover, youth development does not happen in a vacuum. It occurs in each and every state intervention implemented by public servants. Young people need, among other things, water, shelter, economic infrastructure and quality healthcare. Therefore, every state policy implemented by public sector managers is vital for youth development.

So, as we remember those who perished in June 1976, so too should we remember the potency of our action in building a democratic developmental state where education policies (and all other social and economic development programmes) seek to unleash the potential of young people to fully participate in all activities of a non-racial, non-sexist, prosperous and democratic state.

This would be a fitting tribute to the youth of 1976 and the least the youth of 2011 expect from public service mandarins!

**Busani Ngcaweni is Deputy Director-General in The Presidency*





Writers: Kingsley Mboweni & Xoliswa Zulu

Youth for thought?

From Facebook to Twitter, Mxit to Flickr to YouTube, the world of the young person has completely evolved. They use words like “chuffed”, “bro”, “cool” and “swag” – words surely concocted to deliberately boggle the mind of an average 40-something and beyond.

Yet, while their world may be consumed by the social network craze (not forgetting all the bling and ch-ching) they also have a serious side that worries about access to higher education, economic freedom and job security for their peers.

Public Sector Manager recently took the bold step of lunching with a group of youngsters and gained some insight into their world, their fears, hopes and aspirations.

For this group of young people it’s not just about the latest fashions or the newest smartphones. They are passionate about the state of the nation and the poverty that has engulfed the country’s youth. Getting better access to education tops their agenda.

For 21-year-old University of Pretoria student and Telkom intern, Kefilwe Morobane, not being taken seriously as a young, professional woman and youth unemployment are some of the issues that irk her.



“As a student, you’re told to further your studies; do your Honours, do your Master’s, and then when you want to enter the job environment, they can’t employ you because you’re overqualified and you don’t have the practical knowledge to apply what you’ve studied. So at the end of the day, you’re faced with a huge dilemma,” says Kefilwe

“As a student, you’re told to further your studies; do your Honours, do your Master’s, and then when you want to enter the job environment, they can’t employ you because you’re overqualified and you don’t have the practical knowledge to apply what you’ve studied. So at the end of the day, you’re faced with a huge dilemma,” says Kefilwe.

“The challenges for young people are enormous, especially in the corporate environment,” concurs 27-year-old marketing consultant Nunu Sithole.

For the young women in the group, not being taken seriously by their male counterparts in the workplace has restricted them and many others from growing and developing their careers.

“Whatever job you’re in, as a young person, people are going to pick on you and undermine you, instead of trying to help you. Strike one, you’re young, strike two, you’re a woman and you have to fight all

the time to get to where you want to be in life,” explains 26-year-old satirist Julia Malema.

“There is such a gender problem in this country, whether you’re a young black woman, whether you’re a young white woman, whether you’re an artist, whether you’re an architect, whether

you’re an engineer; you have to work three times as hard,” explains 20-something year-old satirist Yellen Dzille.

Home-grown ERP solution helps achieve billing efficiency at municipalities

Softline Pastel's ERP solution, Evolution, has a Municipal Billing Module that makes it easier than ever for smaller municipalities to stabilise their revenue streams through efficient accounting and billing. Ashley Pillay, divisional director for Pastel Evolution tells us why ordinary accounting systems aren't suitable for municipal use.

Why do municipalities need a specialised billing system?

Municipalities have a vast range of clients, all charged differently and with different billing frequencies. To overcome these complications, exception calculations are often done manually by the municipality's accounting staff. This is inefficient, often leads to errors and in the long-term, can negatively affect the municipality's cash flow.

So, what can Pastel Evolution offer local municipalities?

The Pastel Evolution accounting suite has a billing module designed specifically for municipalities.

The South African-developed solution includes billing functionality for rates, refuse and consumption, all of which interface and update directly into Pastel Evolution's financial system. The program can easily be modified to manage various billing frequencies and a range of customer categories and is flexible enough to handle tariff structures for both fixed and consumption services.

Combined, Pastel Evolution enables municipalities to improve the accuracy and timeliness of billing. The end result is substantially improved revenue collection and, of course, happy customers.

But running an efficient municipality is about more than just billing.

Correct. That is why Pastel Evolution also has the functionality to track municipal fixed and moveable assets, whilst the Procurement Module allows municipalities to manage purchase orders and keep control of expenses.

Isn't a solution like this too expensive for smaller municipalities?

No, the Pastel Evolution Municipal Billing solution is affordable for municipalities whose budgets and resources are limited in relation to those of the larger metropolitans. We currently have more than 30 municipal clients of varying sizes which is testament to that fact.

The cost: benefit ratio is good news too. Because the system drives such a significant improvement in collections capability, its purchase price is offset by the financial benefits it delivers for a municipality over an extremely short period of time.

Is Pastel Evolution aligned to local legislation?

Pastel is a South African company and we pride ourselves on the

fact that all of our programs are aligned to local legislation. The municipal billing solution is geared toward the Municipal Finance Management Act (MFMA) and Generally Recognised Accounting Principles (GRAP).

In less than 25 words, describe the benefits of deploying Evolution's Municipal Billing Solution...

Pastel Evolution's Municipal Billing solution will provide any size municipality with solid systems for strong financial management and reporting, resulting in municipal transparency and accountability.

The Pastel Evolution Municipal Billing solution is affordable for municipalities whose budgets and resources are limited in relation to those of the larger metropolitans.



*Ashley Pillay
Divisional Director for
Pastel Evolution*

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“Government cannot fix education if people do not understand the value of being educated,” says Christina

stead of job opportunities, sustainable and long-term jobs should be created.

“A job is about being able to provide for yourself and your family. Somewhere, somehow, we need to figure out new ways of creating jobs,” she says.

President Jacob Zuma has also declared 2011 the year of job creation. More than 900 000 South Africans lost their jobs between 2008 and 2009 due to the global economic meltdown. Some companies continue to cut staff due to the rising costs of oil and energy.

“The current economic situation that we find ourselves in is not one that is favourable,” says 20-year-old University of Johannesburg student Aidan Kopong. “We [youth] don’t have economic freedom. That means, we need to change certain aspects of the way we do things in our economy,” he explains with conviction, giving one the distinct impression that before us was a serious politician in the making.

In April this year, Public Works Minister, Gwen Mahlangu-Nkabinde, said her department would create 868 000 work opportunities for poor and unskilled South Africans between 2011 and 2012. While government has good intentions, Julia believes that in-

Currently, says Aidan, there is a hot debate about nationalisation. “The question that people should be asking,” he says is: “What should the country nationalise for?”

“Nationalisation in essence is a leftist policy; it’s a policy that caters for the working class and the poor. Immediately when you nationalise industries like mining, to gain proceeds for example, you then need to take it back to benefit the people, in the form of financing free education in tertiary institutions or FET colleges. It should be something that will benefit the people,” he adds.

During his Budget Vote speech this year, Finance Minister Pravin Gordhan, announced that National Treasury wanted to implement a R5-billion youth unemployment subsidy in the 2012 financial year – from 1 April 2012.

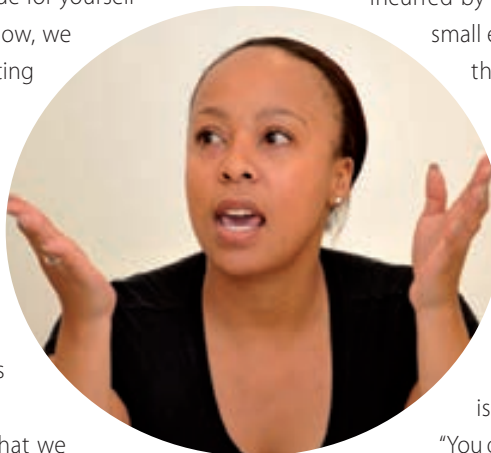
The subsidy compensates employers for taking on young employees and can act to offset the costs of training or risk

incurred by employers, especially those running small enterprises. National Treasury believes that the subsidy will also encourage youth, who believe they may more easily find work, to search for jobs more actively.

But, while the wage subsidy might be a great concept on paper, for Aidan, it simply does not address youth unemployment.

“The wage subsidy speaks to the issue that we’re talking about,” he says. “You graduate, you apply for a job, but you’re told ‘no’ because you don’t have the experience. Now the Government comes in and introduces this wage subsidy where companies are going to be compensated for taking in youth who have no experience. Why must a firm be paid to accept students?” he questions.

“Government needs to take a more hands-on role in terms of regulating, to say that you’ve got to allow this batch of people to come in and groom them first. Even if it means that



“I want to leave a person in a better state than what I found them in and contribute in a positive way. And I believe that we can contribute so much in somebody else’s life, not necessarily with money, but with what you say and how you say it,” says Nunu



every single graduate in the country must do an internship first," he explains.

In recent months, education has been in the spotlight. A technical team, which will develop a problem analysis and draft an intervention plan, was appointed to map a way forward for Eastern Cape schools. This after the provincial education department was placed under administration following a string of reports pointing to inefficiency and maladministration.

"No matter what's going on, you have to start with your education. Nothing can get done unless people know what's up. The next 100 years of our development will be messed up because people are uneducated," Yellen points out.

The best way forward, says Yellen, is to have a gap-bridging course to test a learner's level of competency before tertiary education.

"We can't fix 12 years of bad education overnight, but we can have a bridging-the-gap scenario," she suggests.

But for 27-year-old University of Johannesburg student, Christina Mashabane, government cannot fix education if people do not understand the value of being educated.

"No matter what's going on, you have to start with your education. Nothing can get done unless people know what's up. The next 100 years of our development will be messed up because people are uneducated," says Yellen

"Education is not intelligence. You can get a degree, but if you don't know how to use the degree, then you're doomed."

The Minister of Higher Education and Training, Dr Blade Nzimande, recently called on higher education institutions to revive African languages and make proficiency in an African language a condition for graduation. Christina agrees with this viewpoint.

"I find that to understand something better, it needs to be in your own mother tongue. English is a foreign language for many of us. I've been struggling, most of us do. You come

from a township school, you go to an English medium varsity and you're expected to excel in that language, but you have no support system whatsoever to be able to succeed in that language," says Mashabane.

"When you're multilingual, you can conceptualise another language easier when learning," agrees Aidan.

"There's no support for school leavers, especially from the rural areas," says Christina. "You're already disadvantaged due to the inferior



education that you've received and now you go to varsity and have to compete with people from private schools."

"Our languages need to be developed further so that they can become technical languages so that we can



commercially use them. We don't have any pride in our languages, how can we expect other people to feel the way that we do?" she says.

This group of young people also has fears – of not being able to succeed and to change their lives and the lives of those around them for the better.

"South Africans are not willing to look at themselves and look at the situation and think what can I do?" says Christina, to nods of approval from the others.

"We need to be the change that we want to see in the world. But instead, we are always shifting the blame, looking at somebody else, looking at government, blaming somebody else. But what am I as a South African doing to change the situation that I'm complaining about?" she adds.

For the bubbly Kefilwe, her greatest fear is that the youth will get frustrated with the current state that the country.

"My greatest fear for the youth in our country is that they will get so frustrated because of the current state that our country's in, that they lower their values, lose their essential purpose in this world and end up getting involved in things such as corruption."

And what is the biggest fear for the politician in the making? Aidan's biggest fear is that South Africa turns into another Zimbabwe. "Because the reality is, that can happen very quickly. The more we neglect the essential issues that we have to deal with; the more we are going to head in that direction. We should not move in that direction of continuing to mess up thinking that people do not mind. People do mind," he stresses.

But it's not all doom and gloom for these young people. They also have big dreams and even greater hopes.



"... while the wage subsidy might be a great concept on paper, for Aidan, it simply does not address youth unemployment."

"I hope to give my time and I hope to be a better person," says Christina. "Giving back is not only about giving money or buying somebody something, it's about being nice to your fellow man."

"I see a person who wants to contribute to the upliftment of other individuals," explains Nunu. "I want to leave a person in a better state than what I found him/her in and contribute in a positive way. And I believe that we can contribute so much to somebody else's life, not necessarily with money, but with what you say and how you say it."

"I believe that everybody on this Earth is here to make a contribution. Find what your contribution is and do it," says Kefilwe, adding she hopes that the country's youth will believe in themselves because at the end of the day, "if you do not believe in yourself, no-one will".

Julia's mission is to uphold Pan-Africanism and Yellen hopes that education, from primary to tertiary, will be free and in all 11 official languages.

The hope they all echo, however, creates hope for the future: "A society where the youth will be freed from the shackles of poverty. Freedom without equality, freedom without economic emancipation, without education and intelligence means nothing," they say almost in chorus.

All in all, as lunch drew to a close, the *Public Sector Manager* team was left with food for thought. Nodding our heads in agreement, we felt a deep satisfaction knowing that if these were the issues that the youth were thinking about and engaging in, then the country will surely be in good hands too, when their turn arrives.

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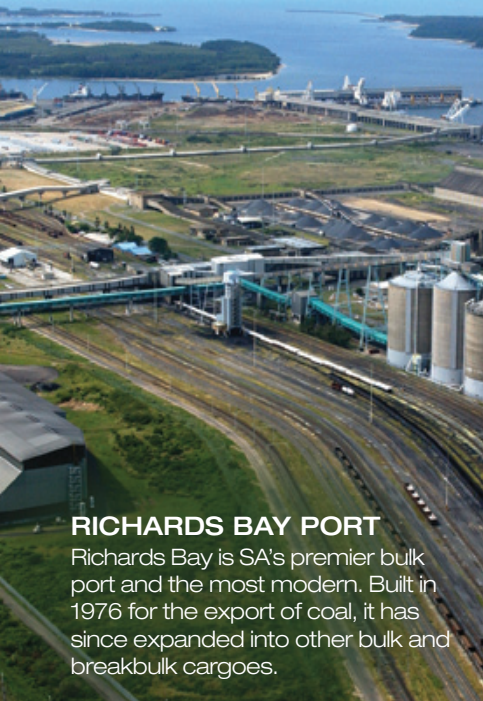


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Photos: Unisa Photographic Unit

One is yet to meet an economist with two hands, goes the cliché. However, when one meets macro-economic economist Setepane Mohale of the Department of Economic Development, one gets the sense that indeed anything is possible, writes **Mbulelo Baloyi.**

Describing her as petite and vivacious is true, yet an under-statement. Mohale exudes unparalleled confidence for a young African female economist who finds herself in a male-dominated, characteristically pale profession.

Mohale's bubbly and engaging personality attests to her friendly, outgoing and positive upbeat energy and generally fun outlook on life.

Her sprightly outlook is a testimony of the sense of urgency she and her colleagues in the newly-created Economic Development Department put premium on in the pursuit of the department's chief mandate – job creation. At a recent Government Communicators' Forum (GCF) meeting held at Midrand's Gallagher Convention Centre, Mohale had the gathered government communicators agog as she unpacked government's blueprint for job creation, the New Growth Path (NGP), during a lively presentation.

The presentation was peppered with economic acronyms such as "Brics" – a reference to Brazil, Russia, India, China and South Africa and "Pigs" for Portugal, Ireland, Greece and Spain. This drew giggles from the communicators as they followed Mohale's simple yet articulate description of the NGP attentively.

The Limpopo-born Mohale joined the Department of Economic Development in October 2009 as Director: Macro-Economic Policy.

She is an economist and policy analyst. She has a background in international relations and economics. Mohale has worked in policy development and analysis as well as infrastructure and development project assessment and finance.

Prior to that, she dabbled as a researcher and worked as a development economist for various think tanks and research institutes. She also had a stint with an estate agency before taking a job with the development finance institution, the Development Bank of Southern Africa (DBSA).

"My background has always been in development economics. So, when the new department (of Economic Development) was set up, it was natural that I would want to be part of this epoch-making exercise," says Mohale.

She adds that it has been a seamless transition from working for a parastatal like the DBSA to join a fledgling government department.

“At the department there is a commitment to innovate, to empower. One is given that space to explore further without being confined to what your designation demands of you,” says Mohale.

She says the new Department of Economic Development is not that compliance-driven and this has helped her to stretch herself beyond her current position as Director: Macro-Economic Policy.

“That is the benefit of working here. It is about the ethos that one has to espouse. Like any other government department, it has got its own challenges but it is very refreshing to note how we try to overcome such challenges and in the process we become more efficient in the manner that we do things.”

She says there is a mistaken assumption that efficiency and competence are the preserve of the private sector but in her working experience she has witnessed the opposite in the often-cited quintessence of excellence that is the private sector.

Despite her relative short time in the fledgling department, Mohale has become a sought-after expert on the Government’s economic growth path.

She has graced different academic, trade and investment forums as well as symposiums, doing presentations on the NGP. In some instances, she has stood in for her political principal, the Minister of Economic Development, Mr Ebrahim Patel.

That Mohale can represent the Minister in his absence is a crystal clear demonstration of the confidence the latter has in her and her grasp of complex subjects such as macro-economics and industrial policy.

However, such accolades for Mohale are neither here nor there as she takes it as “all in a day’s work”.

“Look, it is not about me as Setepane; we are operating in a new global environment that poses certain challenges.

At the same time, this environment creates opportunities and with our economic growth path, we certainly have to lap on these opportunities and explore how we can extract the maximum when creating jobs for our people,” says Mohale.

When asked about the qualities a woman needs to be successful in the public sector, Mohale says it could be the same as that of males.

However, argues Mohale, a female manager in the public sector has to have the ability to absorb a wide range of information. She must have the ability to troubleshoot, the ability to formulate a team and deploy resources to get the work done.

“You must develop an ability to work in a team environment. As a woman leader in the public sector, you can’t be the only orchestra. You have to learn to work in multi-departmental and interdepartmental teams.”

Mohale says among the challenges faced by women in the public sector are the fragmentation of resources and working in silos.

“The empowerment of women is an imperative. We have to properly use our human resources and harness them for the betterment of women.

Women are a marginalised group, so we have to widen the pool of resourceful women so that we can widen the domestic demand for women in management positions in the public sector,” she says.

Practically speaking, she adds, most government departments do not ostensibly discriminate against women.

“Discrimination can be indirect in the form of inflexible working conditions like no flexitime. Therefore, I see opportunities for women managers in the public sector to encourage networking so that we can mentor those who are coming after us and create a nurturing system so that there can be a continuous pool from which the employer can draw.”

Sharing her thoughts on a senior women’s forum in the public sector, Mohale says the key for such a structure to be successful will be how it could pull similar organisations together instead of it being a stand-alone structure.

The empowerment of women is an imperative. We have to properly use our human resources and harness them for the betterment of women. Women are a marginalised group, so we have to widen the pool of resourceful women so that we can widen the domestic demand for women in management positions in the public sector.



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Mohale also bemoans the lack of document and knowledge management in the public sector as this has led to losing institutional memory when a senior public service official leaves employ and retire.

“Anecdotally speaking, there is no system in place which literally means there is no transfer of institutional memory. To chronicle the contributions of women in the public sector, we need to find a way to conduct our research work, and we have to ensure that our performance, monitoring and evaluation tools are in place.”

Mohale says women managers in the public sector often have a greater challenge getting recognition.

“You need an extra ounce of resilience if you are a woman and as it is well known that black women suffer triple oppression as black people – as women and as workers – so it is a given that you will need three ounces of resilience. A change in culture has to take place.”

She said the recognition of female talent in the public sector is not that overt. Among the impediments that one continues to find, adds Mohale, is a system of old networks of male managers in the form of “old boys’ clubs”.

“During this transition period, you have to be ready for the conditions of transition. You must have energy, a new perspective and plan on how things are to be done. One sees it every day when people try to pigeon-hole you as a woman manager in the public sector that you should not be in the economics field but rather in some less scientific cutting-edge occupation. There are still some remnants of those patriarchal stereotypes.”

She says a lot has been done by many women to break down the proverbial glass ceiling in terms of personal development and career growth.

“You still have to ride a thin line between your natural instincts as a woman and professional skills. My understanding of the revolution against apartheid is that we should be taking the next step of turning the wheel. We have to ask ourselves what needs to be done and that is job creation, and open and accessible opportunities to economic emancipation.”

I see opportunities as women managers in the public sector to encourage networking so that we could mentor those who are coming after us and create a nurturing system so that there could be a continuous pool from which the employer can draw.



When asked what she would like to accomplish while in the public sector, Mohale says it would be setting up or contributing to new integrated well-run public service machinery working interdepartmentally with a clear focus on real economic transformation that is sustainable.

“For this to happen, we have to break the silos and also have clear responsibilities; there has to be interconnectivity and good communication among departments, focus and a sense of urgency. We have to bring more young economists into the public sector. There is a lot of room for young South Africans to be involved in economic development.”

Mohale adds that she would encourage more young black economists to apply and join the department. This is attainable and she believes many would-be economists are too mystified about the profession and that she has a duty to dispel the notion that economics as a profession is solely for the bright sparks.

She counts among her role models her great-grandmother, grandmother and mother. She says it was an amalgamation of people who taught her early in life to have determination to take control of her life and shape her own destiny. In between her busy working life, Mohale always finds balance to spend quality time with her two boys and, only typical of a go-getter like her, to check on their school work.

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Writer: Xoliswa Zulu

2011 LOCAL GOVERNMENT ELECTIONS – another IEC success

The local government elections on 18 May 2011 will be remembered as another milestone in the evolution of South Africa's young democracy.

The elections saw 23 655 046 people on the voters' roll – more than half of them women, and 45% men – representing an increase of 21% from the 2000 municipal elections.

More than 200 000 South Africans cast special votes two days before Election Day.

Members of the South African Police Service who were on duty on voting day, voting station staff, media, political party agents as well as voters who were housebound due to illness/infirmity, hospitalised or deployed from home for work reasons, were among those who qualified for special votes. It was the first time that voters were able to cast a special vote in municipal elections.

The voter turnout was 57,6% with 97% of voters surveyed by the South African Human Sciences Research Council after the poll, saying they found the elections to have been free and fair.

President Jacob Zuma commended the Independent Electoral Commission (IEC) on the sterling job it had done: "We always trust the IEC to deliver an efficient, credible, free and fair election at all times and they have never failed us as the nation. We are also proud of the fact that this highly regarded institution is headed by women."

IEC chairperson, Dr Brigalia Bam, praised the election for being the most exciting and incident-free.

"I pay tribute to South Africans, especially the voters for actively embracing democracy and I salute my colleagues, the IEC team, which has substantially contributed to the evolution and dynamic growth of our electoral democracy," she said.

IEC Chief Electoral Officer, Pansy Tlakula, thanked South Africans for embracing democracy.

"We have always maintained that voter apathy is not a feature in our dynamic democracy. Not only is the voter

turnout for these elections higher than we had for the last municipal elections in 2006, but they are also the highest that we have had in the history of democratic municipal elections in this country.

The African National Congress (ANC) won the highest number of seats and councils – 198 councils and 5 633 seats constituting 62% of the vote.

The Democratic Alliance (DA) came second with 18 councils, 1 555 seats and 23,9% support. The ANC and DA were followed by the Inkatha Freedom Party (IFP) and the Congress of the People (COPE).

A total of 121 parties contested the elections involving over 53 000 candidates of whom 754 were independent candidates. Only one ward in the Eastern Cape was uncontested of the 4 277 wards contested.

Results for the 2011 local government elections

Party	Councils	Seats	Won % Support
ANC	198	5 633	62.0%
DA	18	1 555	23.9%
IFP	5	352	3.6%
COPE	0	236	2.1%
NFP	2	224	2.4%
Other parties	2	140	2.0%
UDM	0	65	0.6%
Independents	0	45	1.1%
PAC	0	40	0.4%
ACDP	0	40	0.6%
VF PLUS	0	38	0.5%
APC	0	28	0.3%
UCDP	0	25	0.2%
AZAPO	0	15	0.2%
TOTAL		8 436	

GOVERNMENT EMPLOYEES

Everything you need to know about GEMS, the medical scheme that is “always a step ahead”.

It is just over six years since the inception of GEMS, thus making GEMS South Africa’s youngest and most dynamic medical scheme, which has grown to become a force to be reckoned with. Currently, GEMS covers more than 1.5 million beneficiaries, which equates to almost 20% of the South African medical schemes market and 3% of the total population, notes Miss Tintswalo Baloyi, a GEMS Trustee.

Since its establishment, GEMS has broken every record in the South African healthcare funding market. With a strong focus on remaining pro-active and member-centric, GEMS has earned a reputation as an industry pioneer that is “always a step ahead”.

Something for everyone

GEMS has something on offer for everyone with no fewer than five attractive benefit options, namely Sapphire, Beryl, Ruby, Emerald and Onyx providing members with considerable choice and a range of comprehensive healthcare benefit options. The overriding principle behind the GEMS product

offering is: “You buy what you need – no more no less”.

Open access and ample choice

GEMS members have access to a network of over 9 000 healthcare providers spanning 35 disciplines. This includes GPs, optometrists, dentists, physiotherapists, psychologists and a range of other service providers to choose from.

Network doctors have access to the rapidly growing GEMS membership; a free listing on the GEMS website and active promotion of the programme by the Scheme.

There is also the “Friends of GEMS”, a network of 11 757 healthcare providers who have agreed not to charge GEMS members any co-payments for consultations. These “Friends of GEMS” can be found in all corners of South Africa and are available to GEMS members registered on any of the five Scheme options at the Scheme rate. This gives members the peace of mind that they will never be required to make payments out of their pockets. Healthcare providers are enthusiastic about “Friends of GEMS” and

therefore warmly welcome members who make use of the service.

As the Scheme is charged directly by the doctors concerned, there are never any uncomfortable discussions about payment or outstanding bills. GEMS members can therefore afford to visit a doctor at any time. This also removes the administration burden from the member who no longer has to submit claims to the Scheme.

Members first, every time

Miss Baloyi indicates that GEMS has adopted a forward-thinking strategy that places members first. In so doing, the Scheme has initiated a number of member-focused initiatives that add to the ‘ease of use’ of the Scheme. These include the courier delivery of chronic medication, sending of claims alerts via SMS and “Friends of GEMS” – a healthcare service provider registry that enables members to find a healthcare service provider in their area by sending an SMS.

GEMS exists for its members! The needs and perceptions of members are therefore all important to the Scheme

SAPPHIRE	An entry level network option that provides out-of-hospital care such as visits to the doctor, dentist, optometry and maternity care at private facilities and in-hospital cover at public facilities
BERYL	An entry level network option that provides both in and out-of-hospital benefits via a network of private facilities
RUBY	A savings account for day-to-day medical expenses, as well as a hospital plan
EMERALD	A traditional option designed to resemble the medical scheme plan most public service employees were enrolled on prior to the establishment of GEMS
ONYX	A top-of-the-line comprehensive option

MEDICAL SCHEME (GEMS)



and its operations. In order to make it as easy as possible for members to interact with the Scheme a number of channels have been provided. This ranges from feedback on service levels to suggestions regarding new benefits, services or other improvements. In this way GEMS is able to stay in touch with its membership base.

GEMS membership and subsidy

As GEMS is a restricted scheme for Government employees, only those employed within public service can become members of the Scheme. When joining GEMS, public service employees

are eligible for a 75% medical scheme subsidy, which is provided by the employer. In certain cases the employer provides a 100% subsidy, up to a limit of R2 570.

A winning recipe

The astonishing growth of GEMS bears testament to the Scheme's outstanding service provision and member-centric benefit options. Of equal significance is the unrivalled innovation of the Scheme and its ability to design and implement benefits and services that meet and exceed the needs of its members.

In this it succeeds admirably with Scheme benefit options being on average 10% to 25% less expensive while benefits are similar, and in certain instances better than those on offer in the market, concludes Miss Baloyi.

Despite the many successes achieved by GEMS the management of the Scheme know all too well that they cannot sit back and rest on their laurels. True to its stated objective GEMS remains totally focused on its members and their individual healthcare needs while providing members with affordable, accessible and quality healthcare services.

The year of **job creation** takes off

Government, organised labour and business remain positive in their outlook for the future following the recent successful business and labour summits on job creation, writes **Mbulelo Baloyi**.



In February 2011, in his State of the Nation Address, President Jacob Zuma declared 2011 the year of job creation, through meaningful economic transformation and inclusive growth.

Hailed as precursors of a major economic drive that could see South Africa turn the corner on job creation, the recently held summits on job creation – the first with business in March and the second with organised labour in April – demonstrate government’s determination to bring together the relevant job creation stakeholders and meaningfully engage on issues that will ensure the achievement of this goal.

During the one-day Business Summit on Job Creation, held in mid-March at the Presidential Guest House in Pretoria, government and organised business mapped out concrete steps with realisable deliverables in job creation.

The summit also created a good opportunity to strengthen cooperation between government and business for the purpose of promoting the economic growth of the country in broader terms. It was attended by many captains of industry and commerce, among them Jerry Vilakazi, former Chief Executive Officer (CEO) of Business Unity SA (BUSA); Business Leadership South Africa’s, Chairperson, Bobby Godsell; Nedbank’s CEO, Mike Brown; BUSA President Futhi Mthoba; BP South Africa’s Head, Siphon Maseko;

African Rainbow Minerals Chairperson, Patrice Motsepe; and Standard Bank’s CEO, Jacko Maree.

Delivering the keynote address at the Business Summit on Job Creation, President Zuma said government had done well in education, health, rural development and land reform and the fight against crime.

“Since 1994, we have made substantial progress in transforming the economy to benefit the majority, but serious challenges of unemployment, poverty and inequality remain. We have had a long period of economic growth during the last 10 years, but it has not been strong on job creation. We need to find a solution,” he said.

Echoing the President’s concern, BUSA’s Mthoba said business recognised the urgency required to deal with unemployment and poverty in South Africa.

“We are prepared to work with government in achieving the job creation goal. We share the same belief, that the real prosperity of our country can only be achieved if all the citizens are afforded a fair opportunity to contribute meaningfully to the economic welfare of the country,” she said.

During the summit, President Zuma acknowledged that while it was not government’s core function to create jobs, it remained its key priority to create a conducive environment

that allows the private sector to create jobs. Government believes that growth will follow employment targets instead of employment being the residual outcome of growth.

President Zuma added that government had been working to strengthen the legislative and policy frameworks to make it easier to do business in South Africa, and also to support emerging business, as well as Broad-Based Black Economic Empowerment.

The Minister of Economic Development, Ebrahim Patel, also outlined how the Government's New Growth Path (NGP) had identified six priority areas as part of the programme to create jobs.

One of these priorities identified by the NGP for job creation is the Green Economy. The other five priorities include infrastructure development, agriculture, mining and beneficiation, manufacturing, and tourism.

The Green Economy focuses on expansions in construction and the production of technologies for solar, wind and bio-fuels.

Clean manufacturing and environmental services, according to government, can create 30 000 jobs in the next 10 years.

"Government and business need to work together on concrete plans to develop the economy and drive green jobs. The Green Economy is central to South Africa's plan to grow its economy and create jobs through green industries and environment-friendly initiatives," said Minister Patel.

Outcomes of the summit included a decision by both government and organised business to appoint a core team that will collate the discussions and prioritise issues of common interest.

Former BUSA CEO Vilakazi said the business fraternity was satisfied with the outcome of the summit and government's engagement on job creation.

"The key issue for us in business is that we are satisfied with the level of engagement with ministers, departments, the National Economic Development and Labour Council, other social partners, government



and the portfolio committees," he said.

In April, the Labour Summit on Job Creation was hosted by President Zuma, driven again by the job creation objective. The summit hosted the country's three major labour organisations, namely the Congress of South African Trade Unions, the National Council of Trade Unions and the Federation of Unions of South Africa.

At this summit, President Zuma said at the core of government's focus on job creation was the building of a developmental state. This developmental state, added President Zuma, would have the strategic, political, administrative and technical capacity to give leadership to the Government's development path.

"The focus of government's efforts in the coming years will be to stimulate the country's productive capacity to boost job creation and expenditure on the social wage," said President Zuma.

He added that government was working to maintain a stable pro-employment macro-economic environment. This will include effectively implementing the Government's trade industrial policy to create decent work on a large scale.

"We will also undertake interventions to create a more inclusive economy, by expanding opportunities for the poor to access the labour market and broadening the impact of growth."

President Zuma told the labour representatives that government was aware that there were still workplaces where the legacy and practices of the past continued to dominate.

"We know too that many farm workers and farm dwellers still live in appalling conditions. This indicates the work we must still do to expand the rights of workers to every corner of the country. We urge you as the trade union movement not to lose sight of this sector. Together we must work with them for a better life."

Special focus on jobs for the youth

Both the business and labour summits on job creation also discussed the proposed Youth Wage Subsidy to alleviate unemployment among youth as announced during the Budget Speech in February this year.

About R5 billion has been allocated to the programme over three years, translating into R1,6 billion a year on average, between now and 2015.

According to the economic models drawn up by National Treasury, the allocated amount indicates that almost 400 000 new jobs could be created to absorb young unemployed people.



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Everyone needs a break, so what's the deal?

Part 1 on leave in the Public Service

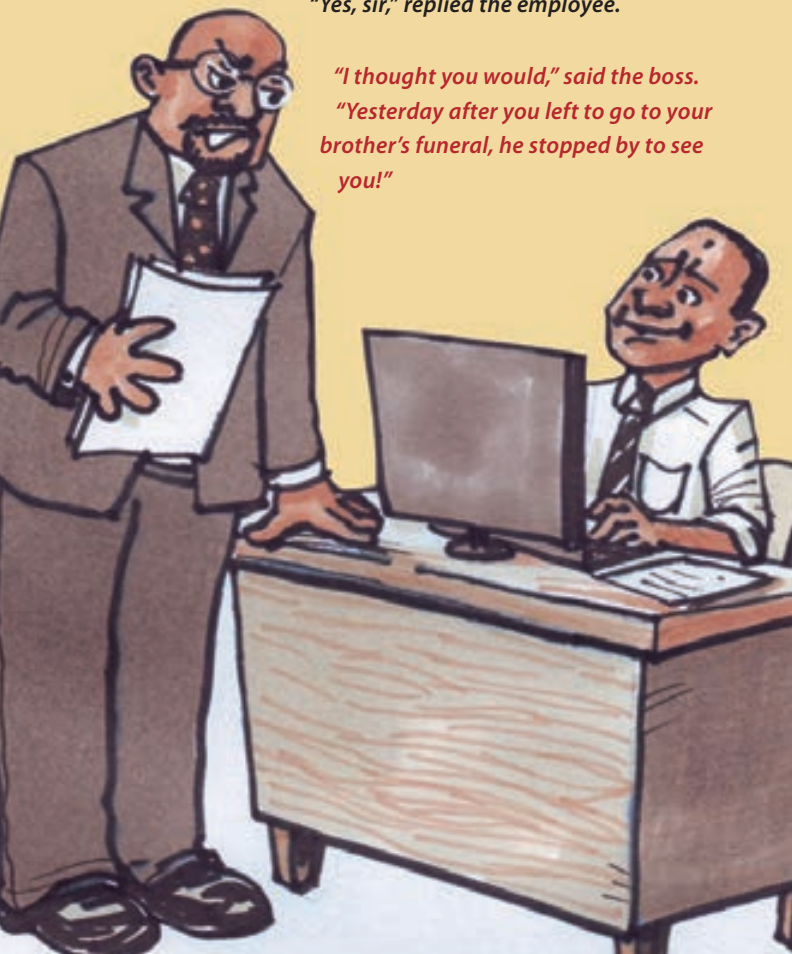
Working hours are never long enough. Each day is a holiday, and ordinary holidays are grudged as enforced interruptions in an absorbing vocation.
– Sir Winston Churchill

Life after death

A boss asked one of his employees, "Do you believe in life after death?"

"Yes, sir," replied the employee.

*"I thought you would," said the boss.
"Yesterday after you left to go to your
brother's funeral, he stopped by to see
you!"*



All of us may not agree with these words by Sir Winston Churchill, who had a passion for his life's work as an historian, writer, orator, politician and statesman. We may rather agree with the opinion of an unknown wise man, who remarked, "Vacation used to be a luxury, however, in today's world, it has become a necessity".

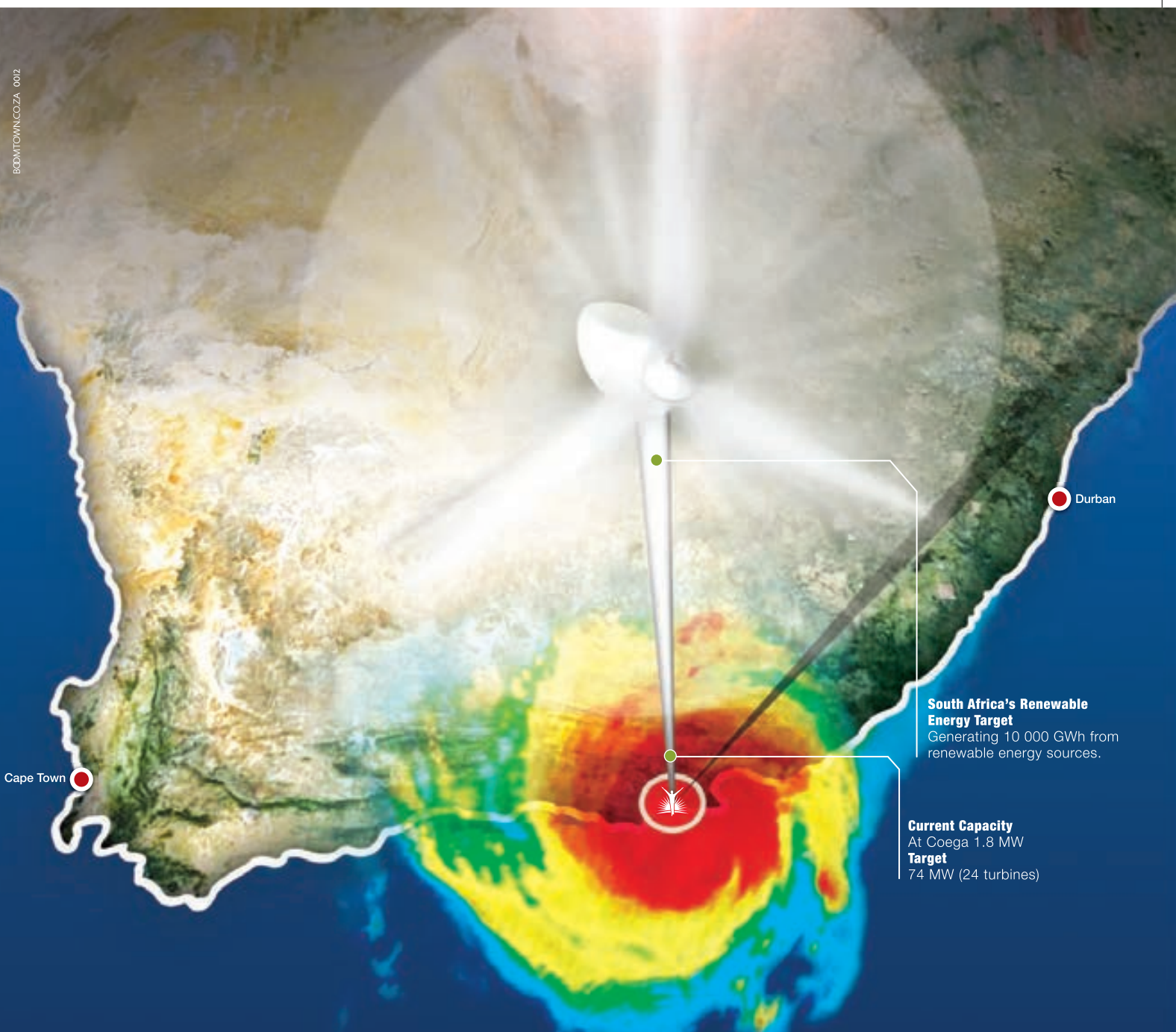
A vacation is what you take when you can no longer take what you've been taking. – Earl Wilson

Even those among us who are workaholics need a break from work at least once a year. As a public servant, it is therefore important that you familiarise yourself with the leave dispensation in the Public Service so that you can make full use of your conditions of employment.

Getting a minimum of 21 days' leave is part of South Africa's Basic Conditions of Employment legislation.

In the Public Service, leave needs to comply with the legal requirements entrenched in the Basic Conditions of Employment Act, 1997. It must also:

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What types of leave can I get?

- Annual Leave
- Normal Sick Leave
- Temporary Incapacity Leave
- Leave for Occupational Injuries and Diseases
- Maternity Leave
- Family Responsibility Leave
- Adoption Leave
- Special Leave
 - Leave for Office Bearers/Shop Stewards
 - Unpaid Leave.

ANNUAL LEAVE

If an employee has less than 10 years' service, he/she is eligible for 22 days working days' annual leave in a leave cycle. If an employee has 10 or more years of service, he or she is eligible for 26 days working days' annual leave in a leave cycle. If an employee is appointed in the course of a leave cycle, he or she will be eligible for a pro rata annual leave entitlement only. The employee is required to take a continuous period of annual leave for a period of at least 10 working days in a leave cycle.

A vacation should be just long enough that your boss misses you, and not long enough for him to discover how well he can get along without you.

– Anonymous

The leave cycle is a 12-month period and commences on 1 January of each year. At the end of this 12-month period, an employee has a further six months to utilise any unused annual leave days for the previous leave cycle. In other words, employees have 18 months within which they can utilise their annual leave. Any unused leave days available by the end of the grace period are forfeited.

An employee may not stay away from work unless he /she has applied for annual leave and has been advised by his or her supervisor that the application has been approved, unless exceptional circumstances exist. For this purpose, the official leave application form, i.e. the Z1(a) form, must be completed and signed.

A good vacation is over when you begin to yearn for your work. – Morris Fishbein

Unused annual leave is paid out in the event where an employee terminates his/her services or if the application for annual leave was declined due to operational requirements, and could not be rescheduled in the course of the leave cycle. For this purpose, at the end of the 18-month period, a written request, supported by written proof of refusal of the annual leave, and that it could not be rescheduled, by the Head of Department or delegated authority must be submitted.

NORMAL SICK LEAVE

An employee is entitled to 36 working days' paid normal sick leave in a sick leave cycle. A sick leave cycle is a 36-month period. The current sick leave cycle commenced with effect from 1 January 2010. Unused normal sick leave lapses at the end of the sick leave cycle.

Should an emergency arise or if the employee is overcome with a sudden illness or injury, he/she must notify his/her supervisor immediately telephonically or through a relative, friend or colleague.

An application for normal sick leave must be submitted within five working days after the first day of absence, either personally

or through a relative, friend or colleague.

If an employee is absent for three or more working days, he/she must submit a medical certificate. A medical certificate may be requested, irrespective of the number of days off, if a trend has been established in the use of off days. A medical certificate will also be required regardless of the duration of the absence, if an employee has taken sick leave on more than two occasions during an eight-week period.

**** Read more in the next edition.***

You have to go to school!

A mother repeatedly called upstairs for her son to get up, get dressed and get ready for school. It was a familiar routine, especially at exam time.

"I feel sick", said the voice from the bedroom.

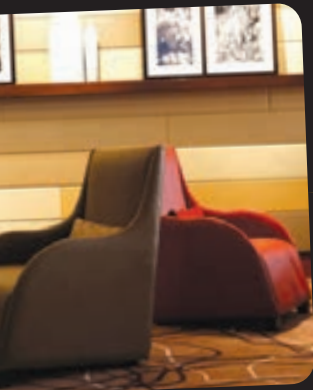
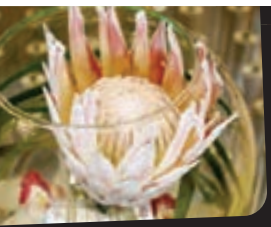
"You are not sick. Get up and get ready", called the mother, walking up the stairs and hovering outside the bedroom door.

"I hate school and I'm not going", said the voice from the bedroom. Nobody likes me, and I've got no friends. We have too many tests and too much work. It's all just pointless, and I'm not going to school ever again."

"I'm sorry, but you are going to school", said the mother through the door. "We are all tested in many ways throughout our lives, so all of this experience at school is useful for life in general. Besides, you have to go to school – you're the headmaster!"



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It should be a
“productive”
 instead of



Writer: Dumisani Hlophe



“service-delivery”
 public sector

South Africa needs to adopt a conceptual and practical shift that downplays the discourse of “service delivery” in favour of a “productive” public sector. This does not mean that the recent wave of “service-delivery” demonstrations are without foundation, but a recognition that such a discourse has both conceptual and practical weaknesses.

South Africa emerges from a liberation tradition, and is governed by a liberation movement. Thus, “service delivery” partly bears the dangers of liberation governors asserting that “we liberated you from apartheid, and now we will deliver unto you your socio-economic needs”. This historical-based claim to authority and legitimacy, rather than the productivity of the public sector, weighs much heavier on the needy citizenry. Thus, the dominant discourse in the current “service-delivery” demonstrations is: “what government promised us” and by extension “what we are entitled to”.

Here are two possible unintended complementary weaknesses of the “service-delivery” discourse: it is not too motivational on

the side of the governors and their civil service, and also brews a sense of entitlement on the side of the citizenry. The overall unintended consequence of all this may be complacency both within and outside the State.

Building a productive state and society

The challenge is to build a productive state and society, both conceptually and practically. That is, the Public Service must adopt a sense of being productive institutionally, individually and collectively. Service delivery and monitoring and evaluation are mere integral parts of what makes up a productive public sector. While the dominant public sector discourse in this country has been one of “service delivery”, this has been articulated virtually decontextualised from the overall performance of the State.

Consequently, many of the ill-termed “service-delivery” protests are actually a quest for a better quality of life. Rather than an appeal for running water and electricity, demonstrators are actually seeking economic opportunities. Those demonstrating

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from the squatter camps and townships would rather have economic opportunities that will enable them to move out of such locations.

Similarly, the increasing discourse of monitoring and evaluation should not be articulated in isolation. It needs to be located within a bigger context of a productive public sector. Otherwise, it risks being limited to statistical accounts.

Indeed, ministers and senior managers may deliver numerical targets without the necessary quality. The advantage of focusing on the productivity of the public sector is that it combines both the meeting of numerical targets, and the quality of such targets. It encapsulates everything: the various services delivered and the quality of such services.

A performance-orientated government

Productivity is therefore not just about the number of crooks arrested, but how many were successfully prosecuted. It is not just about the number of students who pass, but how many qualify for admission at higher education institutions. It means going beyond job opportunities created to how many are actually at work. It goes beyond the public buses government puts on the road, to how long people wait at bus stops and whether they reach their destinations safely and on time. It is not about the number of patients a hospital has served but also the amount of time people wait for medical attention.

The tension between productivity/quality vis-à-vis a simplistic approach to monitoring and evaluation is already evident in the discourse about job creation. There are those who say what the country should be focused on is the number of jobs it creates and there are those who argue that “decent” jobs, not just any type of job, should be created.

One’s understanding of a productive state is what President Jacob Zuma meant by a “performance-orientated government” in his 2010 State of the Nation Address. The same is also referred to as an “outcomes-based government”. In the latter, the focus is on the impact of the quality of life of the citizen. This goes beyond the current limited interpretation of “service delivery”.

Capacity-building is a continuous process

The grounds are fertile to elevate and locate service delivery and monitoring and evaluation within the strategic context of a productive public sector. Two examples stand out: the building of stadiums earmarked for the 2010 FIFA Soccer World Cup™ moved at a phenomenal pace. They were delivered on time and are of world-class standards.

During the bidding process, government provided guarantees to FIFA that the World Cup infrastructure would be delivered qualitatively, and timeously – and this was the case. While the building of the stadiums was partly delivered through

partnerships with the private sector, the public sector was the key driver.

The second example is that of the Gautrain. It is a massive infrastructure project, which is timeously and qualitatively progressing through the set targets. Given the above two examples, the South African public sector does have the capacity to perform at the highest level. It can be productive when called upon to do so. If the public sector can deliver on its commitments and undertakings to a major world body such as FIFA, then similarly it can and should deliver on its commitments to the taxpayers and the electorate in general.

The same zeal committed to the 2010 Soccer World Cup infrastructure-building can be applied to the building of houses and other projects under the Expanded Public Works Programme.

Perhaps the big problem is that many in the Public Service in particular may have actually come to believe the hype about lack of capacity. Capacity-building is a continuous process and needs to be approached that way. The assumption that it is lacking is actually counterproductive.

Taking the 2010 legacy forward

Entrenching a productive public-sector doctrine will contribute immensely to the professionalisation of the Public Service. It can give greater meaning to service delivery and gear government’s performance systems beyond targets to quality outcomes.

Perhaps the high levels of public-sector productivity in delivering South Africa’s commitment to delivering the 2010 infrastructure should be the major legacy that the public sector must take forward.

***Dumisani Hlophe is Deputy Director-General: Gauteng Department of Roads and Transport**



The World Cup

that changed our lives

It's been a year since the eyes of the world were upon us to witness the greatest sporting event the African continent has ever seen – the 2010 FIFA World Cup™.

Football fever raged across the country as millions of dedicated fans flocked to South Africa from across the globe. Fans kitted out in team colours, flew their flags and blew their vuvuzelas in support of their favourite football teams.

From packed out stadiums to fan park festivals, the World Cup united South Africans and our visitors regardless of

colour or creed. Many friendships were made, many wins were shared, losses comforted and the legacy of a united country was affirmed.

Let us be proud of our beautiful state-of-the-art stadiums, our new and improved road networks, our new King Shaka International Airport and our great legacy projects that were celebrated during and beyond the World Cup.

We made history and showed the world, what a gracious, friendly and proudly South African country we are. The 2010 FIFA World Cup – we felt it, it was here!





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100 YEARS
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THIS MONTH IN HISTORY





NELSON MANDELA MUSEUM: *10 years of delivering a memorable cultural experience*



There are few places to beat the Eastern Cape as a heritage destination. Its rolling hills and magnificent natural environment is where one of its most famous sons, Nelson Mandela, was born.

Ten years to the day after his release on 11 February 1990, the Nelson Mandela Museum opened its doors. Nelson Mandela insisted it was not just to be a static collection but a living memorial to his values and vision. It was to inspire and enrich all who visit it, serve as a catalyst for development and should share the heritage resources linked to him.

Located in Qunu (Nelson Mandela Youth & Heritage Centre) and in Mthatha (in the Bhunga Building) - both conveniently situated on the N2 - the museum currently houses two exhibitions: *The Meaning of Mandela* and *Mandela and Luthuli in Conversation*. Some of the gifts that were given to Nelson Mandela from the South African and international communities are incorporated within both exhibitions. At Qunu the Museum experience is a dynamic one, with

various indoor and outdoor spaces for temporary exhibitions. Presently on show is a comic exhibition about the life and times of Nelson Mandela, and art and craft exhibitions by local emerging artists. Beautiful products created by local youth on site are available for sale.

In Qunu, village tours are arranged on request and visitors can follow Madiba's footprints to his original home, the family graveyard where his parents and children are buried, his primary school where he was named Nelson on his first day of attendance, the church where he was christened and his favourite sliding stone.

The museum in Qunu has upmarket accommodation suitable for leisure and business travellers, as well as fully fitted state-of-the-art conference facilities.

The Nelson Mandela Museum offers a memorable cultural experience that gives insights into the life of Nelson Mandela, with guided tours and a heritage trail that follows his footprints.



Open 09h00 to 16h00 daily including weekends.

No entrance fee – donations encouraged.

For more information, please contact:

Tel: +27(0) 47 532 5110

Fax: +27 (0) 47 532 3345

Email: mandelamuseum2@intekom.co.za

www.mandelamuseum.org.za

in the footprints ...





Writer: Smoking Rubber

From ugly duckling to elegant swan

The previous model BMW X3 was scoffed at by the motoring public with its odd detailing and rather plastic interior. Added to its rather average off-road ability, the X3 looked like a product doomed from the word go. But sales figures proved differently. The small Sports Utility Vehicle (SUV) offering from BMW became another benchmark under the manufacturer's belt and more than two million X3s graced the world's roads before the new one was launched.

Now to the new X3 – it is a thing of beauty, the lines are more defined, the interior is top notch and it actually can go off road even though it is not a real bush basher. However, X3 owners are not real off-road freaks and they generally buy the vehicle for its higher ride height and its decent interior space. The vehicle has been tagged a mom's taxi in South Africa, where families opt for

SUVs rather than station wagons. Many motoring journos have dubbed the X3 the best product to come out of the brand in recent times. This BMW comes locally with three engine options currently: a turbocharged 2-litre diesel, a turbocharged 3-litre diesel and a 3-litre turbocharged petrol. All of the engine specifications are mated with an eight-speed automatic gearbox.

It is almost academic to talk about the luxury in a vehicle like the X3 but BMW has moved the goal posts a bit further with technology in this car. To quote marketing material of the X3: "State-of-the-art innovations from BMW ConnectedDrive mean that the driver and passengers are connected to both the outside world and the vehicle's immediate environment."

The X3 offers Internet connectivity via the owner's mobile phone using Bluetooth. This function is also available for rear passengers in those vehicles that have the optional back-seat screens.

Once again, BMW has looked at producing a vehicle that is environment-friendly. With its powerful and efficient engine, as well as the BMW EfficientDynamics comprehensive technology package, the X3 has been propelled to the top of its class.

PRICING		
MODEL	CO ² TAX	PRICE
X3 20d	2 308.50	R470 000
X3 30d	3 334.50	R590 500
X3 35i	7 182.00	R607 000

Her Majesty's finest hour

Big sports utility vehicles (SUVs) are not uncommon on South African roads. Gone are the days when people bought a huge German luxury sedan to be wafted around in style – they rather opt for the height advantage and class that goes with 4X4 motoring. The top end of the SUV market is defined by vehicles like the BMW X5, Mercedes M-Class, Audi Q7, Toyota Land Cruiser and the like.

But there is one that has always been the king of the hill, the Range Rover. The Range Rover is to Land Rover a premium brand offering. It is a few hundred thousand rand more expensive than its Land Rover sibling, but you get what you pay for. The interior is crafted in the finest wood and leather that the British can get their hands on, fit for a king or should I say for a queen in this regard. Being a car that starts well over the million mark, you expect more than just cowhide and trees.

The Range Rover comes with an all-V8 line-up, which includes the superb new 4.4-litre diesel engine with a new eight-speed transmission incorporating Drive Select with Paddle Shift as standard. This unit delivers more power and torque, and improved economy. The SUV comes with a patented Terrain Response System,

which has been upgraded with new Hill Start Assist and Gradient Acceleration Control – all of which is motor-ing jargon implying that the Range Rover is one mean off-roader.

In Vogue SE guise, the vehicle comes with perforated semi-aniline leather with heated/cooled front seats, heated rear seats and a rear screen entertainment pack for DVDs and gaming. It also comes with 20-inch Style 11 alloy wheels, as well as adaptive xenon headlamps with directional lighting; all of which make the Range Rover one of the most advanced cars to grace our roads.

Range Rover owners definitely want to stand out from the crowd, so the manufacturer offers unique exterior styling to performance and lifestyle accessories.

PRICING

MODEL	PRICE
V8 4.4 Diesel	R1 232 995
V8 5.0 S/C Petrol	R1 259 995
V8 4.4 Diesel AB	R 1 393 995
V8 5.0 S/C Petrol AB	R 1 421 995
V8 5.0 Petrol AB Black	R 1 477 995



Ditsong Museums of South Africa

DITSONG: Museums of South Africa joins the international museums fraternity in celebrating International Museums Day (18 May 2011) – whose theme is *Museums and Memory* – by publishing its iconic objects reflecting memories of the past at its museums.

All museum objects have stories to tell and memories to reflect on. As centres for cultural orientation, it is these stories that make the objects at museums meaningful.

To read these stories one must understand their language. Museum curators have learnt this language and are able to translate it and interpret the stories of the objects for the public. DITSONG is channelling all its energy to establish its eight museums as centres for social harmony and cultural orientation, for young and old. We are certain that as the custodians of some of the nations' most treasured properties, we have

a significant role to play in the social conscience of South Africans and the world. There are a number of challenges, such as security, recruitment of museum professionals, etc which we are addressing with the assistance of government through the Department of Arts and Culture. The public is however encouraged to visit our museums and experience some of the best-kept, preserved secrets of our past.

These museums are places for recreation, education and research. They are the best cost-effective places for families to visit, especially during bad economic times such as now. We are looking forward to welcoming more visitors to our museums to see and embrace our iconic objects and memories behind them.

Mr Makgolo Makgolo CEO – DITSONG: Museums of South Africa



DITSONG: NATIONAL MUSEUM OF CULTURAL HISTORY

A pair of leather sandals made by Mohandas "Mahatma" Gandhi for his political adversary, General Jan Smuts. They symbolise the mutual respect the two leaders had for each other. They were given to Smuts before Gandhi returned to India in 1914 after 20 years in South Africa. It was here that he opposed materialism and began his campaign of non-violence resistance. The sandals were acquired when the Smuts family donated the contents of Smuts' bedroom of his house at Doornkloof (Irene) to the Museum in the 1950s. There are more other iconic objects with memories to see at the museum.

Contact
Tel +27 (0)12 324 6082
Fax +27 (0)12 328 5173
Email dnmch@ditsong.org.za



DITSONG: NATIONAL MUSEUM OF NATURAL HISTORY

Mrs Ples is the famous fossil hominid curated by the Ditsong: National Museum of Natural History (formerly Transvaal Museum) classified as *Australopithecus africanus*, discovered by Robert Broom and John Robinson in 1947 at the Sterkfontein Cave at the Cradle of Humankind World Heritage site. *Mrs Ples* is a distant ancestor of humankind and is about 2.1 million years old. *Mrs Ples* and other prominent fossils are housed in the Broom Room at the Museum. To visit the Broom Room you need to make an appointment with the curator of Palaeontology for a fee of R30 per person.

Contact:
Tel +27 (0)12 000 0010
Fax +27 (0)12 323 6598
Email info@ditsong.org.za
bona@ditsong.org.za



DITSONG: WILLEM PRINSLOO AGRICULTURAL MUSEUM

The Willem Prinsloo Agricultural Museum near Rayton, Pretoria, is in possession of a 1913 J&H McLaren steam tractor from Leeds, England. It is still in a good working condition.

It was donated to the Museum in 1978 and was restored by the SA Transport Services. Nowadays this old steam giant is maintained and driven during festivals at the Museum – an impressive experience!

The next festival is the Mampoer Festival on 4 June 2011.

Contact:
Tel +27 (0)12 736 2035/6
Fax +27 (0)12 736 2037
Email prinsloo@ditsong.org.za



DITSONG: TSWAING METEORITE CRATER

Tswaing means "Place of Salt" in Setswana.

About 220 000 years ago a blazing meteorite entered earth's atmosphere and slammed onto the earth's crust incinerating everything within a 10 km radius. The impact formed a huge crater, 1.13 km in diameter and 200 m deep.

Tswaing is one of the best preserved terrestrial meteorite impact craters anywhere in the world and one of a few with its own saline crater lake.

Contact:
Tel +27 (0)76 945 5911
Email tswaing@ditsong.org.za



DITSONG: KRUGER MUSEUM

This house museum was the residence of Paul Kruger when he was the President of the Zuid Afrikaanse Republic (1899 – 1902). During the Anglo-Boer War a strong sympathy developed towards the Boers in Russia. The tangible tribute to Russian support for the Boers is the Bratina (fraternity cup). The artwork comprises two parts: the oval-shaped base and the Bratina proper. The base is made of the finest satin wood with fine carvings. Above the base is a typical South African landscape, chiselled out in reddish porphyry and silver figurines. There are other interesting iconic objects to see.

Contact:
Tel +27 (0)12 326 9172
+27 (0)12 000 0010
Email talita@ditsong.org.za



DITSONG: NATIONAL MUSEUM OF MILITARY HISTORY

A very popular exhibit at the museum is the repainted Douglas C47 Dakota aircraft, which was brought to the Museum from Emperor’s Palace on Sunday, 5 April 2009.

During the Second World War, the “Dak” was used by the Royal Air Force to fly supplies over the “hump” between India and China.’

Contact:
Tel +27 (0)11 646 5513
Email milmus@ditsong.org.za



DITSONG: SAMMY MARKS MUSEUM

This Victorian mansion named Zwartkoppies Hall was built in 1885 by Jewish businessman and entrepreneur, Samuel Marks (1844-1920).

The mahogany billiard table has a slate top covered with green baize and the original billiard balls were made of ivory. The ceiling was painted by an Italian artist. Hydro-electricity was installed in 1896.

Contact:
Tel +27 (0)12 755 9541/2
+27 (0)83 280 2797
Email marks@ditsong.org.za



DITSONG: PIONEER MUSEUM

Built between 1848 and 1853, the Pioneer dwelling is the principal feature on this historic site. It is one of the oldest and best preserved dwellings erected by a European settler in the old Transvaal.

The house is furnished according to the lifestyle of a Pioneer settler of the 19th century.

Contact:
Tel +27 (0)12 813 8006
Email pioneerm@ditsong.org.za

All are welcome to visit these interesting institutions.

For further details contact:

Ditsong: Museums of South Africa

Tel: +27 (0)12 0000010 • Fax: +27 (0)12 323 6598 • Email: info@nfi.museum
Physical Address: Gamohle Building, 70 Church Street, Pretoria, 0002
Postal Address: PO Box 4197, Pretoria, 0001

A public entity under the Department of Arts and Culture



www.ditsong.org.za

Conquer the

Stylist: Rochelle Malherbe
Photographer: Duane Howard

Purple-striped knitted scarf: **R99.80**,
Markhams

Viyella coat: **R4 500**,
scarf: **R120**, **Woolworths**

Long check coat: **R4 500**,
Viyella House of Monatic

Purple scarf: **R495**, **Viyella House
of Monatic**

Grey military inspired coat: **R899**,
Markhams

Red-and-white stripe shirt:
**C-square, R595: House of
Monatic**

Blue coat: **R2 250**, **C-square**,
House of Monatic

cold in sizzling style

1

2

Coats above:

1. Green coat: R1 699, Habits
2. Purple coat: R1 695, Slate
3. Camel coat: R1 990, Jo Borkett
4. Red melton coat: R1 999, Habits

O'hara, pink shoe: R952,
Errol Arendz

3

Brown boots:
R595, Foschini

Black shoes with the turquoise interior:
R1 100, Errol Arendz

Black ankle
boots: R999,
Trenery at
Woolworths

The blue and pinkish style wedge shoe
(called Stephania): R1 290, Errol Arendz

Stockists:
Habits 021 671 7330
Jo Borkett 021 418 0096; 011 883 7240
Slate 021 421 2254
House of Monatic 021 442 9400
Errol Arendz 021 461 1385
Woolworths 086 0022 002
Markhams 021 938 1911



THE FOOD-SOURCING POINT THAT FIRES UP JOHANNESBURG ECONOMY

Johannesburg, known colloquially as Joburg or Jozi, is the economic capital of South Africa and Africa's most powerful economy. As the continent's economic hub, it's the place where business starts, and with food the main source of sustaining life, Joburg Market is what keeps Johannesburg going.

The Joburg Market can be described as South Africa's eminent stock exchange for fresh produce. The widest variety of fruit and vegetables ever imaginable, is delivered daily at the Market direct from farms guaranteeing optimum freshness of produce on offer at any given time, creating the largest and most active one-stop-shop that attracts buyers from across SADC and beyond, comprising of retailers, wholesalers, exporters, processors, informal traders and those buying for household consumption.

The award-winning Joburg Market is the largest of its type in Africa. Over 1 000 000 ton of fresh produce is traded annually at the Market, making it the largest in the world by volume. It is not only the largest market globally but also plays a pivotal role as a price barometer for fruit and vegetables in South Africa. It also contributes to stabilising supply and demand, as well as ensuring price transparency.

Buying at Joburg Market is a breeze with sales fully computerised. What's more, you'll be buying quality produce where most established household retailers shop. Whether you want fruit or vegetables, you'll find best priced quality and infinite variety at Joburg Market because of the sheer number of producers and buyers that it attracts.

Always conscious of providing the best products to customers, the Market has introduced a "Quality Mark" to ensure that buyers can buy with peace of mind knowing that the produce has gone through rigorous testing and is safe for consumption.

This remarkable market is located in City Deep, only 5 km south of Johannesburg's central business district and 26 km from OR Tambo International Airport.

The Market is open to all people from Monday to Saturday and on certain public holidays.

Trading starts very early in the morning from 5 am to 11 am.



Address: PO Box 86007, Heidelberg Road, City Deep, Johannesburg, 2049

Tel: +27 (0)11 992 8000 | Fax: +27 (0)11 613 5346

e-mail: info@joburgmarket.co.za

Web Address: www.joburgmarket.co.za





Jozi Beet

At the Joburg Market, you'll find more than just fresh beetroot. You'll find the freshest fruit and vegetables and the best quality at the lowest prices. And because we're the largest fresh produce market in the world, you can change to healthy eating habits daily without breaking the bank. Get the best and much more right here in Jozi.

TAKE A FRESH LOOK AT THE MARKET

www.joburgmarket.co.za



a world class African city



Flavour in every bite

Starter: Sundried tomato and basil tart

Ingredients:

- 200 g puff pastry
- 100 g sundried tomato
- 50 ml olive oil
- 1 onion
- 2 cloves garlic
- 1 sprig of thyme
- 5 basil leaves
- Parmesan shavings

Side salad:

- 200 g rocket
- 1 red onion
- 1 cucumber

Preparation:

Roll puff pastry to 1 cm thickness, cut out 10 cm round disc shapes and bake at 160° for 15 minutes or until light golden in colour.

Slice the garlic and add to the sundried tomato, drizzle with the olive oil and thyme and slow roast in an oven for 10 minutes.

Slice the onion and cook in a little butter for five minutes until soft.

Once the pastry discs are ready, add the cooked onion and sundried tomato. Add the basil leaves and Parmesan shavings and heat until the cheese melts.

Salad:

Slice the red onion thinly and cut the cucumber into julienne strips. Mix into rocket and add a light dressing of choice.



Writer: Samona Murugan

Executive head chef Guy Gorrie, at the renowned Hotel Izulu in Ballito, is fast becoming one of South Africa's master chefs.

At just 26, Guy is known for his organic menu and has mastered the art of fusing classic French cuisine with home-grown local produce, creating a palette filled with flavour in every bite. After completing his culinary training in the United Kingdom and America, he brought the essence of fine dining to the KwaZulu-Natal north coast. His simple philosophy, "Be passionate about food", transcends through his dishes, reassuring his guests that eating should be a fun experience. Guy shares a step-by-step guide on some of his signature dishes.



Main dish: Norwegian salmon

Ingredients:

4 baby potatoes
 A small bunch of spinach
 180 g portion of Norwegian salmon
 A few sticks of asparagus

Chardonnay cream:

1 carrot
 1 onion
 1 celery stick
 1 leek
 1 sprig of thyme
 500 ml white wine
 1 litre cream

Preparation:

Boil and peel the baby potatoes until soft. Clean and wash the spinach and fry in a hot pan skin-side down to get a crispy skin. Pan-fry the baby potatoes and the spinach in a little butter until the spinach is wilted. Blanch asparagus in butter.

Chardonnay cream preparation:

Mix all dry ingredients in a pan on low heat. Add wine and cook until the wine is reduced but do not dry the pan out. Add the cream and mix until creamy thick.

Dessert: Chocolate soufflé and brandy custard

Soufflé ingredients:

80 g dark chocolate
 2 egg whites
 1 egg yolk

Melt the chocolate. Whisk egg yolk until fluffy and fold into melted chocolate. Whisk the egg whites and fold into the chocolate and yolk mixture. Coat a ramekin with butter and a little castor sugar and pour the mixture in. Bake in a water bath for 20 min at 160°.

Brandy custard ingredients:

12 yolks
 1 litre cream
 1 litre milk
 1 vanilla pod
 350 g castor sugar
 50 ml brandy

Preparation:

Whisk yolks and sugar until fluffy. Heat the milk, cream and vanilla pod. Mix yolk mixture into warm milk mixture. Thicken on low heat and add the brandy when cooled.

Recommended wine to accompany the meal:

Newton Johnson 2010 Sauvignon Blanc

* *Blanche or blanching is a cooking technique. It means to place the asparagus in boiling water, and then pan-fry it.*

* *A water bath means the dessert ramekin must be placed inside another larger pan, which is filled with water up to the level of the ramekin (being very careful not to let the water into the ramekin) and then baked in an oven.*



Teeing off to a good start



More golfers, men and women, are taking up the game. This is because over the years golf has become more than just a sport. It's become a stress reliever of sorts and that all important icebreaker for businesspeople and senior professionals.

Getting started with the game is not as difficult as some might think. With the right advice on equipment and a few lessons, you can fast-track your game and get out onto the golf course sooner, without the fear of becoming a good "driving-range golfer".

Writer: Elsabe Hefer

The right fit

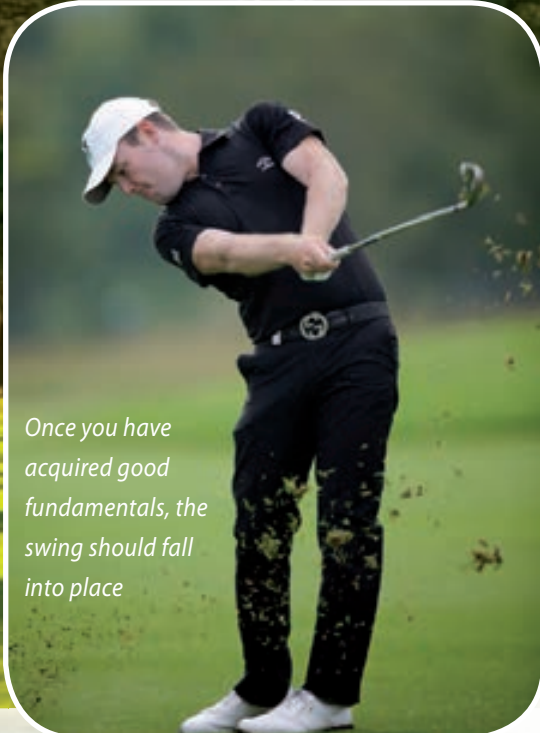
When going out to buy new equipment, it is an absolute must to consult an expert. This applies even if you know relatively little about the game as a beginner. A new set of clubs should be fitted in the same way as a suit or dress: tailor-made to fit your body shape. For instance, the club fitter will look at the size of your hands to recommend the correct size grip, and then the speed at which you swing the club to recommend the correct shaft. The make of the clubs you choose is a personal preference – but the basic idea of being fitted properly is that the equipment you use help, and not hamper your performance on the golf course.

Getting started

One or two lessons with your local Professional Golfers' Association (PGA) professional are a must to get started in the correct manner from the outset. If you start by learning the correct fundamentals, there will be less to correct initially. Your closest PGA professional can be found on the website www.pgasa.com. Once you have identified a coach, he/she will work on a few of the basics, which will speed up your improvement and consistency if learned from the outset.

Alignment, grip and posture

Lining up to the target properly is especially tricky, because in golf, one's eyes are aligned to the side of the target



Once you have acquired good fundamentals, the swing should fall into place

half or three knuckles visible from the front. The line that forms between your thumb and forefinger should point anywhere between your chin and right shoulder. Your right-hand palm then faces the left-hand palm, with the club primarily in the fingers of the right hand. The line that forms between the thumb and forefinger of your right hand should also point somewhere between your right shoulder and chin (**see 2**).

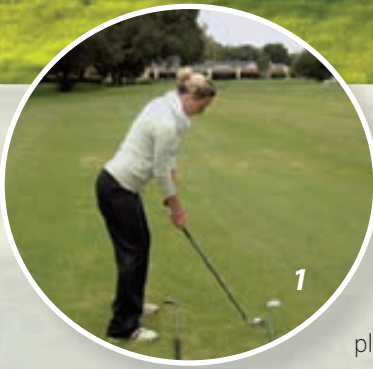
Correct posture

The posture should be athletic, with your feet shoulder-length apart. Your back should be bent at about a 30-degree angle, and your arms should hang comfortably away from your shoulders. Your weight should feel like it is in the middle or slightly more to the cushions of your feet.

(**See 3**) note that in the same posture, not all golfers will look alike as we all have different body shapes. A good posture might also feel awkward at first but becomes easier as one goes along. A good look around a golf course will see most golfers in this position, so don't feel too self-conscious – try to get used to it.

Once you have acquired these good fundamentals, the swing should fall into place quite easily as the hard work is already done. Good luck out there!

Elsabe Hefer heads the Dale Hayes Golf Academy at Zwartkop Country Club and is a nominated Top 10 Teacher in South Africa.



and not directly behind the target. Alignment can best be explained by using a railway track as an example. The club head and ball are lined up at the target, on the right-hand side of the railway track. (**See 1**) your feet, knees, hips, elbows and shoulders are lined up parallel to this on the left-hand side of the track. Therefore, the ball is always going to be lined up at the target and your body parallel and left of the target.

The right grip

The grip is nearly always difficult to learn as it feels uncomfortable and unnatural if the club is held properly from the outset. What is important to realise is that your palms must face each other when you grip the club, and that your hands must then be allowed to move freely at the target without too much change of angle. Different hand shapes, forearm shapes and general body shapes make it difficult for everyone to hold the club in the same way. Despite this, a correct grip would have the back of the left hand facing the target, with either two and a





Consolidating the African Agenda

*Writer: Clayson T Monyela**

The sigh of the African continent reverberated throughout the world when apartheid-South Africa came to its death and democratic South Africa emerged. It was a sigh of relief, and the people of the continent and the world shared our celebration of good overcoming evil. The old South Africa founded its policies on hegemonic ambitions and a narrow understanding of equality, freedom and dignity. More so, apartheid South Africa believed it was a bastion of the righteous among the unrighteous, ignoring basic human dignity, respect and understanding of ubuntu – issues that form a pertinent foundation for our democratic South Africa's foreign policy objectives.

The combined history of the African continent is that of a continent struggling to rid the shackles of colonialism, neo-colonialism, oppression, poverty and underdevelopment. South Africa, in understanding our own past, the shared history of our continent, and the ever evolving international environment, chooses to formulate a foreign policy paradigm that has one of its tenets grounded in the understanding that the development of our own country cannot happen in isolation of our continent's development. This policy paradigm balances on the fact that for our country to overcome the apartheid legacy of underdevelopment, poverty and inhumanity, our future runs concurrently with the future of our continent.

More precisely, the post-1994 Republic of South Africa values the prioritisation of an Afrocentric foreign policy, which recognises that our own renewal must go hand in glove with the renewal of our continent. Hence, we rid ourselves of any hegemonic ambitions and base our interests on an Africa and a world that is just, equitable and fundamentally free.

It is our own struggle for a better South Africa that informs our struggle for a better Africa and a better world. In this light, South Africa continues to promote regional and continental integration as we believe this will lead to a foundation for Africa's socio-economic development and political unity – contributing to our own prosperity and security. Our continent's destiny is interlinked with our own destiny, hence our country continues to support regional and continental processes to respond to and resolve crises, strengthen regional integration, significantly increase intra-African trade and champion sustainable development and opportunities in Africa. In addition, the country has high regard for the Africa Union and its decision-making mechanisms to strengthen peace and security initiatives on the continent in collaboration with other multinational institutions and mechanisms, most notably the United Nations.

In a nutshell, South Africa has returned to being integral to Africa and Africa integral to South Africa – we are no longer our own continent's enemy or our own enemy. Our foreign policy starts and ends with a desire to make our immediate world and the world at large a better place. This is grounded in the knowledge that our country, our continent and our world can be a better place – by our mutual efforts to manifest this goal.

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

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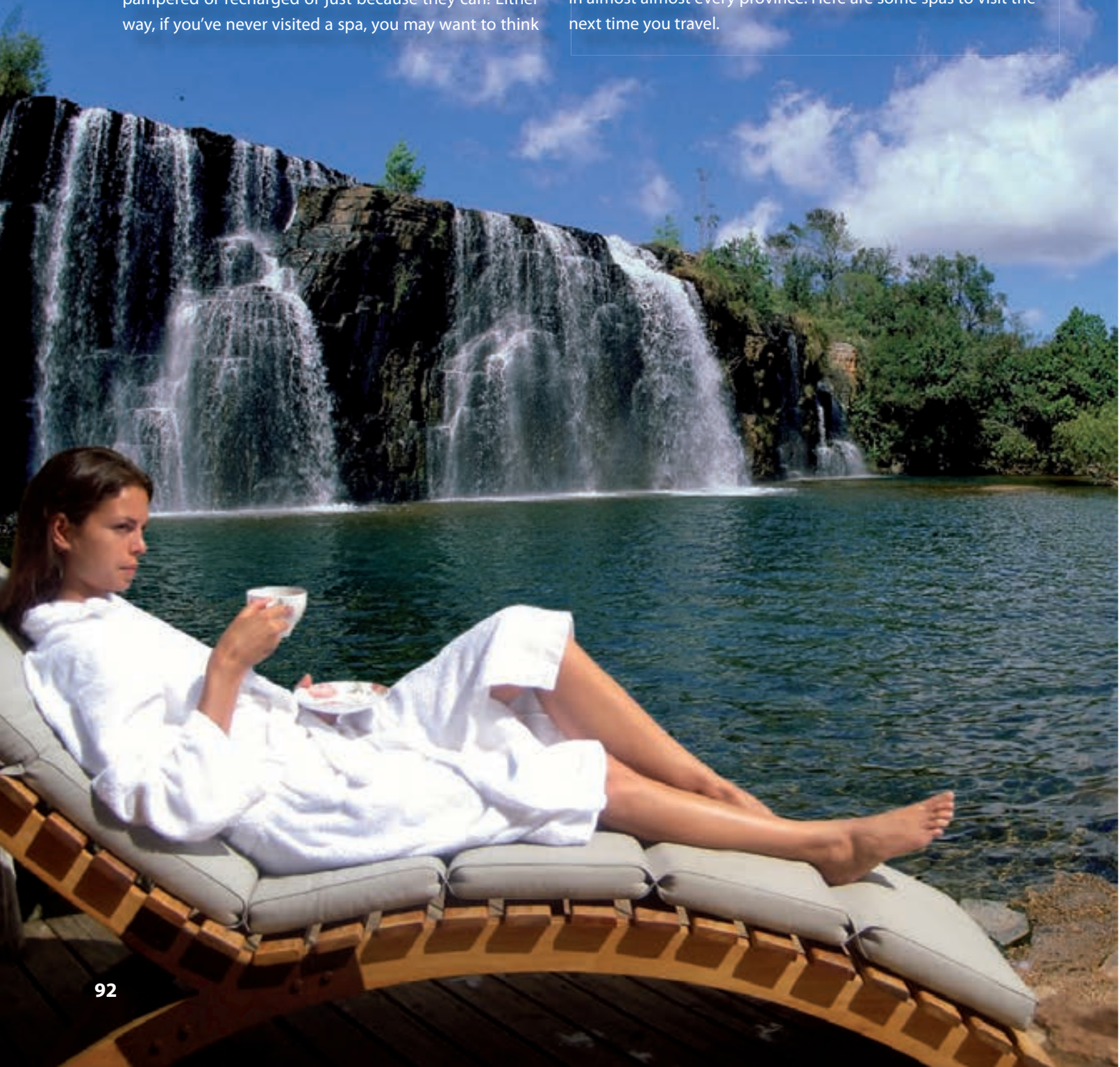
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Body, mind and spirit

With everything that goes on in life, one deserves to take a break and let the mind switch off for a while. Spas are places where people go to be pampered or recharged or just because they can! Either way, if you've never visited a spa, you may want to think

about taking time off from your demanding life to restore the body, stimulate the mind and invigorate the spirit.

We're fortunate to live in a country that boasts amazing spas in almost almost every province. Here are some spas to visit the next time you travel.



Amani Spa, Thornybush Game Lodge, Limpopo

Amani Spa at Thornybush Game Lodge is an intimate spa experience that embraces its natural surroundings. Its holistic signature body rituals include the "Amani Spirit" – a bush bath, magnetic hydrotherapy and a copper body alignment therapy where marula oil is massaged all over the body using a specialised copper plate to stimulate circulation and energy flow.

Summerfields Rose Spa, Hazyview, Mpumalanga

The next time you visit Mpumalanga, combine your trip with a relaxing, revitalising visit to the Summerfields Rose Spa. Set near the river deck, the open-air spa pavilions present indulgent and healing treatments surrounded by forested trees and the picturesque Sabie River.

African Stone Day Spa, Bloemfontein, Free State

Indulge your senses at the tranquil African Stone Day Spa situated just 12 km from Bloemfontein. While you enjoy breathtaking views of the Free State, the trained team will give you luxury treatment and take the tension right out of your system.

Woodall Country House and Spa, Addo, Eastern Cape

Tucked away among peaceful citrus orchards, close to the Addo Elephant Park and only 45 minutes from Port Elizabeth, Woodall Country House and Spa offers an extensive range of relaxation therapies, including aromatherapy; hot stone, African head and Swedish massages; body polishes and wraps; skincare; hand and foot treatments; and hydrotherapy.

Fordoun Spa, Natal Midlands, KwaZulu-Natal

Visit the Fordoun Spa and you will be treated by a team of experts that include skilled masseurs, Reiki and bio-energy specialists, a traditional African healer and highly trained beauty therapists.

Mangwanani Private African Day Spa, Zevenwacht, Stellenbosch, Western Cape

Mangwanani Zevenwacht is situated on the Stellenbosch wine route in one of the country's idyllic locales. Zevenwacht offers a panoramic view of Cape Town and surrounding areas as far as the eye can see.

Mount Grace Country House, Magaliesburg, Gauteng

Spoil yourself and/or your loved one at the Mount Grace Country House and Spa. Go deep in the mountains of Magaliesburg and experience nothing but luxury, and complete peace of mind.

Tswalu Kalahari Spa, near Kuruman, Northern Cape

Tswalu Kalahari Spa is designed to enhance the natural beauty of the Kalahari and take advantage of the superb climate. The outdoor treatment area is within an indigenous spa garden where guests may find the occasional antelope grazing alongside them and be lulled into a deep state of relaxation by the sound of birdsong.





Experience the romance of train travel

Travelling on a train is an experience like no other. There's something romantic – almost mystical – about travelling at a snail's pace across the country while enjoying breathtaking southern African scenery. Rovos Rail – known as the most luxurious train in the world – offers nothing but style and comfort to the traveller. The train operates two rebuilt classic trains – half of which date back to the 1920s – with a maximum capacity of 72 passengers. Once on the train, passengers can enjoy spacious and lavish accommodation and elegance in the dining, lounge and observation cars.

A journey through the heart of South Africa

The nine-day Golf Safari is designed to entertain even the most discerning player. Originally planned as a scenic tourist route, the journey also offers a variety of entertainment for non-playing guests. This special journey commences in Pretoria and travels east towards the spectacular Drakensberg escarpment en route to Nelspruit. Golf courses on the route include the magnificent Leopard Creek, Royal Swazi Golf Club, Durban Beachwood Country Club, Champagne Sports Resort

and Lost City Golf Course. Non-golfers have the opportunity to go on game drives in the Kruger National Park, visit the Ngwenya Glass Factory in Swaziland, revel in fine cuisine in five-star luxury and enjoy a private guided tour of the battlefields, to name but a few.

The exclusive golf safaris depart on scheduled dates in October and December 2011, each with limited availability.

Pullman Suite – R36 500 pp sharing | Deluxe Suite – R54 200 pp sharing | Royal Suite – R71 000 pp sharing

Extravagant safari travel

Rovos Rail has designed a panoramic 3 400-kilometre nine-day South African holiday route from Pretoria eastwards to Malelane, south to Swaziland and Durban, west to Bloemfontein, then southwards again through Port Elizabeth, Oudtshoorn and George to Cape Town. The tour starts with an early morning game drive through the Kruger National Park, before heading southwards to Swaziland for an afternoon game drive in Mkhaya Reserve. Next stop is KwaZulu-Natal for an early morning game drive in the Hluhluwe Game Reserve, followed by an evening in Durban. The train steadily ascends the scenic escarpment

through Pietermaritzburg and The Valley of a Thousand Hills en route to Ladysmith and Bethlehem. This route takes the train past Lesotho and the highest mountains in the Drakensberg range at 3 482 metres. The journey continues through the night into Bloemfontein, with a morning tour of the city before heading southwards overnight to Port Elizabeth for a morning visit to the Addo Elephant Park. In the morning, the train moves to Oudtshoorn for a visit to an ostrich farm followed by a rail descent down the Montagu Pass into George. After a morning visit to Knysna, the train sets off from George travelling the scenic Garden Route through to Mossel Bay and Riversdale. The next morning, after a visit to the KVV Brandy Distillery in Worcester, the journey ends in Cape Town.

The African Collage Journey departs on scheduled dates in May and November 2011, each with limited availability.

Pullman Suite – R39 600 pp sharing | Deluxe Suite – R59 400 pp sharing | Royal Suite – R79 200 pp sharing
Various other trips are on offer.

For more information, contact querida@rovos.co.za or alicia@rovos.co.za.



The year of the tablet

Tablet PCs are by no means new, with their history stretching as far back as 1888 and the term being made popular as a concept by Microsoft in 2001. However, only recently have these devices become relevant in the mainstream consumer space with the release of Apple Inc.'s iPad, shortly followed by Samsung's Galaxy Tab.

The iPad has a 9.7" screen against the Galaxy Tab's 7" display. This is not a cut-and-dry case of "bigger is better", but rather a case of what you plan on doing with the device.

The iPad may be bigger, but it's also almost twice as heavy as the Galaxy Tab, which makes holding it in one hand for extended periods (for reading, for example) difficult.

One would think that the larger screen would drastically impact on the battery life, but many reports have shown that the iPad's battery outshines that of the Galaxy Tab. This is not to say that the Galaxy Tab's battery life is poor – it should still last somewhere in the region of 10 hours of regular use.

The Galaxy Tab comes equipped with both a front and rear camera (for video chat and photos/video recording), while the iPad has neither. Convenience may drive you towards a tablet with cameras, as you don't necessarily want to fish your phone out of your pocket or handbag with one hand while juggling a sizeable tablet in the other.

The Galaxy Tab's storage capabilities can be upgraded by means of a micro-SD card (up to 32GB), which could technically give it the same capacity as that of the biggest-capacity iPad (64GB). However, the card can be swapped with another at any point, thus offering even more storage.



Galaxy Tab

Writer: Gerrit Vermeulen

Applications, or "apps", are quite possibly the heart and soul of consumer-driven smart-devices and should certainly be a big concern to a potential buyer. The iPad boasts 65 000 apps specifically designed to take advantage of its larger screen, in addition to iPhone apps that can still be used. The Galaxy Tab, on the other hand, can similarly use all of the apps on Google's Marketplace, though the jury is out on how many of them are specifically designed for it.

Price-wise the two are comparable, with the Galaxy Tab hovering at the R6 000 mark from retailers like Kalahari, while the iPad ranges from R3 899 for the most basic model to R6 999 for the most advanced one.



Picture: Apple.com

Thoko Modise who heads up the Communication Service Agency at Government Communications (GCSIS) has her money on the iPad. "My iPad keeps me connected, it's handy, light to carry around and I can read my papers, browse social networks and watch videos. There's nothing I can't do on my iPad."

Meanwhile, Samsung Galaxy user, Neo Momodu, Chief Director: Media Engagement, also at GCSIS feels she made the best decision yet. "What I value most is that I no longer have to carry the heavy laptop bag, which has resulted in many lucrative visits to my physiotherapist. The

Samsung website describes and confirms the dimensions of the Samsung Galaxy Tab as (W x H x D) 4.74 x 7.48 x 0.47 inches. This to me translates to D=Dynamic; W=Woman; (with) H=Heightened Technology, i.e. dynamic woman with heightened technology. As a government communicator I can follow conversations on Facebook, Twitter, etc. – sites that have proven to be communication platforms that government should explore to communicate key messages to diverse and targeted audiences."

In the end, it's down to the user and what he/she plans on doing with his/her new tablet. We recommend that a potential buyer goes out and plays with both to see which suits their needs. Buyers may also want to wait for the Motorola Xoom, Samsung Galaxy Tab 10.1 or HTC Flyer as well as the Blackberry Playbook before deciding on a tablet.

A version of this article first appeared on MyBroadband.co.za

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Playback from way back

The age of performance monitoring and evaluation and The Year of the Job is an edgy business. Everyone in the Public Service has to be future-oriented: the next deadline, the next intervention, the next follow-up, the next milestone, the next job created, the next service to deliver.

And so we carry on, Red Bull and gym membership at the ready to cope with the challenge of the day – oblivious, very often, to where we come from as a public service and who or what preceded us.

As we sweat over today's strategic frameworks, business plans, annual performance plans, MTEFs and white papers, it's easy to lose sight of our administrative ancestry – those pioneers of the democratic era whose bread and butter was the dismantling of the apartheid system and ushering the country into a new technological age.

A rich source for such a look-back are some of the early annual reports of national departments that reveal the times and issues confronted by our predecessors.

Shades of change

Public Service Commission, 1996: "An analysis of posts filled in the management structures of the Public Service reveals that good progress has been made towards achieving a higher level of representativeness.

"In 1994, the management echelon of the Public Service of the former RSA was dominated by whites. All the directors-general were white. Less than five per cent of the management echelon were females and there were no females above the level of Chief Director.

"By September 1996, the black, Asian and coloured population group comprised 36% of the management echelon and occupied 25



Where there's smoke ...

Department of Health, 2000/01: "The Tobacco Products Control Act was promulgated together with regulations. This outlawed all tobacco product advertising and sponsorship by tobacco companies; it banned smoking in all enclosed public places and workplaces, except in smoking rooms complying with the regulations; and it placed closer controls on the sale of cigarettes, especially to children under 16 years.

"The Minister of Health was awarded the Luther L Terry Award by the American Cancer Association for 'exemplary leadership by a government' in the field of tobacco control."

Bid Rapid Transit

Department of Transport, 1996: "During 1996, Cape Town was selected as one of five candidate cities to host the Olympic Games in 2004. In September 1996, the Cabinet decided to provide R250 million over two financial years for transport projects to support Cape Town's Olympic Bid, and the Urban Transport Fund was used to channel the special Cabinet funding for planning and implementation of these projects."

Duplicating effort

Labour again: "A total number of 4 462 296 photocopies were made at the reproduction room and 65 098 items were posted by the Central Registry at a total cost of R432 023."


Check your inbox
Department of Labour, 2000/01:
"Outlook 2000 (e-mail) was installed at all labour centres and provincial offices, which amounts to around 4 000 e-mail accounts."

Writer: Tyrone Seale

(54%) of the 46 Director-General posts. The proportion of women in management was, however, still low at 11%."

Use your head

Department of Arts, Culture, Science and Technology (DACST), 2000/01: "Novel food fortification product from fish waste: using fish heads – normally regarded as waste – for the production of a powder rich in omega-3 fatty acids, protein and calcium to be used in the fortification of a staple diet."

Mind your head

Also from DACST: "Establishing a mobile phone testing facility at the SABS (South African Bureau of Standards). There is a need for an accredited laboratory to conduct tests on radiation levels of mobile phones. The facility will also allow for research to develop standards for radiation levels and codes of practice."

Check this

DACST again: "The Subdirectorate (National Language Service) commissioned a process to develop spellcheckers for the 10 official indigenous languages in collaboration with an expert in corpus linguistics."

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