

# Public Sector MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS



AUGUST 2014

## Inspiring change

- Minister Susan Shabangu on taking women to greater heights
- Minister Lindiwe Zulu is the voice of small businesses

## Empowered women in:

- Aviation
- Energy
- Ports
- Safety and security
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Premiers plot the way forward



# Women's Month Edition





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**T**here is no better time like now to reflect on the efforts and progress we have made in the advancement of women in our country, especially as the country celebrates 20 Years of Freedom. This applies across our society, particularly in the Public Service.

For leadership in the Public Service, there is no better time than this Women's Month to ask: what are we doing today/this week/this month to advance the interests of and opportunities for women across the country?

Also: how is this advancement unfolding in my own business unit, department or entity – and indeed, in my own personal relationships or social circles?

In August 2014, we are all challenged to reflect on the efforts we are making individually and collectively to reverse our nation's legacy of discrimination against women under apartheid, as well as the disempowerment that confronted – and still confronts – millions of women in their intimate relationships, communities, workplace and public life.

This Women's Month, government is championing the commemoration of Women's Month under the theme: "Celebrating 60 Years of the Women's Charter and 20 Years of Democracy: Moving Women's Agenda Forward".

This celebration transports us back in time to Johannesburg, 17 April 1954, when the Women's Charter was adopted at the Founding Conference of the Federation of South African Women.

The preamble to the Charter is not only a powerful insight into and articulation of the gender struggle in the late 50s; and not only does it project the character of a non-racial liberation movement, but it also points to the fact that the struggle for the empowerment of women is a continuous mission.

"We, the women of South Africa, wives and mothers, working women and housewives, African, Indians, European and Coloured, hereby declare our aim of striving for the removal of all laws, regulations, conventions and customs that discriminate against us as women, and that deprive us in any way of our inherent right to the advantages, responsibilities and opportunities that society offers to any one section of the population," as per the preamble.

The Charter then turns to the issue of A Single Society, saying: "We women do not form a society separate from the men. There is only one society, and it is made up of both women and men. As women we share the problems and anxieties of our men, and join hands with them to remove social evils and obstacles to progress."

These compelling thoughts live on today in our rights-based Constitution and in every programme of government designed to achieve and maintain gender equality.

This philosophy was so compelling that, on 9 August 1956, 20 000 women led by, among others, Lilian Ngoyi, Helen Joseph, Rahima Moosa and Sophie de Bruyn >>



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marched on the Union Buildings to confront the apartheid state and demand an end to race- and gender-based discrimination.

In 2014, 60 years after the adoption of the Women's Charter, South Africa is making steady – but not yet entirely satisfactory – progress in securing women's rightful role in society.

The State has set a clear and unquestionable example in this regard during our 20 Years of Freedom. Representation of women in Parliament has grown from less than three per cent under apartheid to 40,5 per cent in 2014.

This year, President Jacob Zuma appointed 20 men and 15 women as Ministers as well as 20 men and 17 women as Deputy Ministers, moving South Africa steadily closer to the 50-50 target.

South Africa is edging ever closer to equity but we still have our work cut out for us – as South African citizens and as public servants who have the means and mandate to transform our society for the better with every act of implementation of the National Development Plan.

In this Women's Month edition of *Public Sector Manager* you will meet inspired – and inspiring – young women whose emergence in our society and in the Public Service itself is the realisation of

the vision espoused by the women of 1954.

I hope these inspiring features will create the environment for all of us to reflect on how the work we are doing and the services we are delivering are enhancing the status and fortunes of women and girl children in our nation.

But let's also ask whether that empowerment and development is unfolding healthily in the Public Service itself. It cannot be the case that public servants are asked to advance the interests of and opportunities for women, while we do not walk this talk ourselves.

Our concern for the economic and social status of women is rooted in the liberation struggle which, over many decades, championed the freedom of all South Africans, with a vision of a non-racial, non-sexist and prosperous South Africa in the future.

Keeping this vision alive is now in our hands. 🇿🇦

**Ms Faith Muthambi, MP**  
**Minister of Communications**



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## Paying tribute to SA's courageous women

**T**his is an auspicious year for our country. It is 20 years since our nation emerged from the shadow of apartheid and also the 60th anniversary of the 1954 Women's Charter. Both these milestones are equally important in the life of our young democracy.

We rightly celebrate the birth of our nation in 1994 while reflecting on the strides we have made. However, we dare not forget the legacy of past generations of extraordinary women.

Government pays tribute to the about 700 women who marched with Charlotte Maxeke in Bloemfontein in June 1913 in defiance of the pass system. We recall the bravery of the more than 20 000 women who marched to the Union Buildings in 1956 to present a petition demanding the end of discriminatory pass laws.

The Women's Charter, which was later incorporated in the 1955 Freedom Charter, had called for the removal of unjust laws, regulations and conventions deemed repressive to women in the country. The Preamble of Charter proclaimed: "We, the women of South Africa, wives and mothers, working women and housewives, African, Indians, European and Coloured, hereby declare our aim of striving for the removal of all laws, regulations, conventions and customs that discriminate against us as women, and that deprive us in any way of our inherent right to the advantages, responsibilities and opportunities that society offers to any one section of the population."

Minister of Women Susan Shabangu officially launched Women's Month on 31 July, before the Women's Day celebrations on 9 August. The launch also falls on the anniversary of Pan African Women's Day and the government will be joined by the Pan African Parliament in paying tribute to the role the Pan African Women's Organisation played in the liberation of South African women.

Such events also present the opportunity to reflect on the gains we have made in realising the aspirations of women. The 20 Year Review highlights that the country has made significant progress in improving the lives of all South Africans, and advancing their socioeconomic rights in areas such as housing, water, education, social development and healthcare.

Our nation has moved decisively from a reality where women suffered oppression based on their gender, colour and class, to one where gender equality is now a constitutional imperative. Our Constitution, which has been hailed as the most progressive in the world, borrows from both the Women's Charter and Freedom Charter.

Government has also put in place legislation to create an enabling



environment for women, and to improve their participation in income-generating activities in the economy. Despite these inroads, the 2013-2014 Employment Equity Report indicates that although the representation of women in the workplace has improved, women remain underrepresented in management positions. To address this imbalance government has introduced the Gender Equality Bill to accelerate the empowerment of women and attain 50/50 gender parity.

Unquestionable advances have been made, but many women still remain marginalised and vulnerable to social risks such as violence, abuse, rape, unemployment and poverty.

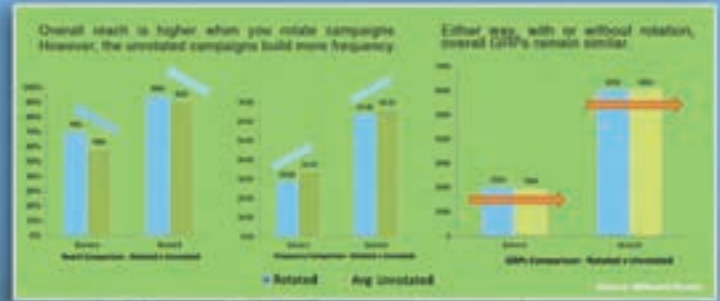
Minister of Women Susan Shabangu has vowed that women's socioeconomic empowerment and women's rights will be prioritised and mainstreamed across all sectors of society in the next five years. Briefing the media ahead of her Budget Vote she stated that her department will monitor and research existing gender policies to measure their effectiveness.

Twenty years into democracy we can rightly state that South Africa is indeed a much better place; however more still needs to be done. Government for its part will not rest until women are afforded the same opportunities as their male counterparts.

However, government alone cannot achieve gender equity. Business, civil society, political parties, teachers and higher education institutions must work with us if we are to succeed.

We call on society to draw inspiration from the legacy of the brave women who defied the apartheid state. Their hopes and dreams lives on in today's generation of women who will move South Africa forward. <sup>SM</sup>

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# We hear you!

## Dear Editor

I was intrigued by the article on the National Youth Development Agency (NYDA) in the June edition of *PSM* mag.

I took note where the chairperson, Yershan Pillay made reference to the businesses that were funded and are still up and running today. I wonder how many of those businesses are still running since the agencies first inception in 2009.

We are all aware that there have been some controversies surrounding the NYDA in the past which saw the agency's management being questioned of their capability.

I am impressed with the shift towards investment in education and developing skills for the youth as this will gear them with better business acumen for the future as compared to just dishing out money to fund many businesses that might never get off the ground or be properly managed in the future.

I also think it is great that the NYDA is assisting learners who failed their matric by giving them an opportunity to re-write their matric and get further motivation to



study further to sustain those businesses in the future. This will increase the number of educated business people and will encourage youth to be more entrepreneurial.

**Debra Seshotli, Pretoria**

## Dear Editor

I'd like to thank the *PSM* team for the good work. I think it is an informative magazine and I always walk away with something after reading it.

Over the past 20 years our government has created more jobs, expanded on social grants, increased housing, expanded the Public Works Programme, increased access to basic services and most importantly improved access to education and primary healthcare. The government is also stepping up the fight against crime and corruption and also striving to bridge the service gap

in our country.

I also enjoyed reading the February edition of *PSM* especially the article about teaching our children the value of money. We must focus our time, energy and resources on improving the quality of education, not just a symbolic pass requirement.

I am grateful and relieved as I now see that there is a light at the end of the tunnel.

Thumbs up!

**Mushiane Livhuwani Phyllis, Limpopo  
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**BUSINESS**

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# Minister Shabangu:

## empowering South Africa's women

**A**chieving gender equality and women's empowerment is a transformation agenda that democratic South Africa holds dear.

Many women today deftly balance family life and successful careers, and also carry the responsibility of being the primary breadwinner in the household. Gone are the days when women were seen as inferior or subservient to men. Today increasing numbers of women are independent, career-orientated as well as financially and emotionally resilient.

Newly appointed Minister in The Presidency responsible for Women, Susan Shabangu, would like to see this trend continue.

In May, President Jacob Zuma announced that the Ministry of Women, Children and People with Disabilities would become the Ministry of Women, which would be located in The Presidency.

"The Women's Ministry will champion the achievement of women's socio-economic empowerment and women's rights," said President Zuma.

During her recent Budget Vote debate, Minister Shabangu explained that her vision was for the Department of Women to lead, coordinate and oversee the transformation agenda so that young women were empowered to unlock and realise their potential, walk away from domestic violence and abuse, and thrive independently.

The Minister said her department was going through a process of strategic realignment and restructuring.

"We are reviewing all our programmes, taking stock of the human capital and financial needs to move the women's agenda forward."

She also announced that the Department of Social Development would take over the responsibilities and functions pertaining to the rights of children and persons with disabilities.

### Women's Day commemorated

Every year South Africa observes Women's Day on 9 August, remembering the 20 000 women who fought for freedom and marched to the Union Buildings in 1956 in protest against the

legislation that required black South Africans to carry their identification pass.

This year's Women's Day event took place in KwaZulu-Natal where President Zuma delivered the keynote address.

The theme for Women's Month this year is "Celebrating 60th Anniversary of the Women's Charter and 20 Years of Freedom: Moving Women's Agenda Forward!"

The Women's Charter outlined the aspirations of women for national liberation and emancipation, including the political participation of and equality for women. The Women's Charter for Effective Equality was launched on Women's Day in 1995. These two charters provided a platform that called for respect, human dignity and rights for women.

At the forefront of the Women's Month campaign is Minister Shabangu who, in realising her dream of becoming a Cabinet Minister, exemplifies how far South African women have come.

Since 1994 women's representation in the public sector has increased significantly. Today women represent 41 per cent of the National Assembly, 43 per cent of Cabinet Ministers and 46 per cent of Deputy Ministers.

"Women now have increased access to participate in sectors that were previously male dominated such as the judiciary, defence, engineering, finance and commercial fields," said the Minister.

### Today's challenges

Despite the great strides women have made over the past 20 years, there are many challenges that still plague families and society, she added.

These include social and economic ills such as domestic violence, abuse, inequality, oppression and poverty.

"We as a country cannot celebrate, when our women and young girls suffer these ills on a daily basis," the Minister pointed out.

One of the major challenges affecting women today

is the lack of access to services and various sectors of the economy.

“One of the most important goals for me personally is the economic empowerment of women. If a woman becomes economically empowered, it has a ripple effect. She can take care of herself, she develops self-esteem, she becomes self-confident and independent and she is able to properly take care of those she is responsible for.

“Today we still have women who are very dependent on social grants as their only source of income; women who struggle to get maintenance for their children; women who are beaten by their partners; black women who suffer oppression under customary law; women who are raped and some even killed. We need to turn this around and fast,” said the Minister.

To help achieve a turnaround, Minister Shabangu has dedicated the next five years to ensuring that women are anchored in the economy and become major beneficiaries of interventions in both the public and private sectors.

For this to happen, the Minister has called on all South Africans to work with government to address the challenges that women face.

“We as government need to ask ourselves what role are we playing to improve the lives of women in South Africa? Each department and parastatal has to identify and establish their own programmes that empower women with tools to improve their lives.”

### **The role of the Ministry of Women**

According to Minister Shabangu, the Ministry’s role is to monitor how the social and economic circumstances of women have improved; promote women’s empowerment and gender equality; promote the understanding of the different circumstances and roles of men and women in society; facilitate capacity building and skills development for women to participate in the workplace and the economy; and standardise gender mainstreaming in the public and private sectors.

To work towards eliminating gender-based violence, the Ministry will also review the status of the role, location and sustainability of the National Council Against Gender-Based Violence and strengthen its efforts.



*The Women's Ministry Minister Susan Shabangu.*

Another major challenge affecting women is unemployment. “We are working towards ensuring that women are properly skilled, trained and developed for the workforce. Once a woman is equipped with the right tools, she is able to transform her life,” she said.

The ministry will work with other departments such as Social Development, Justice and Correctional Services, Basic Education and Higher Education and Training to roll out several community-outreach education and awareness programmes highlighting women’s empowerment and tackling violence against women.

“We are not going to be the kind of ministry that will be running programmes. Instead we will join these departmental programmes and identify the gaps and assist these departments >>

in strengthening those programmes towards women empowerment.”

The aim is to empower women and give them a voice, the Minister stressed.

“The central message we want to highlight as we move South African women forward is nothing about women without women. We need to move women from the status of victims to victors by ensuring that they are not left behind.”

**Economic and social empowerment**

The Minister added that many women were trapped in abusive relationships because they had nowhere to go and no skills to find work.

“This is why we are working on various programmes tackling skills development to be rolled out soon. We want to see women in society being able to break the glass ceiling. A woman must empower herself, stand up for herself, she must not accept abuse, she must not accept being inferior, she must know her worth and she must have the tools to change her life.”

The Minister added that South Africa needed to empower women socially.

“Women who are self-confident and who no longer see themselves as secondary or inferior to males have a greater

chance at overcoming social challenges. If women can understand that they come first that would empower women a lot.

“In today’s society we also have women who been empowered and are excelling at their jobs, yet face having to postpone having a family because they are still trying to prove themselves to their male counterparts in the corporate world.

“Women nowadays are faced with the choice of being a mother or being a manager. This is a critical issue that needs to be balanced out. We need to create a society that allows women to be both a mother and a manager and to be able to excel both professionally and personally.”

As the country celebrates Women’s Month, Minister Shabangu called on all South Africans to celebrate and honour the women who sacrificed their lives to make sure that women in the country now have the opportunities they did not enjoy many years ago.

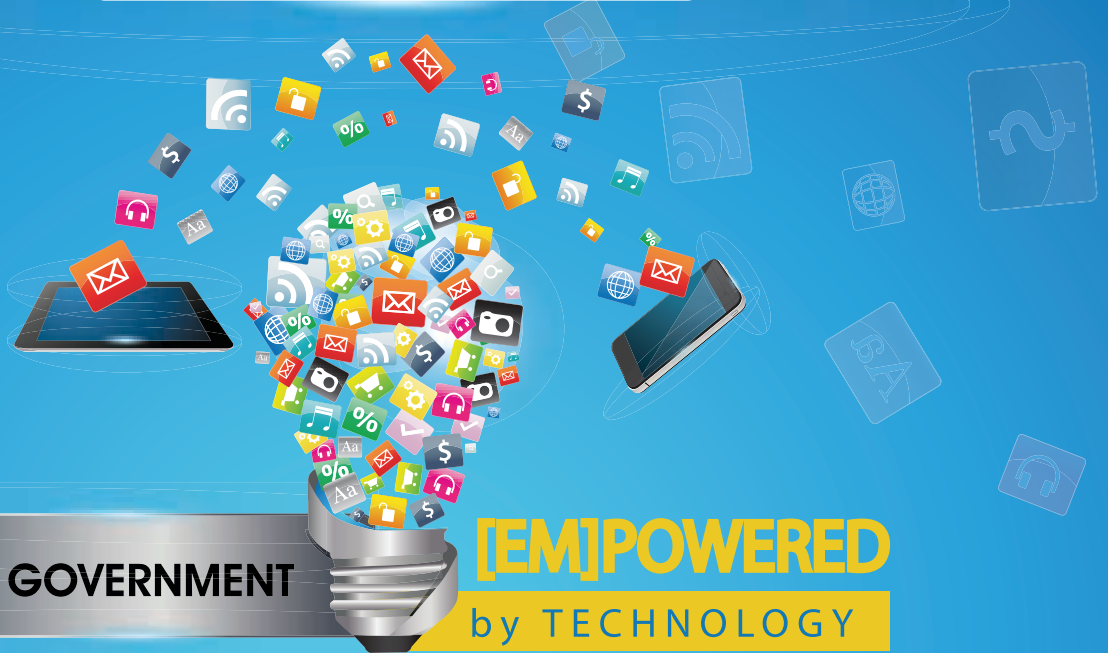
She urged all public servants to contribute to making sure that government played its part in creating an equal society by embracing gender programmes and making sure that patriarchy became an issue of the past. <sup>PSU</sup>



Some 20 000 women of all races and from all walks of life, some with the babies on their backs, took a petition addressed to the Prime Minister to the Union Buildings in Pretoria. He was not in. The petition demanded that the pass laws be abolished. Seen here are Lillian Ngoyi, Helen Joseph, Sophie Williams and Radima Moosa who were tasked by the women to deliver the petition.







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# Minister Lindiwe Zulu

## to be the voice of small business

**S**mall Business Development Minister Lindiwe Zulu is ready to become the voice of small business in South Africa.

*PSM* caught up with her while she was visiting cooperatives in the village of Ga-Chuene, about 38km from Polokwane in Limpopo, with the aim of finding out about challenges that small businesses face and look for solutions.

One of the enterprises she visited was the Baitapisi Bricklayer Cooperative.

After members of the cooperative told her about their lack of knowledge about running a brickmaking business, she advised them to visit a more established brickmaking business to learn the ropes.

She also expressed delight that the members of the cooperative had decided to start their own business, which was a positive example for the rest of the community.

### Small business, huge potential

Minister Zulu believes that South Africa's economy has huge growth potential and that through some skills development and education small business could be made the backbone of the economy.

In her Budget Vote, the Minister said her department would collaborate with provincial entities to advance the decision made by Cabinet in 2007, which called for 85 per cent of 10 specified products and services be procured from small businesses.

She added that SMMEs contribute 57 per cent of South Africa's Gross Domestic Produce and account for 56 per cent employment.

"In an attempt to benchmark South Africa's performance, there are three countries of interest, Brazil, Chile and India, whose SMMEs

and coops have approximately contributed 20 per cent to their country's GDP and employs 60 million people. This highlights the significant contribution by SMMEs and cooperatives towards economic growth."

She maintains that small businesses have huge potential for economic development and to provide job opportunities.

Her list of priorities includes ensuring small businesses get the necessary support, education and training to start up and develop, and cutting the red tape that stops them from growing.

Minister Zulu says the Department of Trade and Industry (dti) has laid a strong foundation for the newly established Department of Small Business Development.



“Some of the work has been done. My job is to look at areas that need improvement and not undo what already works.”

Among these improvements would be addressing legislation and policies that hinder the development and growth of SMMEs.

“We will do this in consultation with all stakeholders. We will focus on creating an enabling environment for small businesses to grow and thrive. We will work with all our partners to address, among other challenges, the lack of access to markets and procurement, lack of access to finance and credit, low skills levels, lack of access to information,” the Minister said ahead of her Budget Vote.

She added that her department would also make it easier and faster to register businesses by ensuring that all services were provided under one roof.

### Business know-how needed

Minister Zulu says small businesses need support when it comes to knowing how to run a business. Her department would like to look at assisting small businesses with financial skills, marketing and the quality of their product.

“Small businesses also need to look at the environment that they sell their product in. Is it conducive for

the consumer and how they can improve?”

She says government departments that do not pay small businesses on time for procured services limit their growth.

“Paying suppliers on time is still a huge challenge and it is not happening consistently. The 30 days for payment put in place by National Treasury is still not being done. It will be our job to connect with all levels of government to ensure that payment happens on time and does not affect the small business negatively.”

Every business, big or small, must comply with labour regulations, she says.

“Compliance is very important. South Africa is a very orderly country and we work in a regulatory environment.

“Looking at the space in which small businesses operate, we see they do not have the same pockets that big business have,” says the Minister.

She also feels that small businesses should not be subjected to the same labour regulations as big businesses.

She plans to engage with labour unions and the Department of Labour about the possibility of exempting small businesses from the same legislation that applies to big business and also to explore effective legislation for small businesses.

“This will also allow small business to grow, bringing about more employment opportunities.”

Minister Zulu noted that the failure rate for new businesses was around 70 per cent to 80 per cent in the first year and only about half of those that survived remained in business for the next five years. >>



Minister of Small Business Development Lindiwe Zulu with Magdeline Mashiare, a member of Baitapisi Bricks Cooperative, during a visit where small business owners expressed the challenges involved in growing a business.



Minister Zulu and Deputy Minister of Economic Development Madala Masuku visit Peakanyo Sewing Cooperative in Seshego.

To reverse this trend the department would:

- Increase the supply of non-financial support services to co-operatives.
- Create demand for cooperative enterprises products and services.
- Improve the sustainability of cooperatives.
- Increase the supply of financial support services to cooperatives.
- Increase supply for financial and non-financial support services.
- Create demand for small enterprise products and services.
- Reduce regulatory constraints on small enterprises.

### Raising a nation of entrepreneurs

Minister Zulu says her department will be engaging the Department of Education on the possibility of teaching entrepreneurship at schools.

“People are afraid of venturing into something without security,” she says. Having one’s own business is not something that has been instilled in South Africans: we would rather work for someone else.

“If a person completes matric this is the first time they are confronted with the possibility of running their own business. They have spent 12 years at school and not been taught entrepreneurship. For example, there are tuck shops at schools. It would be a better idea to let pupils run it so they can learn practical entrepreneurship skills.

“We need to have the culture of appreciating money and learning how to use money when running a business.”

### Big plans for small business

Commenting on starting a new government department, the Minister says while there have been challenges, she is enjoying the work.

“I have prepared myself for this role. I understand that to be Minister of Small Business Development you need to be patient, committed and be willing to work with people. Everybody comes to you with their idea and you need to listen to their ideas.”

She adds that she is aware of the big expectations that small businesses have of her department and is confident that these will be met as she has the backing of organisations such as the Black Business Forum and National African Federated Chamber of Commerce. They were instrumental in the formation of her department and have expressed their willingness to assist.

The formation of the new department has been accompanied by the restructuring of other government departments involved in developing small, medium and micro enterprises, such as the dti, for example.

Minister Zulu says certain offices and agencies that were part of the dti, such as the Small Enterprise Development Agency and Small Enterprise Finance Agency, will now fall under her department.

“It is in our plan to sign transversal agreements with government departments the idea is to ensure a coordinated support to small businesses by different departments and state owned enterprises.”

Some of her plans include forming a network for sustainable trading between small businesses in South Africa and abroad, especially with her vast experience of international relations.

“I would like to see local women in rural areas being able to supply the international community with their beadwork. I would like to see them being able to market themselves to the international community,” she adds.

She would also like to see small businesses coming together and selling their products collectively. “When you go to downtown Johannesburg you find a string of ladies sitting next to one another selling the same thing. It would be a better idea for them to come together and sell in bulk.”

### Career path

Minister Zulu is not new to government processes: in 1999 she became the special advisor to the Minister of Foreign Affairs, a position she held until 2001.

She was the Department of Foreign Affairs Chief Director for Western and Central Africa from 2001 to 2003 and was appointed head of Government International Relations with the Vodacom group.

In 2004 she became the South African Ambassador to Brazil, a position she held until 2009. She was elected to the ANC national executive committee in 2007.

In 2009 she was elected to Parliament and appointed as President Jacob Zuma’s international relations advisor.

### This and that

#### What is your favourite food?

I love traditional food, even when I travel, I always ask for the local menu. My all-time favourite meal is uphuthu and inkomaas (crumbly porridge and sour milk).

#### How do you relax?

I read a great deal; I am currently reading *12 Years A Slave* by Solomon Northup.

I am also a big fan of the late Brenda Fassie; there is something about a person who can sing and dance at the same time. I have all her live DVDs.

#### What are three words that describe you?

Energetic, vibrant and engaging.

#### What is your favourite holiday destination?

The Kruger National Park – I love the tranquility – and Mozambique.



Minister of Small Business Development Lindiwe Zulu interacts with cooperatives during an exhibition held during International Cooperative Day held in Limpopo.

Minister Zulu holds a Master’s degree in Journalism from the Peoples’ Friendship University of Russia in Moscow. She speaks Russian and Portuguese fluently.

She hails from Nhlazatshe near Newcastle in KwaZulu-Natal. She was raised by her grandmother – a domestic worker who later became a businesswoman, making and selling clothes.

She says that seeing her grandmother run her business might have prepared her for the position of Small Business Development Minister.

Minister Zulu has four children and five grandchildren, and says she comes from a very close-knit family that drives her to do the best in her job. 🌱

# Madiba's dream comes true

**E**ven when he couldn't remember most things, the one thing that the late former President Nelson Mandela constantly asked was: "Where are we with the children's hospital?"

And as the icon's own health deteriorated over the years, he continuously conveyed his wish for South Africa to have a state-of-art children's hospital to meet the health needs of children in Southern Africa.

*PSM* recently spoke to the Chief Executive Officer of the Nelson Mandela Children's Fund (NMCF), Sibongile Mkhabela.

As the world celebrated Madiba's birthday on 18 July, seven months after his death, the Nelson Mandela Children's Hospital Trust announced that construction had finally begun and the hospital was expected to be completed in the first quarter of 2016. Group Five won the contract to construct the Nelson Mandela Children's Hospital in Parktown, Johannesburg.

There could not have been a better birthday gift for the man who loved children dearly and had given up part of his salary as President to a fund he set up to help needy children across South Africa.

## On schedule for 2016

"We are very excited. This has been Tata's passion. His last activity with us was dedicating a site where the hospital would be built. We have now broken ground. It's exciting. We are starting and we are on schedule to open our doors in 2016," says Mkhabela.

Throughout his term, President Mandela revealed during interviews that children were very close to his heart. When he spoke about children, it was a father talking rather than a distinguished President.

He had not seen children for 27 years when he was finally released from prison in the early 1990s. He was not there to bury his teenage son who died in the late 60s. He was also absent when his daughters grew up and the youngest of them, Zinzi, was only allowed to see her father when she turned 16.

"It was a personal thing for him. His time with children was something he felt was taken away from him for a very long time. So when he established the Children's Fund, he talked about his



Sibongile Mkhabela.

vision for the children of this country.

"He felt that if we built a society where children were puzzled by warmth and love, we've got it wrong. He created an organisation that would ensure that the children were treated the way they should be treated. He then wanted to ensure their health is taken care of – hence the idea of the children's hospital."

There are only four children's hospitals on the African continent and for an economy of its size, Mkhabela says it's always been "baffling" that South Africa has only one dedicated child health institution – the Red Cross War Memorial Children's Hospital in Cape Town.

Canada, for instance, a country with a population of less than 20 million, has 19 hospitals for children and in the United States of America (USA) the number is believed to be close to double that.

The Nelson Mandela Children's Hospital is expected to employ about 150 doctors and 451 paediatric nursing professionals.

"It's a Southern African hospital. It is important that we work in the children's hospital as a Mandela legacy. His view was that for any country or continent to be strong, it had to have its own knowledge base and having children cared for is one thing but building on how we treat them when they are sick is very important," explains Mkhabela.

Currently, the biggest issue on the agenda of the United Nations concerning children is that greater care be taken to ensure that they survive the first 1 000 days of their lives. South Africa is among five countries that are least performing when it comes to child maternal survival. The creation of a tertiary and quaternary paediatric facility is in line with the national Department of Health's modernisation of tertiary services' plan.

### Road to fundraising no easy feat

Mkhabela says the establishment of the Nelson Mandela Children's Hospital will further help government by freeing much-needed funding required for primary and secondary healthcare.

"We had to be thorough in our research leading up to the establishment of this institution. From the time he [Madiba] dedicated the site, we spent a lot of time in building a business case making sure that all partners were on board. We had to have the national Department of Health on board because we will be providing tertiary services that are under their ministry."

But it hasn't been an easy journey for fundraisers.

Initially, the project was estimated to cost around R1 billion. That figure was scaled down to around R750 million after specialists from healthcare group Mediclinic revisited all the plans and architectural drawings for the project. Mkhabela says simply asking for money from international donors to build the hospital was not working and fundraisers had to change their strategy.

"We spent months negotiating and convincing. The response we got from funders in the USA was that South Africa is a strong economy. They could not understand why we would go so far to get money for a children's hospital. They have so many children's hospitals; as many as the schools.

"We had to change our strategy and say South Africa has to raise 50 per cent of the money before we go back to them. So, we were no longer going outside to get funding; we were going there to ask for partnership because Mandela is not only a South Africa icon; he is a world icon..... therefore we said we are giving people an opportunity to participate in building a legacy."

The plan was successful. More than R570 million has been raised and of that amount, R100 million came from the Melinda and Bill Gates Foundation founded by the USA's computer software billionaire.

However, a number of funding commitments were also made when Mandela passed away in December last year by those who wanted to fulfil his wish for the hospital. The NMCF, as a charity, donated R50 million. The City of Johannesburg Metropolitan Municipality has offered to do the gardens at the hospital and Mkhabela says that will knock a good R20 million off the budget.

"It's those kinds of gifts that are helping us move. We have been receiving a lot of support from people from all walks >>

Artist's impression of the Mandela Children's Hospital.



of life. Even children themselves have been donating towards the project," she says.

**What do children stand to gain?**

But how different is a children's hospital from other healthcare facilities?

"A children's hospital is such an important place. Children who go there are extremely sick. In South Africa we don't do dialysis for children. We don't even know the number of children with kidney failure," says Mkhabela.

At any given time, Johannesburg alone has about 100 chil-

dren awaiting heart surgery and by the time they get to the front the queue they are too sick and their chances of survival are slim. The reason for this is that there are not enough Intensive Care Unit (ICU) beds for children.

Mkhabela says Chris Hani Baragwanath Hospital in Soweto, as huge as it is, has less than 30 ICU beds for children.

"When they are very sick, they are put together with the adults. You can imagine a scenario where a child is sick and is in the vicinity of adults who are sick and struggling with machines and ventilators and as an eight-year-old, for example, you have to wake up to this. It is not good for the child.

"In a children's hospital, you build with an understanding that when an eight-year-old is admitted, there is family accommo-

**Mandela family behind project**

The Mandela family itself has continued to throw its weight behind the project.

Madiba's widow Graça Machel, daughter Zenani and granddaughter Ndileka all sit on the hospital's trust, which Machel chairs. The latter was recently quoted as saying she was inspired by her late husband's rich legacy that promotes justice, compassion and solidarity.

"Children were very dear to Madiba and his last wish was to build the Nelson Mandela Children's Hospital. This is my dream too – and I wish it can be realised in my lifetime," Machel said. 🌟



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"In a children's hospital, you build with an understanding that when an eight-year-old is admitted, there is family accommo-

**About the Nelson Mandela Children's Hospital**

- Construction will include a family resource centre, sibling activity centre and day-care centre.
- Accommodation for out-of-town family members will be provided to ensure support for paediatric patients on long stays.
- Plenty single bed wards are included in the design to ensure privacy and specialised care.
- Recreation and areas for relaxation are included in the design for parents and family members.
- Intimidating large medical equipment will be downplayed with colourful, cheerful décor to ease patients' anxiety while being treated.
- A learning centre will also be built so that school-aged children can keep up with their studies while being hospitalised.



# Together we move South Africa forward

## General Household Survey (GHS) Report

Statistics South Africa (StatsSA) recently released the GHS report 2013 conducted between January and December 2013. The survey aimed to determine the progress of developments in the country by measuring the performance of programmes, including the quality of services, in a number of key sectors. Several areas covered in the report include education, health, household sources of energy, social security services, disability, water supply and use, sanitation and refuse removal, agriculture and access to food.

The report highlighted some significant improvements in the lives of many South Africans.

### Housing

- The percentage of homeowners increased slightly from 52,9 per cent in 2002 to 54,9 per cent in 2013.
- Those who lived in formal houses increased from 73,7 per cent in 2002 to 77,7 per cent in 2013.
- Households who received a government housing subsidy increased from 5,5 per cent in 2002 to 13,3 per cent in 2013.



### Health

- The majority of South Africans (84,5 per cent) rated their health as good.
- More than 92,1 per cent of all households used their nearest health facility.
- 82,2 per cent of users were satisfied with the services provided to them by public healthcare facilities.
- The percentage of individuals covered by a medical aid scheme increased by approximately 2,5 per cent to 18,4 per cent between 2002 and 2013.

### Water supply and usage

- In 2013 as many as 89,9 per cent of households in South Africa had access to piped or tap water in their homes.
- Households who received piped water supply from their local municipalities increased from 78,7 per cent in 2004 to 85,9 per cent in 2013.
- 12,8 million households had access to piped water in 2013, compared to the 9 million in 2004.
- Approximately 63,2 per cent of South Africans rated their water services as good. 🇿🇦

### Electricity

- In 2002, 77,1 per cent of households were connected to the electricity supply and that number increased to 85 per cent in 2013.
- Households that used electricity for cooking increased from 58 per cent in 2002 to 78,4 per cent in 2013.
- The usage of gas increased by 3,2 per cent in 2013.
- More than two-thirds of South African homes rated their electricity supply as good.

### Source: StatsSA





Bus operating company, Tshwane Rapid Transit (TRT) Executive Chairperson, Motlhabane Abnar Tsebe handing keys of the first completed A Re Yeng bus to City of Tshwane Executive Mayor, Kgositso Ramokgopa.

**S**ignificant progress has been made on A Re Yeng, the City of Tshwane's Bus Rapid Transit (BRT) project, since its first station was completed in Hatfield. A Re Yeng is a high-quality, rapid, affordable, safe and convenient public bus service.

A Re Yeng forms part of the Tshwane Vision 2055 which is aimed at revitalising world-class roads and infrastructure networks and systems. This will facilitate seamless mobility of goods and people within Gauteng, and promote socio-economic development.

A Re Yeng will comprise of three depots and 51 stations on an 80 km route. The entire route will extend from Kopanong in Soshanguve, via Rainbow Junction and the CBD, to Menlyn (with a branch to Hatfield) and end in Mamelodi.

The A Re Yeng system will be completed and become operational in phases. Expected completion date for Phase 1 of A Re Yeng operations (Kopanong to Mamelodi) is June 2018.

The inception phase of A Re Yeng operations, Line 2A, comprises trunk services between the Pretoria CBD and Hatfield via Nana Sita Street, Kotze Street and Jorissen Street, as well as Lynnwood Road to Hatfield.

The route will have seven stations – two in the CBD, three in Sunnyside, one at Loftus and one in Hatfield, completed in 2013 as a prototype station inception phase.

Construction of busways for this phase has advanced to the stage where the section from Nana Sita Street to Hatfield is substantially complete.

# *steaming ahead!*



The first completed A Re Yeng bus.

Beautification work on the sidewalks and medians, such as landscaping, grassing and planting more trees started in August 2014 to take advantage of the spring season in accordance with good horticultural practice.

Construction of the six stations – Sunnyside Station 1, Sunnyside Station 2, Sunnyside Station 3, Nana Sita Station 1, Nana Sita Station 2 and Loftus Station – for the inception phase commenced in February 2014 and completion with a full Intelligence Transport Systems is anticipated before the system goes into full operation mode.

There will be cameras around the stations and along the trunk routes, ticket kiosks for ticket sales and information purposes. Automated gates will be used to facilitate ticket validating at entry and

exit point. All stations will have multiple automated doors on both sides of the station to facilitate access to the buses, and real time passenger information.

The Automated Fare Collection (AFC) system is being developed for implementation on A Re Yeng as well as Tshwane Bus Service (TBS).

Critical components required for the AFC, including station validators, on-board bus equipment and back-office equipment, have been ordered.

The first 30 rigid 12-metre Volvo buses equipped with clean-burning diesel-powered Euro V engines have come off the production line. Cabling looms have been installed on all 30 buses, including antenna cabling for commuter Wi-Fi access. The 48 trainee drivers, who were sourced from taxi operators, have also

completed their three months' training. These are taxi drivers who operated Menlyn and Elarduspark taxis.

Their training included, among others, induction regarding the Tshwane Rapid Transit (TRT) system, working conditions of bus drivers, procedures and policies of the BOC TRT (Pty) Ltd, customer care and how to operate the A Re Yeng buses. They were also taught how to deliver a quality bus service and comply with their service contracts.

Construction on the second alignment of the A Re Yeng service, Line 1A, which is expected to be operational from August 2015, has also progressed well. This line starts at Pretoria Station and runs north of Tshwane for approximately 9 km along Paul Kruger Street and Mansfield Avenue to Rainbow Junction at Wonderboom



A completed A Re Yeng station in Hatfield.

Station. Line 1A will have three stations in the inner city and two in the north (in Capital Park and Mayville). This line will end at the new Rainbow Junction intermodal facility at Wonderboom Station. The facility will allow passengers to interchange between A Re Yeng buses, Tshwane buses, long-distance buses, and rail and taxi services. However, construction of the second alignment has led to increased traffic congestion in the inner city as well as to the north of the city during peak hours.

The estimated completion dates for the various sections along this alignment are as follows:

- Church Square (Pretorius Street to Madiba Street) – end of March 2015
- Johannes Ramokhoase Street to Madiba Street – end of January 2015
- Struben Street to Johannes Ramokhoase Street – end of February 2015 (due to unidentified services that were discovered underground)
- Bloed Street to Struben Street – end of October 2014
- Boom Street to Bloed Street – end of October 2014
- Boom Street to Venter Street – mid-December 2014
- Venter Street to Louis Trichardt Street – end of September 2014
- Louis Trichardt Street to the entrance of Wonderboom Station – end of October 2014.

Passengers on A Re Yeng will get access to the system by using a Europay MasterCard Visa (smart card) that is pre-loaded with a sufficient trip fare. The system does not provide for cash payments, so passengers must purchase an initial smart card at a nominal cost or get a free card upon registration, once off. Smart cards can be purchased and/or topped up at the main stations and at selected retailers, ABSA cash accepting ATMs, walk-in centres and TBS ticket sales points.

Everyone on the A Re Yeng system can feel safe while waiting for a bus in a station with a security guard looking on and the bus and station constantly being monitored in the Central Control Centre. The safety and security operator of this centre will report any incident to the police immediately.

The A Re Yeng project will help to reduce congestion on Tshwane's roads.

The use of A Re Yeng will therefore help to bring about a cleaner city with reduced carbon dioxide emissions. Our buses will comply with the latest European standards for emissions and 30% of the fleet will be operated on compressed natural gas, which is a more efficient fuel than diesel. Through promoting public transport we can reduce road congestion as well as urban pollution, creating a cleaner and more pleasant city for all.

A Re Yeng is an economic development project with short-, medium- and long-term impacts and benefits. The system and the accessibility it brings will go a long way to physically and socially integrate Tshwane and improve the quality of life of its inhabitants.



Completed busway on Nana Sita Street in the Pretoria CBD.



Tel: 012 358 6269

Twitter: @AREYENG

Facebook: A Re Yeng

[www.areyenginfofocus.co.za/](http://www.areyenginfofocus.co.za/)

[www.tshwane.gov.za](http://www.tshwane.gov.za)

Compiled by: Mduduzi Tshabangu



## CPSI Annual Public Sector Innovation Conference 19 & 20 August 2014

The Centre for Public Service Innovation annually hosts a conference where decision-makers and practitioners are exposed to innovative practices and where experts provide guidance towards building an innovative Public Sector. This year the conference will be held on 19 and 20 August 2014 in Cape Town.

The CPSI hosts the Public Sector Innovation Conference as part of its mandate to unearth, encourage and nurture innovation in the Public Sector. The objectives of the conference include: providing an ideal platform for learning and sharing of experiences and encourage on-going discussions on Public Sector improvement through innovation; optimisation of ICT as an enabler of service delivery and celebration of Public Sector achievements in the form of projects that reflect progress in innovative thinking.



## Women's Month

South Africa celebrates Women's Month in August to remember the 20 000 brave women who marched to the Union Buildings in protest against the pass laws on 9 August 1956.

Since that day, women from all walks of life became equal partners in the struggle for an equal society for South Africans.

Government of South Africa declared August Women's Month and 9 August is celebrated annually as Women's Day.

The 2014 Women's Day celebrations will be held in KwaZulu-Natal under the theme "Celebrating 60<sup>th</sup> Anniversary of Women's Charter and 20 Years of Freedom: Moving Women's Agenda Forward!"

President Jacob Zuma will deliver a keynote address at the main event. Messages of support from other political parties represented in Parliament will also be delivered at the main event and they will be represented by their women constituencies. Other provinces will also have their own programmes which will be guided by the 2014 national theme.


## The 18<sup>th</sup> Annual IEASA Conference 20<sup>th</sup> - 23<sup>rd</sup> of August

The International Education Association of South Africa (IEASA) will host the 18<sup>th</sup> annual IEASA Conference from 20 to 23 August 2014, at the Tsogo Sun OR Tambo Hotel. The theme of the conference will be: The Internationalisation of Higher Education in a World of Geo-political Reorganisation. The conference will feature sessions and workshops on a range of topics, including international partnerships, innovative teaching and trends in international student mobility, and examples of successful research collaborations.

## Women in Water Awards 29 August 2014

The Department of Water Affairs (DWA) strives to ensure that all South Africans have access to clean water. It aims to promote effective and efficient water resources management to ensure sustainable economic and social development.

There are many women groups that have made their mark in the water sector. To recognise this noble role they have played in the sector, the Women in Water Awards were introduced. This initiative aims to honour and celebrate the hard work of women.

The Women in Water Awards serves as a vehicle for DWA to appreciate and recognise the good work women have been doing; encourage perseverance in difficult conditions and for other communities to learn good practices of water management. The Women in Water Awards will take place during the Women's Month on 29 August in the North West and will be presented to groups of women, community-based organisations and non-governmental organisations that have best water related projects that are initiated and managed by women in municipalities. The awards serve as an honour to women of stature, who have excelled in their field and have made a significant contribution to the water sector in South Africa. 

# Healthy lunch box treats

Part 2

Retha Cronje.

In the June edition of *PSM* we brought you quick and practical healthy lunch box recipes.

This month we bring you the final part of the healthy lunchbox treats from two more junior chefs currently undergoing training at the Prue Leith Chefs Academy.

The first recipe is prepared by Retha Cronje who is in her second term of her 1 year Pastry Diploma.

Cronje describes pastry as her childhood “sweet heart”.

“The beauty and assortment of pastry is delectable,” she says.

Cronje enjoyed the challenge of coming up with an interesting and healthy lunchbox menu for children.

“My four year old brother is a picky eater and he inspired my choice of menu for the lunch box challenge,” said Cronje.



### **Yummy Meatballs**

#### *Ingredients*

- |                 |                     |
|-----------------|---------------------|
| 1 kg beef mince | 1 garlic clove      |
| ½ red pepper    | ½ yellow pepper     |
| 1 aubergine     | 100 g tomato        |
| 100 g onion     | 100 g canned tomato |
|                 | 25 g brown sugar    |
|                 | 4 g fresh basil     |

#### **Method**

Peel the aubergine, and roast it in the oven until it is soft. Add chopped peppers, onions, garlic and roasted aubergine into a blender and blend until it is a smooth paste. Blanch the tomato and remove its skin, then quarter it. Cook the tomato in a pan with the brown sugar until it is soft, then add the canned tomato and the aubergine and pepper puree.

Bring to the boil, and reduce by ½, and season. Strain the sauce then add the basil.

Allow to cool then pour some of the sauce into the mince, mix it well and roll into balls. Seal the meatballs in a hot pan, then place in the oven and cover it with the sauce, cook until it's done.

### **Vegetable oven crisps**

#### *Ingredients*

- Parsnips/ sweet potato/beetroot
- Olive oil
- Salt

#### **Method**

Preheat the oven to 180°C.

Peel all the vegetables. Using a mandoline, slice them into wafer-thin crisps. Spread out on paper towel to remove excess moisture. Place into a bowl and dress them with the oil and salt. Toss with your hands to coat evenly.

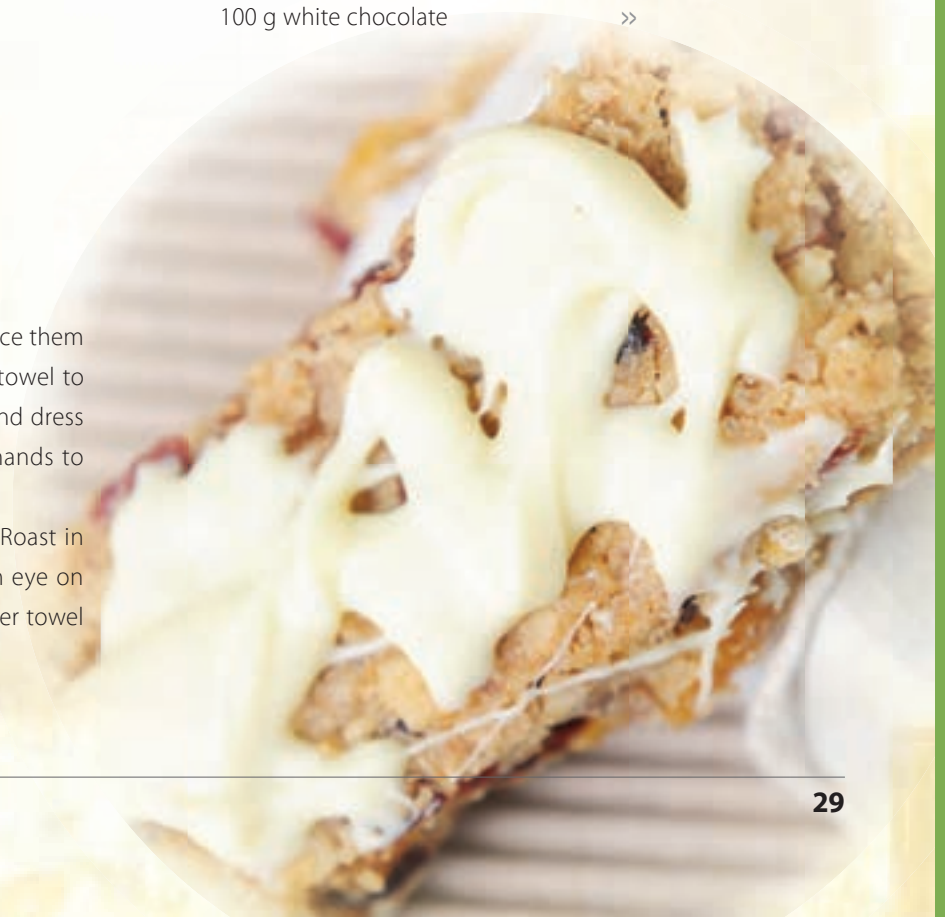
Arrange in a single layer on a baking tray. Roast in the oven for about 20 minutes, but keep an eye on them. When done, place the crisps onto paper towel or a drying rack.

### **Apricot, Cranberry & Pecan Granola Bars**

#### *Ingredients*

- 2 cups rolled oats
- 1 cup coconut, toasted
- 1 cup pecans, toasted
- 1 ½ cups dried cranberries
- ½ cup dried apricots
- 1 cup all-purpose flour (or whole wheat flour)
- ¾ tsp cinnamon
- ½ tsp baking powder
- ¼ tsp salt
- ½ cup unsalted butter
- ¾ cup brown sugar
- ¼ cup honey
- 1 large egg
- 1 tsp vanilla paste
- 100 g white chocolate

»



**Method**

Heat the oven to 180°C. Spray baking pan with nonstick spray and line the bottom with parchment paper. Toast the pecan nuts and coconut in the oven until fragrant and coconut should be a golden brown.

In a bowl, stir together the oats, coconut, pecans, dried cranberries, and dried apricots. In a separate bowl, stir together the flour, cinnamon, baking powder, and salt. Combine the butter, brown sugar, and honey. Beat with an electric mixer until light and fluffy for about 2 minutes. Add the egg and the vanilla paste, and beat until incorporated. Gradually beat the flour mixture into the butter mixture just until combined. Stir in the oat mixture with a wooden spoon.

Press the mixture into the prepared pan. Bake until the top is golden and the edges are lightly brown (about 25 minutes). The bars will be very soft straight from the oven, but will firm up as they cool. Cool them completely on a wire rack then cut into bars. Melt the chocolate and drizzle onto each bar.

**Delicious couscous salad**

Our second recipe was prepared by Jennifer Marques. Johannesburg-born Marques has a degree in psychology but decided to pursue her passion for food by enrolling Prue Leith Chefs Academy.

She says her love for food was inspired by her father's Mediterranean dishes that he used to prepare at home.

"I am into healthy food development for adults and I hope to grow in that food space," says Marques.

**Ingredients**

1/3 cup couscous  
10 g fresh coriander  
2 Tbs pine nuts, lightly toasted  
5 rosa tomatoes  
30 g feta  
100 g beef fillet ( this can be replaced with chickpeas or chicken)  
olive oil  
lemon or lime cheek

**Method**

Place the couscous in a bowl and cover with seasoned boiled water and allow to steam for about 5 minutes. Loosen the couscous with a fork and steam either over a double boiler or in the microwave for 1 minute. Separate the individual grains again with a fork.

Roast the tomatoes with a tablespoon of olive oil, salt and ground black pepper for about 10/15mins, (the tomatoes must be soft and have some colour).

Chop the coriander finely and add to the couscous, then add pine nuts, feta and roasted tomatoes.

Slice the beef fillet into long thin strips, season with salt and pan fry on a smoking hot pan with a 2tsp of olive oil, once caramelised remove from the heat and assemble all the elements.

Add a wedge of lemon or lime to squeeze over the salad just before eating. 🍷

**\*Mpume Mqwebu is Head Chef at Africa Meets Europe Cuisine.**

Jennifer Marques.



# MEC FOR DEPARTMENT OF ROADS AND PUBLIC WORKS – **MS THANDISWA MARAWU**



*Thandiswa Marawu, MEC for Roads and Public Works*

**T**he MEC for Roads and Public Works, Thandiswa Marawu is a strong willed woman with a powerful internal locus of control. She managed to use her humble beginnings as a tool to fight for the just society we are enjoying today.

Born of peasant parents, her story is one which reminds us that who one ultimately becomes is more a function of choices than the product of one's socio-economic background.

In an interview with her at the East London Industrial Development Zone (IDZ) offices on the occasion of the signing of delivery agreements with Premier Phumulo Masualle, she said: "Like any other black child of my generation in South Africa, I grew up under the heavy hand of the apartheid regime. Both my parents were labourers and have endured the pain of political segregation and I guess that's what influenced and shaped my political activism."

This political activism earned her lots of attention from the notorious security forces characterised by their regular unwelcome and unannounced visits at her home.

She studied at Masibulele College of Education where she made a mark in student politics, being one of the pioneers that fought for the election of Student Representative Councils to represent the interests of students.

She has dedicated her efforts on the aging roads infrastructure as well as education and health buildings. "The apartheid government and its Bantustan partners never bothered to prioritise this. Today, these roads are a menace responsible for many fatal accidents," added Marawu.

"We have set aside R250 million to address the issue of bad gravel roads across the province," said the woman with a plan. "The funds will be used solely to implement 41 projects through the Independent Development Trust (IDT) between April and November this year."

Marawu mentioned quite a sizeable number of upcoming projects she will be spearheading apart from increasing monitoring of the improvements in the accounting performance her department has made in the recent audit.

Among those is the 19 km road to Sabalele (where Chris Hani, one of our legends was born) which is under design with construction due to start in November this year; the Coffee Bay to Zithulele; Centani to Qolorha and the Kei Mouth road.

She promises that her department will this year finalise the road classification process for all municipal roads and institute a Public Participation Process on the classification and mapping of all provincial and municipal roads.

"I am excited that we have entered Phase 3 of the Expanded Public Works Programme (EPWP) through which we shall intensify our poverty reduction and unemployment creation efforts by focussing not only on numbers but on the quality of our interventions," she added.

"In this financial year, 43 300 work opportunities will be created. 5 000 unemployed people will be matched to job opportunities through Amathuba Jobs Portal. 200 emerging contractors will be supported and upgraded in the CIBD register. 700 learners will be trained as artisans. Additional 500 young people will be enrolled into our National Youth Service and 60 emerging contractors will be engaged throughout the province to monitor household contractors."

"It is through these projects that we may truly honour the Women of 1956 and all those who stayed the course fighting for a just society. As we go about delivering on our election promises, we are cognisant of the enormous work still to be done to improve the lives of girl-children, mothers and grannies. Happy Women's Day to all you beautiful mothers of our country."



# Creating a Public Service that is a career of choice



Public Service Administration Minister Collins Chabane.

A stark picture of the Public Service is depicted in an article by Professor Jonathan Jansen titled “SA a cruel home for kind hearts”. This is a picture of problems across the different sectors of government that include “disorganisation in the provincial government departments, burdensome bureaucracy, the lack of responsiveness to complaints, administrative inefficiencies (such as losing forms), tired working cultures, depressing work environments and the absence of leadership”.

Professor Jansen attributes this to the disciplining of enthusiasm, where young professionals who enter the Public Service are alleged to make the biggest mistake of showing too much energy, and coming up with all kinds of bright ideas instilled in them by their new degrees. What destroys the spirit of these young professionals “is the dead weight of bureaucracy and the viciousness of politics. It is the culture of laziness, insolence and official inertia that drains their energy”.

With over 1,3 million officials in the employ of the Public

Service, we can safely conclude that the Public Service would be in utter disarray if this picture painted was pervasive.

We do however concede that vague sketches of this portrait are manifest in our administration. Crucial to this discourse is the need for introspection by the leaders of government on their role in cultivating a people-centred service ethos and on igniting the enthusiasm of all public officials.

The revitalisation of the Public Service is key to the success of this government and will go a long way in improving the image of government, public perception and confidence of citizens in the Public Service. The future of this country is intrinsically linked to our strategic objective to reinvent the Public Service.

The National Development Plan (NDP) has been bold to suggest that unless we fix the Public Service, all our objectives, hopes and plans would come to nothing. From our citizens comes a growing urgency for the transformation of the Public Service into an effective service delivery machine in order to fast-track the implementation of the NDP.

As one of the building blocks of the NDP, our Medium Term Strategic Framework (MTSF) identifies a number of key priorities towards achieving a skilled and capable workforce. It is critical that government enhance the skills and capacity of its employees to be able to proactively work towards improving the lives of all South Africans, especially the poor. Ours is to ensure that the Public Service is professionalised, trained, capacitated, effective, efficient and development-oriented to practically implement and improve service delivery by all partners for the benefit of all citizens.

We need to attract highly skilled people while cultivating a sense of professional common purpose and a commitment to developmental goals. The Public Ser-

vice must become a career of choice for graduates who wish to contribute to the development of the country, and ensure that high-level staff are recruited on the basis of their suitability for vacant positions.

Creating a Public Service that is a career of choice, the Department of Public Service and Administration (DPSA) will pilot a formal graduate recruitment scheme to support departments in attracting and developing young talent and use assessment mechanisms to build confidence in recruitment processes. The department will also develop mentoring and peer support mechanisms for senior managers and develop mechanisms to help departments strengthen their internal human resource capacity.

Over the next five years the DPSA will play a more proactive role in supporting departments to build their own capacity, fulfil regulatory requirements and improve service delivery.

Efficient and effective management and operation systems are critical to the success of the Public Service. The DPSA will put in place support programmes for departments to ensure supervisors and managers implement processes which enable frontline staff to provide efficient and courteous service to citizens.

Reviewing, improving and supporting the implementation of the service delivery improvement planning system provided for in the Public Service regulations, directives and guidelines with support focused on prioritised service delivery departments will enjoy priority. The DPSA will help service departments implement an operations management framework and methodology and revitalise and monitor adherence to the Batho Pele programme and the Public Service Charter.

Some of the challenges the current administration is intent on addressing that affect the image and perception of government include the perception of versus the actual incidences of corruption at different levels of government. Through the Public Administration Management (PAM) Bill, we seek to ensure improved mecha-

nisms to promote ethical behaviour in the Public Service.

As part of promoting professional ethics and integrity, the Bill will prohibit employees from conducting business with the State or being a director of a public or private company conducting business with the State. Failure to comply with this prohibition will constitute serious misconduct which may result in the termination of employment. Employees are required to disclose their financial interest and the financial interest of their spouses and persons living with them as if they were married to each other. Failure to comply with the obligation to disclose financial interest as required constitutes misconduct.

The PAM Bill further seeks to promote the development of capacity in employees through its provision for the establishment of a National School of Government which must, through education and training, promote the progressive realisation of the values and principles governing public administration and enhance the quality, extent and impact of the development of

human resources capacity in institutions.

Through the education and training of its employees, the Bill requires heads of institutions to develop human resource capacity to a level that enables the institution to perform its functions in an efficient, quality, collaborative and accountable manner.

Effective service delivery requires an efficient and accountable administration devoid of red tape with strong anti-corruption and compliance measures. The Public Administration Bill lays the basis of this efficient, effective, capable, ethical public service that we all yearn for. It provides us with the establishment of a capable state defined in the NDP.

The role of the Public Sector Manager is central as the discourse on the capability of the Public Service to attract, retain and develop a skilled workforce ensues. Government is steadfast in ensuring that state administration at all levels is effective, efficient, professional and capable, with the onus on Public Sector managers to provide leadership in this regard. <sup>®</sup>

***\*Mr Collins Chabane is the Minister for Public Service and Administration***



#### **Career**

- She holds a Bachelor of Arts degree in Education from the North-West University and trained as an educator
- She taught at Ramodingwana Primary School from 1989-1990 and at Reatile Middle school from 1996-2005
- She acted as Head of Department for Department of Humanities
- MEC of Department of economic Development and Tourism.

#### **Political involvement**

- ANC Provincial Executive Council (PEC) and convener of ANC Regional Executive Congress (REC) in Bojanala district
- She is a former SASCO member during her days at university
- She served as secretary and later as a chairperson of the SADTU Tlhabane branch
- Former chairperson of Ngaka Modiri Molema district residence under the auspices of the SRC
- First woman to lead the Tlhabane branch of Congress of South African Student (COSAS).

#### **Committees**

- She also served in the portfolio committee of Science and Technology in 2005
- From 2005-2008 she served at a committee Department of Health
- From 200-2008 she was part of the joint standing committee on Defence
- In 2007 she was in an ad hoc committee dealing with national mine workers in 2007
- In 2008 she served on the committee of Department of Home Affairs.

#### **Membership**

- She is an active ANC member and serves in the Regional Executive Council.

#### **Extra mural activities**

- She is a keen supporter of rugby
- She enjoys listening to reggae and gospel music, going to church and reading in order to broaden her horizon.

PROFILE OF EDUCATION MEC  
**WENDY MMAPHEFO MATSEMELA**

# NW team Education unpacks 2014 academic year improvement plans

**Y**ou educate a woman, you educate a nation! Undoubtedly, education is the biggest enterprise in any civilized society. Now, put a woman in control of the education system, you'll sure yield positive results to this self explained African proverb.

To highlight the August edition, we looked at inspirational women in improving the country's welfare. The North West Department of Education and Sports Development has a strong and influential political head, Maphefo Wendy Matsemela to set standards to transform mindsets of generations through education.

According to the North West Department of Education and Sports Development, since the 2014 academic year started, serious commitments were made in marking a top spot in as far as curriculum delivery is concerned. This team education means business!

Even though the official National Senior Certificate results showed them to be occupying a second position, Umalusi announced that according to the supplementary examinations outcome, they occupy first position followed by the Free State province. To what do they owe success? One would ask. Team North West is proud to share their recipe. It's commitment! It is that simple.

It is very easy to set targets and commitments, just as drawing New Year's resolutions. What is more important is keeping them and that means commitment to achieving your goal. To realise these goals, the department of education and sports development is allocated 12 billion for the current financial year.

## **Here are team North West's concerted recipes for the improvement of the 2014 academic year results:**

**Curriculum:** The North West Department of education lays its foundation on primary schooling and secondary schooling, both also known as General Education and Training (GET) for Early Childhood Development, GradeR-9 and Further Education and Training (FET) for Grade 10-12.

Both these programmes aim toward achieving the second Millennium Development Goal –to achieve universal basic education as well as fulfilling the government mandate to make education an apex priority.

**Rebranding:** Our department fully supports the new outlook of the North West province which seeks to rally all and sundry in the spirit of saamwerk- saamtrek outlined by Premier Supra Mahumapelo for the rebranding, repositioning and renewing of our beautiful province. This includes rebranding the provincial education department's corporate identity as 'Department of Education & Sports Development'. This alignment means sports



are more than a recreational activity. There should be a perfect balance between imparting physical and academic education to mould a perfect community.

**Accountability:** This is achieved through target-setting. We need the national mandate of designing Learner Attainment Improvement Plan which assists in target setting. Through this plan we are able to monitor the school principal's school performance progress per area office per district in relation to baseline performance to ensure realistic and achievable goals. The targets are then reported quarterly and interventions undertaken. Monitoring of schools is one of the non-negotiable provincial interventions to make sure learners are accommodated in a safe and accessible environment for learning. During the re-opening of schools, as team education we conducted a two-day school monitoring session with a satisfactory teacher-learner turn up.

**Campaigns & Flagship programmes:** The department registered a new programme called Le Bolotse letsema, a packaged programme to intensify great results for all grades at the end of the academic year. In 2013 we introduced the 'last push' revision session and we plan on sustaining it as a third dependable factor to keep our learners focused.

Winter camps and springs camps have proved to be dependable and consistent factors for learners performance projects.

During the month of February we held two education summits that look at the delivery of the curriculum and at the school's performance per area office per district. Both internal and external stakeholders engage in deliberations to ponder review if we perform in line with the National Development Plan.

**Teacher Development:** This is one of our continuous programmes to create a healthy and balanced system between those educators exiting and joining the system. Each year we train educators of all grades so that they remain relevant to the syllabus.

With all these winning points concerting together, the North West provincial Education & sports Development will soar above the clouds.



## **Education and Sport Development**

Department of Education and Sport Development  
Departement van Onderwys en Sport Ontwikkeling  
Lefapha la Thuto le Tihabololo ya Metshameko  
**NORTH WEST PROVINCE**



### **Gautrain rewarded for outstanding customer service**

Gautrain's airport service from Sandton to OR Tambo International Airport has been awarded the highly acclaimed Global Air Rail Alliance Award (GARA) for customer service excellence.

The GARA awards are international awards dedicated to recognising the best services when it comes to delivering an enjoyable and stress-free journey between air and rail travel.

The Gautrain came out on top in the service excellence category after beating countries such as the United Kingdom, Norway and Canada. The judging panel indicated that the Gautrain Airport link, operational for only four years, had already met passenger levels projected for 2026.

"We are all excited. This is a sign of confidence in our transport system. This award clearly indicates that we are competing with the best in the world and we are very proud that the Gautrain has been awarded the best award for customer service excellence," said Gauteng MEC for Roads and Transport Ismail Vadi. MEC Vadi said Gauteng was changing the transport landscape by setting trends for improved transport infrastructure on the African continent.

The Gautrain's service excellence is attributed to convenience, efficiency and safety and has changed people's perception of public transport in Gauteng.

"The transport service is popular for its convenience, as it takes only 15 minutes from Sandton to OR Tambo International Station, a trip that can take up to one hour in congested traffic," added MEC Vadi.

He also announced the department's plans to extend the Gautrain platform at OR Tambo International Airport to four platforms and half carriage lengths for increased capacity. Construction is set to start soon.

### **City of Tshwane (CoT) voted best place to live in**

The CoT has officially been voted as the best place to live in Gauteng. A Gauteng City-Region Observatory (GCRO) survey, which measured the quality of life in municipalities across the province, announced Tshwane as the best city in the province with the highest quality of life.

According to the CoT, GCRO collected data and cre-



ated an annual report on the State of the Gauteng City Region. The report benchmarked the following criteria: quality of life and marginalisation, regional economy, life and people, governance, space and mobility, and sustainability. The survey also focused on access to employment, security, connectivity, community and family life, the quality of housing, health and infrastructure.

Executive Mayor Kgosietsi Ramokgopa said the win was also a call for the city to improve efficiencies and deliver better services.

He said increased capital spending, a focus on youth development and economic participation had helped make the CoT the best.

Mayoral spokesperson Blessing Manale said the city scored well above Johannesburg and Ekurhuleni. "The survey is a scientific analysis of numerous indicators. We will see this outcome as more pressure for the city to excel and rebuild our capital city that will take us into the next century," added Manale.

#### **New R5 coin celebrates freedom**

The South African Reserve Bank (SARB) has issued out a commemorative circulation R5 coin as the country celebrates 20 Years of Freedom. The coin has the 20 Years of Freedom logo illustrated on the reverse side, replacing the image of the wildebeest on the current bi-metal R5 coin.

The other side of the coin depicts the South African Coat of Arms and the year of issue (2014) with South Africa written in Tshivenda 'Afurika Tshipembe' and in IsiNdebele 'iSewula Afrika'.

According to the SARB, the coin is a normal circulation coin and will form part of the R5 coins already in circulation throughout the country from July this year.

In commemoration of the two decades of democracy, South African Mint (SA Mint), a wholly owned subsidiary of the SARB, has launched a special three-coin Democracy Coin Set. It consists of a 24-carat gold R200 coin depicting former President Nelson Mandela casting his first vote; a sterling silver R2 crown coin featuring the South African flag, and a commemorative R5 coin celebrating 20 Years of Freedom. The set is available for purchase at SA Mint, Centurion.



#### **Department of Basic Education (DBE) tackles unemployment**

The DBE has called on all qualified and unemployed educators seeking either permanent or temporary employment in public schools to register on the Qualified Educators Recruitment Database. The database helps employers fill education sector vacancies across the country. It lists all educators who are currently seeking employment, along with their qualifications and subjects which they teach. All these details are verified and captured accordingly by the DBE.

Educators must complete a registration form found at [www.education.gov.za](http://www.education.gov.za) and attach certified copies of their teaching qualifications to register. If educators are in possession of qualifications awarded in higher education institutions outside South Africa, these certificates and academic transcripts must also be submitted. Completed forms and attached certificates should be posted to The Directorate: Education Human Resource, Planning, Provisioning and Monitoring, Department of Basic Education, Private Bag X895, Pretoria, 0001 or hand delivered to: 222 Struben Street, Pretoria.

Schools with vacant positions will be able to select appropriately qualified candidates from the database, helping educators find employment faster.

#### **Eskom crowned the best in Integrated Reporting**

Eskom has been named as the winner of the Nkonki SOC Integrated Reporting Awards 2013 for the second year running.

The awards, which were based on 2012 reports, recognised the top performers in strategic, governance and financial performance as well as the social, environmental and economic context where businesses operate.

Launched in 2012, the awards recognise how state-owned companies (SOCs) have embraced the principles of integrated reporting.

Overall the results indicate that on average at least 53 per cent of SOC's exceed half of the expected minimum disclosure requirements. The top two performers for 2013 are Eskom Holdings SOC Limited in first place with a B rating (70 to 79 per cent), and in second place is Telkom SA SOC Limited with a C rating (60 to 69 per cent)

Eskom Group Executive for Sustainability Dr Steve Lennon accepted the award on behalf of the company. 🌐

# SA to host New Development Bank regional centre

China may have been successful in its bid to host the new Brazil, Russia, India, China, South Africa (Brics) bank, but South Africa also scored a victory when Brics leaders agreed to set up a regional centre in Johannesburg for the new institution.

The deal that the leaders signed at the sixth Brics summit in Fortaleza, Brazil, in July for the establishment of the New Development Bank and provides for the first regional centre to be set up in the city – one of the continent’s leading financial centres.

President Jacob Zuma has hailed the establishment of the bank as “an everlasting legacy that will change the face of global economics and the face of all the developing world for the better.

“Although we wanted to have the headquarters in our country, I think South Africa, on behalf of the continent of Africa, got a good deal out of the decision about the bank,” commented President Zuma, following the signing of the agreement by Brics leaders.

He added that the decision was reached through consensus by looking at both the advantages and resource positions of each of the Brics member states.

The development bank, which is expected to grant its first loan in 2016, will mobilise resources for infrastructure and sustainable development projects in Brics and other emerging and developing economies.

The new centre in South Africa will be set up at the same time as the bank’s headquarters in Shanghai, one of the world’s top emerging financial capitals. A second regional centre will be established in Brazil at a later date.

Finance Minister Nhlanhla Nene told media following the summit that a site for the new regional centre, which will include a project development facility to assist in the implementation of infrastructure projects in the region, still had to be chosen.

He added that there was no danger that the new Brics bank would crowd out development finance from other sources, particularly as the continent had an infrastructure gap of almost \$100 billion a year which would benefit from various financing sources.

The bank would complement the efforts of existing institutions such as the International Monetary Fund (IMF), World Bank and the African Development Bank, he said.

The bank will have an initial authorised capital of \$100 billion and subscribed capital of \$50 billion will initially be placed in the bank, divided equally between its five



President Vladimir Putin; Prime Minister Narendra Modi; President Dilma Rousseff; President Xi Jinping and President Jacob Zuma.



founders. Member countries must each transfer \$2 billion in cash over seven years, with the remaining \$40 billion to be made up in guarantees.

Other countries are welcome to join the bank as non-borrowing or borrowing members, but the capital share of the Brics is not permitted to drop below 55 per cent.

Though Brics leaders have signed the agreement the respective assemblies of each member country must still ratify it before lending can begin. Many are hoping that speedy progress will be made before the next Brics summit in Ufa, Russia, in July 2015.

Martyn Davies, emerging market analyst and chief executive of Frontier Advisory, said it remained unclear whether the bulk of projects to be financed by the bank will go to Africa.

As the bank will be funded in part by South African taxpayers, it should back projects that can generate a return for South Africa and include the involvement of local companies or suppliers, he cautioned.

At the summit, negotiations over which country would head the bank first and where the bank would be based were only concluded at the eleventh hour.

Davies said the regional centre was a late addition to discussions and had been proposed by South Africans as a sweetener in the deal to allow another Brics country to host the bank or claim the first presidency of the bank (which went to India).

The Brics leaders agreed that the presidency would change every five years. Next in line will be Brazil, followed by Russia, South Africa and China, in that order.

Brazil had hoped to claim the first presidency of the bank in exchange for backing China's bid to set up the bank in Shanghai.

Brazil's President, Dilma Rousseff, told media later that all the Brics leaders agreed that the bank's first president be the country which made the initial proposal for the institution – India.

Brazil had initially proposed the Contingent Reserve Arrangement (CRA), which the leaders at summit also signed into effect.

The CRA will have an initial size of \$100 billion and will act as an additional buffer of defence for Brics countries facing difficulties with their balance of payments.

IMF managing director Christine Lagarde has already

committed to working with Brics in setting up the CRA.

China will contribute \$41 billion to the initial capital, Brazil, Russia and India will each contribute \$18 billion and South Africa will put in US\$5 billion.

If need be South Africa will be able to draw up to double its capital invested, while China will be restricted to only half of its capital invested, with the remaining countries able to draw up to the amount they put in. This is in line with the amount that each country currently holds in foreign exchange reserves.

Unlike China, which is cushioned by about \$4 trillion in foreign exchange reserves, South Africa has foreign exchange reserve multiples smaller at \$49 billion which is about one per cent of China's reserves and about 10 per cent to 15 per cent the size of the reserves of each of the other Brics members.

Despite this Minister Nene has dismissed any fears of dominance by the stronger economies like China, saying all member countries are committed to playing equal and striking the balance. "The shareholding will be equal. We do not foresee any dominance," he added.

Commenting on the formation of the new bank Leonid Grigoryev, associate professor at the National Research University's Higher School of Economics in Moscow, said South Africa's more favourable legal regime, in comparison to that of Russia's and Brazil, made it a more suitable option for the first regional centre.

He said the Brics bank will have a key role to play and points out that the World Bank and IMF are focused more on maintaining stability in developed countries and helping very poor countries out of poverty. They do very little in helping middle-income countries to transform to join the ranks of developed nations, he said.

Still, he believes the Brics will face three key challenges in the years to come. He lists these as forging mutual understanding, financing development, acquiring new technologies and reducing both regional and social inequality.

To overcome these challenges he said the bank must develop both a strategic focus and complement, rather than compete with, existing institutions.

The new Brics bank has ushered in a new dawn for developing countries. Their image as the world's begging bowl is fast being replaced by one of the globe's new engine of growth.

For example Africa is no longer a basket case but a much sought-after investment destination. South Africa has a key role to play in this. >>

## Free trade agreement a distant prospect

South Africa's trade with Brazil, Russia, China and India (Brics) members may have mushroomed in recent years, but Minister of Trade and Industry Rob Davies says it's still too early to talk about a free trade agreement among the grouping.

Intra-Brics trade has increased steadily over the last three years. In South Africa trade data from the Department of Trade and Industry (dti) reveals that between 2010 and last year South Africa's exports to its Brics partners increased by 76 per cent to R155, 3 billion, while imports from the grouping were up 95 per cent to R225, 5 billion over the same period.

South Africa's exports to Brics countries last year accounted for 16, 7 per cent of the country's total exports, up from 13 per cent of all exports in 2010. In contrast South Africa's imports from Brics as a percentage of total imports grew from 19 per cent to 22, 6 per cent over the same period.

With so much trade now flowing through Brics the case for a free trade agreement may seem a reasonable next step in bolstering trade relations among members of the bloc, but Minister Davies is cautious.

"Some people talk about it (a Brics free trade agreement) from time to time, but (South Africa's) view is that it is quite premature," said Minister Davies, while speaking to *PSM* from the 6th Brics summit held in Fortaleza, Brazil, in July.

He said without strong support and the addition of non-trade measures, member countries would not realise the full benefits of a free trade agreement.

Despite this he pointed out that progress was being made towards securing a South-South preferential trade agreement, which was first raised by the India, Brazil and South Africa (Ibsa)

initiative in 2003.

He said the preferential trade agreement signed between the Southern African Customs Union (Sacu) and Mercosur is close to being ratified by Mercosur members, after the agreement was ratified by Sacu members. The Mercosur (Mercado Común del Sur) is an economic and political agreement among Argentina, Brazil, and Paraguay first concluded in 2004.

He said he was assured by his Brazilian counterpart, Trade Minister Mauro Borges, that only a few technical details stood in the way of the agreement being ratified by Mercosur. These include the translation of the agreement into Portuguese and the ratification of the agreement by new Mercosur member Bolivia.

Minister Davies added that negotiations for a preferential trade agreement between Sacu and India were ongoing.

Brics trade ministers believe that for trade to flourish between emerging economies, these countries should buy more sophisticated goods from one another. Their concern is that there is too little value-added trade between the members.

For example South Africa has a significant canning and beverage industry, but last year just three per cent of prepared South African foodstuffs and beverages went to Brics countries.

Added to this, a report last year by the Industrial Development Corporation (IDC) revealed that South Africa's exports to India and China are "highly concentrated"



Brics leaders at the recent Brics Summit held in Brazil.



Figure 1: South Africa's exports to Brics members in 2013 expressed in billions of rand. Source: Department of Trade and Industry trade data

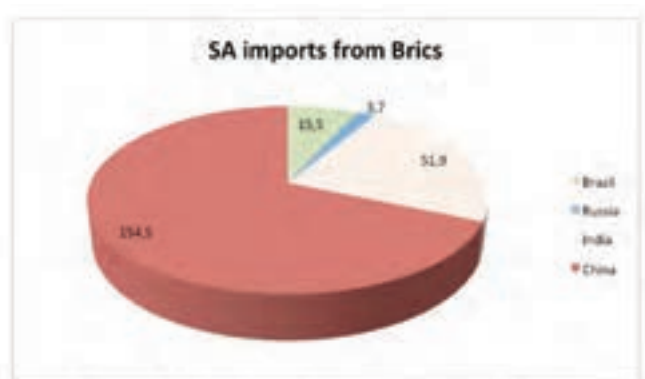


Figure 2: South Africa's imports from Brics members in 2013 expressed in billions of rand. Source: Department of Trade and Industry trade data

and dominated by minerals commodities, mainly iron ore, concentrates and coal.

It's not just South Africa. Brazil's National Confederation of Industry points out that more than 70 per cent of Brazilian exports to its Brics partners consist of soya, iron ore and oil, whereas manufactured goods comprise 95 per cent of Brazil's imports from these countries.

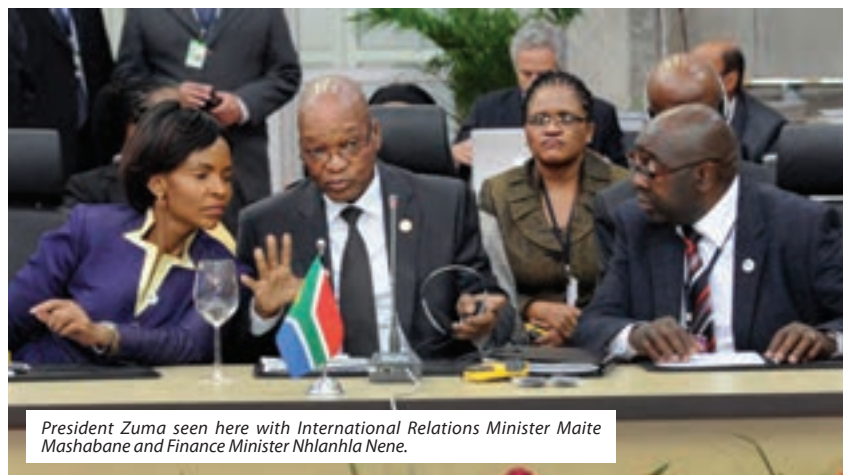
The Brics are considering ways to counter this, having completed a joint trade study of recommendations for promoting value-added exports among member countries.

Minister Davies said the study, which was handed to Brics trade ministers during the summit, details the different value-added activities in which each Brics member has a comparative advantage and also list a series of measures that need to be addressed to increase trade in value-added goods and services between Brics members.

The trade ministers have instructed the group to continue working on its recommendations.

At the summit the ministers also reaffirmed their commitment to refrain from trade protectionist measures that are incompatible with World Trade Organisation (WTO) obligations, while respecting the special and differential treatment for developing countries.

Of the Brics economies, South Africa's economy remains the most open with imports and exports combined making up over 60 per cent of gross domestic product (GDP), followed by China, India and Russia at about 50 per cent of GDP. Brazil lags behind with less than 20 per cent.



President Zuma seen here with International Relations Minister Maite Mashabane and Finance Minister Nhlanhla Nene.

There might be reason to argue therefore that South Africa may be affected most by imported goods.

But Minister Davies said South Africa would not hesitate to use the necessary tariff protection legally available under WTO rules. A country that sticks to WTO rules, he adds, cannot be viewed as having increased protectionism.

Meanwhile the summit also saw the signing of a memorandum of understanding on co-operation among Brics export credit and guarantees agencies. The agreement will allow two agencies to co-operate in providing support for a project in a third country which involves the supply of goods and services from Brics countries.

A free trade agreement may be a far off dream, but what many business people are hoping for is the relaxing of visa rules and other red tape, better air and sea links and more opportunities to meet and trade with one another.

In this the Brics offers a platform to get things going and for government officials as well as business people to begin to forge closer links with one another. ☺

# Be inspired ...

## POLICY MAKERS MUST BE SENSITIVE TO GENDER



**Ntibidi Rampete**

The resistance faced by the gender transformation activists is mostly due to ignorance and misconception of the intention of transformation. Ntibidi Rampete, Director for Gender Directorate at the Department of Justice and Constitutional Development made this discovery in the three years she has been in the portfolio.

"Most aspects of life have a gender dimension and dynamic. That's why it is important for policy makers to always be sensitive to the needs of both women and men that we serve. A number of discriminatory practices have been internalised and accepted as the norm by many throughout the world and indeed in our society. A gender neutral policy may have a negative impact on women if the differential circumstances are not adequately considered," Rampete said.

Rampete (40), is a Gender Focal Point responsible for advising on gender planning, policy analysis and development, as well as implementation

and compliance monitoring. On a daily basis she establishes a rapport between the Department and civil society including non-governmental organisations and community based organisations working within the area of gender and justice. She also facilitates capacity building for managers in the justice system and the legal profession to mainstream gender in their line of work.

Through the leadership of Rampete, the Gender Directorate has led a capacity building and skills development programme at the South African Women Lawyers Association. The programme was aimed at putting women lawyers at the cutting edge of the legal profession. To date, about 100 women legal practitioners from all over South Africa have been trained under this programme.

"The sustainability of moving women's agenda forward goes beyond these programmes, it requires women to make a personal resolve to persevere and remember that their fight is not only for themselves, but also the girl-child and other women with no access to basic services. As we celebrate the 20 years of our freedom and women's month, women must find their niche and passion. Women in leadership must make a conscious decision to leave a legacy of empowerment to others. Those women who feel left behind due to the circumstances of life, it's never too late to dream. Once you can dream it, you can achieve it. The starting point is that you should have the end in mind," Rampete said.

She says the launch of Executive Development Programme for Women in Senior Management earlier this year bolstered the Department's gender mainstreaming. About 20 senior women managers are currently being capacitated to ensure efficient delivery of services.

Rampete's life is crowned with shining moments at every turn. These include amongst others a Scholarship she obtained through the Women Fellowship Programme in the USA, Georgetown University to study for a LL.M degree focusing on international women rights. This global qualification opened opportunities for her to work in many places as a gender activist like the Center for Applied Legal Studies (CALs) at Wits and a Researcher at the Constitutional Court.



**the doj & cd**

Department:  
Justice and Constitutional Development  
REPUBLIC OF SOUTH AFRICA

# ... Women in Justice

## BALANCING THE BOOKS IS HER DAILY JOB



Charity Mhlungu

The two most constraining systems that hindered women's participation in the socio-economic and political sphere, patriarchy and apartheid, could not halt Charity Mhlungu's desire to pursue education and succeed in the financial sector.

Charity was always determined to beat societal odds and double her efforts to achieve in education and career growth.

This University of Natal graduate received a scholarship from Unilever to study for a B Com degree, majoring in Accounting and Management Accounting. She further studied for a Postgraduate degree in Management Accounting and Taxation.

Despite growing up in rural areas where patriarchal stereotypes remain entrenched, she trudged through to one of the most instrumental positions in the Department of Justice and Constitutional Development as Chief Director of Legislative Costing and Internal Control.

Her work includes costing for Commissions of Inquiry such as the one investigating the tragedy that happened in Marikana and the strategic procurements of Arms. Charity also has the responsibility to study bills and determine the financial implications in line with the constitution and socio-economic environment.

Furthermore, she performs financial management oversight to ensure that Procurement and Treasury regulations are adhered to thus ensuring that all payments made to suppliers conform to Procurement and Treasury regulations.

"This job requires that I give strategic input on decisions relating to new projects. By costing various initiatives and alternatives, management is able to make efficient decisions on the directions to which the department's limited resources must be distributed. Those who wish to pursue this career, must first gain good communication skills and be very assertive. They will be required to understand the environment in which they operate and be able to incorporate that during the crunching of numbers," she said.

Charity says that the only difficulty that she encounters is balancing the roles of being a mother and a professional woman, adding that she regards it as her main responsibility to be the main care-giver to her son which at times clashes with her work commitments.

She has extensive experience in this field, having spent 15 years in the private sector before she was employed in her current position three year ago.

Charity paid tribute to all the women who have ushered the way for all capable women to succeed. She added that every time during Women's Month, she is reminded of the massive role played by all the women during the struggle for emancipation.

"My mother, a retired staff nurse, worked tirelessly to afford me a good education and moulded me to become a strong independent woman. Women out there must be willing to invest in themselves, and be willing to work hard to achieve their success," she enthused.

# ... Women in Justice



# Premiers map the way forward

All nine Premiers recently delivered their State of the Province Address where they spelt out their plans the next five years. Here are some of the highlights



Premier Phumulo Masualle

## Eastern Cape



### Support for municipalities

The Eastern Cape Government will invest billions in bulk water projects to ensure clean water for residents of the province.

Eastern Cape Premier Phumulo Masualle said R6 billion would be set aside for bulk water projects.

These include the Ndlambe Regional Bulk Water Supply Project (R879 million), Xhorha East Water Project (R258 million), Mncwasa Water Project (R264 million), Mbizana Regional Bulk Water Supply (R278 million), King Sabata Dalindyebo Bulk Water Project (R400 million), Xhonxa (R444 million) and the cluster bulk water projects in Chris Hani valued at more than R800 million.

“Over the next five years, we will strengthen our support to municipalities in an endeavour to improve governance and provision of basic services including provision of bulk water infrastructure and eradication of the bucket system,” the Premier said.

He added that national government would give infrastructure development and administration capacity support to the Amathole, OR Tambo, Alfred Nzo, Mbizana, Ntabankulu,

Lukhanji and Mbhashe Municipalities.

### Infrastructure development

The provincial infrastructure programme will be divided into four elements, the Premier noted.



“Firstly, we have prioritised linkages with the mineral producing regions in the country to promote large scale industrialisation in the province. To this end, we are working on an ore rail between the Port of Ngqura and Hotazel in the Northern Cape.”

This will be supported by a manganese export terminal in the Port of Ngqura as well as a manganese smelter in the Coega Industrial Development Zone.

### Energy

The second element includes positioning the Eastern Cape as the new energy hub of the country.



“We are already the lead province in wind energy and are set to benefit from the country’s diversification into both nuclear energy and shale gas,” he said.

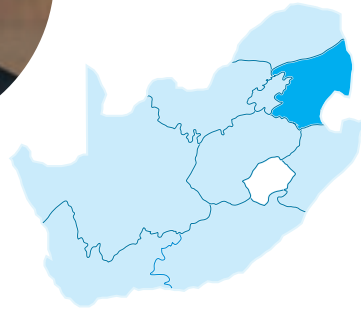
The third element focuses on trade and logistics infrastructure. Investments will continue in all three provincial ports and the maritime sector as a growth industry for the province.

“The Port of Ngqura will position us exceptionally well in integrating the province into the African and global value chains. An amount of R5.7 billion has been set aside by Transnet to complete this project.”

The fourth element focuses on infrastructure for rural development with the Mzimvubu Multipurpose Project launched by the President Jacob Zuma in April a key project.

The project involves the construction of two multipurpose dams, Ntabelanga and Laleni, on the Tsitsa River, which is a branch of the Mzimvubu River, to supply irrigated agriculture, domestic and industrial water requirements and hydropower generation.

The Premier said 600 local people had already been employed and work on the site had already begun.



**Premier David Mabuza**

## **Mpumalanga**

### **Creating jobs and growing the economy**



The Premier said the province plans to create 390 000 jobs by 2019, thereby growing the country's economy by five per cent annually in the next five years.

Premier Mabuza said sectors such as agriculture and forestry, mining, manufacturing, tourism, information communications and technology would receive attention as the province aims to grow the economy.

### **Infrastructure development**



He added R18,5 billion is expected to be spent to support the infrastructure build programme to create substantial employment.

"Simply put, more money will be spent on improving hospitals, clinics, education, logistics and economic infrastructure."

Infrastructure that supports development will also be prioritised to fast track service delivery. This will include the construction of dams to increase bulk water supply to support agriculture and investing in irrigation infrastructure.

The infrastructure projects identified by the province include:

- The establishment of an International Convention Centre,
- The establishment of a Cultural Hub.
- An information and communication technology call centre.
- The establishment of a Fresh Produce Market.
- The establishment of a High Altitude Sports Training Centre.
- The Moloto Rail Corridor Development.

### **Skills development**



The Premier announced the establishment of a skills development hub in Emalaheni that will provide skills for youth who were not in school.

Opportunities will be created for these youth to benefit from artisan development programmes rolled-out with the private sector.

"The Artisan Training Centre built by Hydra Arc will also play a significant role in this regard. We will be concluding a partnership agreement with this company very soon. We are targeting a total number of 5 000 young people to be trained over the next five years."

Premier Mabuza also highlighted the need to bridge the gap between quality education to gainful employment for learners.

To achieve this there needed to be closer relations between government, industry and institutions of learning.

"Over the next five years, our partnerships with business will prioritise socio-economic development programmes that ensure that our youth become active contributors to a growing economy.

"We will focus on providing access to workplace learning opportunities through internships and learnerships," he added.

### **Quality healthcare**



The Premier also noted that the provincial health system had been put under curatorship.

"We can no longer tolerate the instances of mismanagement and neglect in our hospitals and healthcare facilities that persist despite our on-going efforts to address these issues at both the political and administrative levels. It stops now," he said.

Obtaining the resources and the capacity required to implement a turnaround strategy for the health care system and creating a robust foundation for the implementation of the National Health Insurance (NHI) were priorities, the Premier added. >>



Premier Ace Magashule

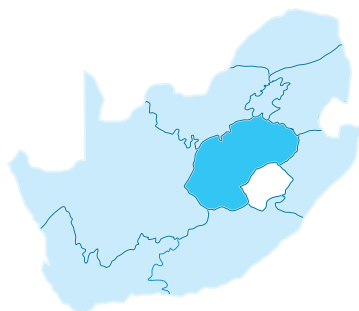
## Free State

### Education

Permanently appoint the current 80 temporary educators by September this year and establish 10 additional Early Childhood Development (ECD) centres.



The provincial government will also audit all existing ECD centres to identify practitioners' training needs and prioritise the roll-out of



additional special schools for physically challenged learners.

### Youth unemployment



- The number of youth participants in the National Rural Youth Service Corps would increase in the next five years and a programme would be implemented in all districts to assist 900 youths to obtain drivers' licences.

### Health



- The upgrading of health institutions would continue throughout the year. A new clinic will be built in Rouxville using the massification approach. Planning for the construction of a clinic in Ratanang in Jacobsdal will commence and the Thabong clinic will be extended.



Premier Supra Mahumapelo

## North West

The North West government has set aside R462 million for housing projects in the Bojanala District in the Rustenburg Municipality, specifically in Marikana.

In partnership with mining house Lonmin and Rustenburg Local Municipality, the provincial government will build 2 000 housing units over three years.

- The construction phases of all the housing projects will have to include at least 30 per cent participation by youth and women's companies.



### Education

- R292 925 million has been set aside for the construction of 26 new schools.
- "Over R75 million of this budget will go towards classroom additions and renovations of existing schools."
- More than R16 million has been allocated for the provision of water to 21 schools and for fencing at 54 schools and R53 million will be allocated to three special schools namely Bophelong Special School, MM Sebitloane Special School and Rekgonne Bapo Special School where a new school and hostel are needed.



### Jobs for the youth



- Some 7407 job opportunities will be created through infrastructure development, green economy and social economy during the 2014/15 financial year.
- Later this year government will launch the Provincial Youth Skills Development Centre



in Kenneth Kaunda District, where 1 000 young people will be given training in various trades and linked to job opportunities in the market.

### Road safety

- The province will recruit 600 traffic officers, 120 road safety officers and 150 examiners of driver and vehicle licences by 2019.
- The provincial government is establishing a traffic college to increase the number of traffic officers and examiners in improving the quality law enforcement in the province. The college is expected to offer a traffic

officer's diploma, and qualifications for vehicle examiners, driver's license examiners and driver's license testing centre inspectors.

### Growing the economy

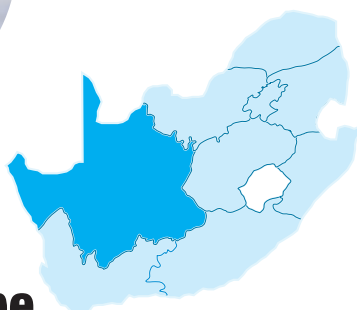


The provincial government set itself an ambitious but achievable target of growing our economy from its current sluggish two per cent to at least six per cent in the next five years. Mining plays an important role in growing the economy of the province, says Premier Mahupelo.



Premier Sylvia Lucas

## Northern Cape



### Supporting cooperatives and small businesses

The Northern Cape will use cooperatives and small businesses across the province because of their important role in enhancing participation in the economy.

"The utilisation of cooperatives will be extended to supply identified goods and services to other public institutions, including provincial departments, municipalities, hospitals and Early Childhood Development centres.

### Supporting youth development



- The Northern Cape will upscale the Environmental Youth Services Programme in the areas of working with waste, working on wetlands, working for water and working on fire.
- The ward-based Community Works Programme would

be expanded to provide more work opportunities for unemployed people.

### Decent housing for Northern Cape citizens



Residents of Colesberg will benefit from the R186 million Ouboks Housing Project, which the Premier said would see 1 848 houses being completed over the contract period in five phases.

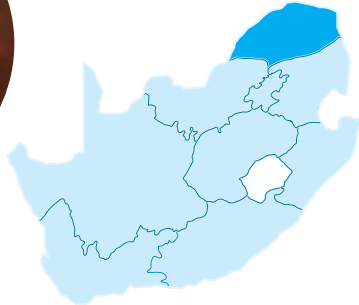
The first 200 houses have been completed and we handed these over to the proud owners two months ago.

### Upgrading road infrastructure



- In the next five years, the province will invest R2,5 billion in developing road infrastructure.
- High-impact labour-intensive projects that will be undertaken in the 2014/15 financial year include the construction of the Hondeklip Bay road; maintenance and re-sealing of the road between Colesberg and Phillipolis; construction of a road from Hottazel to Tsineng; and construction of the Joe Morolong road, the Wyk 10 to Laxey route; and the N14 to Bothitong road in partnership with the Sishen Iron Ore Community Trust.

>>



**Premier Stanley Mathabatha**

## Limpopo

### Growing the economy



We have therefore set ourselves an economic growth target of five per cent by 2019

He mentioned that the social and economic infrastructure was the backbone of the province's economy, adding that in the next five years, more infrastructure development programmes would be rolled out.

Premier Mathabatha has already put together a team of officials to develop Limpopo Integrated Infrastructure Master Plan to define the infrastructure development and delivery agenda of the province over the next 20 years and beyond.

### Creating Jobs



The provincial government will consolidate the Expanded Public Works Programme to create 426 000 jobs in the province by 2019.

This will contribute to the National Development Plan's (NDP)

target of creating six million jobs by 2019. Cooperatives and small, medium and micro enterprises would form the backbone of economic interventions in the province.

### Agriculture to help drive the economy



Agriculture has been identified as one of the strategic drivers of the economy. The province is the lead producer of high value agricultural commodities, with tomatoes at 60 per cent and potatoes at 21 per cent, citrus at 32 per cent avocados at 58 per cent and mangos at 75 per cent. Citrus, avocados and macadamia nuts were the largest foreign income earners.

### Education

- Plans are underway to improve the matric pass rate in the province from 70 per cent in 2013 to 80 per cent in 2014.



### Health

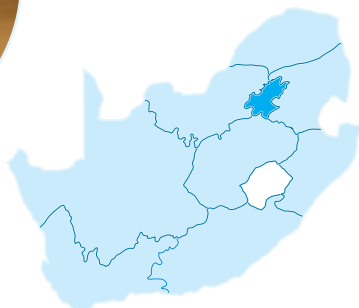
The health sector has developed a turnaround strategy and set aside R145 million to purchase and repair critical equipment for all hospitals.



### Professionalising the Public Service

The province will be implementing measures to build a disciplined, people-centred and professional public service.

Public servants will be sent to the newly established National School of Government. This will also help us to produce public servants who are modelled around and have internalised the Batho Pele principles.



**Premier David Makhura**

## Gauteng

### Job creation



To create jobs, the province plans to revitalise and mainstream township economies through township enterprises.

The Premier noted that township entrepreneurs were capable of producing many services, such as food for the school nutrition programmes, clothes for school and police uniforms, as well as furniture for government offices.

"This will help us bring millions of township residents into the mainstream of the economy," he added.

To further boost employment and townships' economic

inclusion, the Premier highlighted that the provincial government and municipalities would procure 75 per cent of all goods and services from local producers, especially Small, Medium and Micro Enterprises (SMMEs), township enterprises and black-owned, women and youth enterprises.

Also on the cards to boost job creation among the youth is the new Tshepo 500 000 programme to be rolled out in March next year.

The programme will boost the entrepreneurship skills of 500 000 young women and people with disabilities over the next five years.

It will draw unemployed graduates, unemployable youth, women and people with disabilities into massive skills development and entrepreneurship training programmes that are linked to township renewal and revitalisation.

## Human Settlements

“Many black workers spend most of their income on transport commuting from home to work and have no quality time with families as they have to get up very early to travel to work with unreliable, unaffordable and inefficient



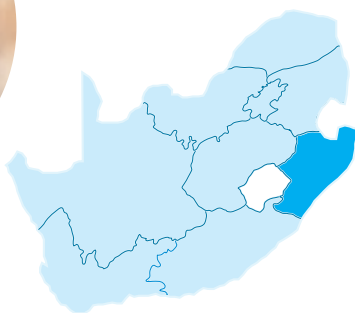
public transport,” Premier Makhura noted.

He said his government would work with municipalities and state-owned enterprises to ensure public transport infrastructure development and the creation of new integrated and sustainable human settlements and post-apartheid cities that are more connected, liveable, smart and green.

“New post-apartheid cities will be a combination of modern public transport modes, integrated and sustainable human settlements that are socially and economically inclusive and promote urban green development. The renewal of old towns and inner-city regeneration will be a key focus of the provincial government, working together with municipalities and the private sector.”

Townships and old informal settlements that have been neglected will be revitalised. In addition all township roads and streets will be tarred and the bucket system eradicated.

The Premier added that the urgent turnaround of the Gauteng Department of Health and all public health institutions was one of the priorities of the provincial government.



Premier Senzo Mchunu

## KwaZulu-Natal

### KwaZulu-Natal targets youth development

The Premier announced the creation of a Chief Directorate on Youth Development in his office to coordinate youth development initiatives in the province.

The new chief directorate, known as the KwaZulu-Natal Youth Development Council, will also focus on research into youth



development and promote the interests of young people.

“There is also a need for a comprehensive Youth Development Strategy. It is for this reason that a youth summit will be convened to consider all the above and other matters on youth development,” said Premier Mchunu.

### Reducing poverty

He added that the province would throw its full weight behind poverty eradication.

“We will be intensifying support of vulnerable groups, in particular mothers and children, the disabled, communities on commercial farms and informal settlements.”

One of the targets highlighted by Premier Mchunu is that by 2020 the province should reduce the number of households that go hungry in a year from 35 per cent to less than 25 per cent.

The provincial government would also focus on small and medium businesses, which are the largest contributors to new employment opportunities.

“We want to increase the number of jobs through the establishment of Small, Medium and Micro-Enterprises >>

(SMMEs) and cooperatives by at least 300 000. We are encouraging our compatriots in the townships and in rural areas to work hard and rekindle their interests in business," he said.

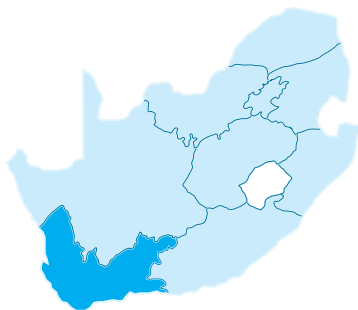
According to the Premier, the newly established KwaZulu-Natal Small Business Development Agency and the Ministry of Small Business Development will serve as the vehicles the province uses to focus on small businesses.

**Agriculture**



Premier Mchunu said the provincial government's targets for the agricultural sector over the next five years are to increase employment in agriculture from the current 110 000 jobs to 200 000 jobs.

"We want to facilitate at least 1 000 new farmer entrants and to bring one million hectares of unproductive land back into commercial agricultural production," he said.



**Premier Helen Zille**

**Western Cape**

**Western Cape focuses on job creation**



One of the key priorities of the Western Cape Government is to make the province a leader in broadband access.

"This is essential if we want to grow the economy, create jobs and become internationally competitive," said Premier Helen Zille.

Through a partnership with the State Information Technology Agency (SITA) and Neotel, the provincial government will now provide broadband services to 2 000 sites including schools, libraries and health facilities over the next three years.

"A total of 384 Wi-Fi hotspots will be created which will help make economic and business opportunities and more accessible," the Premier said.

**Boosting the aquaculture industry**



The province was also dedicated to bringing down high unemployment levels through the aquaculture industry. According to a recent study carried out by the Western Cape Department of Economic Development and Tourism, global aquaculture production of fish would have to increase from 45, 5 million tons a year in 2004 to 80 million tons by 2050.

To help meet the increased demand, the provincial government has identified the Doringbaai Abalone Farm as a potential aquaculture hotspot for the location of a 300-ton production facility. With an investment of almost R500 million by two investors secured for the first phase of the development, the project is set to create an influx of jobs in the province.

**Skills development**



The shortage of skills remains a key challenge in the province and a major threat to economic development, the Premier said.

To address this the Western Cape Department of Economic Development and Tourism has allocated R128,7 million towards skills development programmes for the next three years. <sup>(S)</sup>

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DO GREAT THINGS



OLDMUTUAL

# Women are taking centre stage

**W**hen 20 000 women marched to the Union Buildings in 1956 in their fight against the injustices women faced at the time, I doubt they imagined that South Africa and the world would one day be a place where women could take charge of the boardroom just as comfortably as they would the kitchen.

As South Africa celebrates 20 years of democracy and freedom one can't help but reflect on how women were undermined prior to 1994. Before that pivotal point in our history South African culture, colonialism and some religions promoted the oppression of women.

The apartheid system's unjust practices further encouraged the oppression of women through discriminatory gender-based policies and laws.

Restrictions imposed by customary law meant black women were the worst-affected because married women were regarded as minors by the Black Administration Act of 1927 and placed under the supervision of their husbands.

They were denied contractual rights, could not own property, inherit from their husbands and other family members, and they also had no right to custody of their children.

A few decades later women are in a different place and able to shape their own future. Although much still needs to be done to improve the lives of women both socially and professionally, many strides have been made since 1994.

On 3 July 2014 President Jacob Zuma signed a proclamation establishing the Department of Women, located in the Presidency, to enhance the department's role to lead, coordinate and oversee the transformation agenda on women's socio-economic empowerment, rights and equality through mainstreaming, monitoring and evaluation.

This also highlights government's commitment to empowering women.

In South Africa today many women are entrusted with heading institutions that were previously dominated by men, for instance, General Riah Phiyega, Commissioner of Police, Thuli Madonsela, who is the Public Protector, Gill Marcus, who is the Governor of the

Reserve Bank, and Tsakane Ratsela, who is the first Deputy Auditor-General in the history of the organisation.

Further, women enjoy 41 per cent representation in the National Assembly and make up 43 per cent of Cabinet Ministers and 46 per cent of deputy ministers.

The list does not end there. South Africa's very own Dr Nkosazana Dlamini Zuma made history when she was appointed the first woman chair of the African Union Commission in 2012.

Women such as former South African Deputy President Phumzile Mlambo-Ngcuka and Geraldine Frazer-

Moleketi occupy very senior positions at the United Nations and continue to put the women's agenda forward globally.

Judge Navi Pillay who is the High Commissioner for Human Rights and former judge in the International Criminal Court (ICC) is another exemplary woman both in South Africa, on the continent and internationally.

A lot has been done for women in the last 20 years; however, women still struggle with high levels of unemployment, and also with poverty and inequality.

This year's celebration of Women's Month will happen two years before South Africa commemorates the 60th anniversary in August 2016 of the 1956 women's march and the Women's Charter. The focus this year will be on the role that women played in achieving democracy, freedom and equality, as well as assessing progress made towards women's empowerment and gender equality.

PSM salutes the countless women, both known and unknown, past and present, who play their part in advancing women's rights. The next few pages feature women who are excelling in previously male-dominated sectors. Hopefully the women you will read about these pioneers will be inspired to challenge themselves to be and to do more.

***A lot has been done for women in the last 20 years; however, women still struggle with high levels of unemployment, and also with poverty and inequality.***



Captain Breeda Koopman.

## Captain Koopman uplifts the people Eersterust

**O**n this warm autumn afternoon, as the sun is about to set, Captain Breeda Koopman, 36, alights from a taxi and walks down the street toward home.

She has had a long day at the headquarters of the South African Police Service (SAPS) in Pretoria, where she works as an outreach and communications officer.

About 20 metres down the street, a young boy and three girls who are playing, rush to her side wearing bulletproof vests made of cardboard boxes.

As Captain Koopman approaches, the boy pulls out a toy gun from his 'holster' and says to her: "We are patrolling our street. We want you to feel safe because we are proud of you."

The community of Eersterust, east of Pretoria, is particularly proud of her efforts to improve their lives.

Captain Koopman embodies a story that is not often told – police officers who go beyond the call of duty for the benefit of the community.

She runs a number of non-governmental organisations in the crime-riddled township to empower women and young people.

It is these efforts that led to her being named Police-woman of the Year at the SAPS First National Excellence Awards.

The awards were introduced by National Police Commissioner General Riah Phiyega to reward members of the SAPS, police reservists and the Community Police Forum who excel in their duties.

Lieutenant Colonel Jabulile Nkosi, who has worked with Captain Koopman for more than six years, says she was not entirely surprised when her colleague won the award.

"She is a good person who likes to work with community projects that have a positive influence on the lives of others," explains Lieutenant Colonel Nkosi.

Captain Koopman is the brain behind a number of initiatives that empower women such as The Young Mothers' Intervention, a support group for young mothers to give each other emotional and spiritual support. She also started the Entrepreneurial Hair-a-Thon, a competition where young women compete against each other to showcase their hairstyling skills to prospective clients, while the 'My Kassie 2nd Chanz' Foundation educates, trains and develops young people. >>



*Captain Koopman does not only fight crime in Eersterus but also walks hard to ensure that the youth are empowered.*

“We offer several programmes, for example teaching teenage moms to accept responsibility for their babies’ futures, and to save money for school and other necessities. Many young people have never been exposed to a formal working environment and they do not always know how to act and behave in such settings.

“We strive to bridge that gap, providing them with basic skills such as telephone etiquette and building their confidence in social situations. When they are ready to enter the labour market, we help them to prepare their CVs and we help them to find work. The majority start out by working in assembly lines in factories but we also offer skills training, such as welding, for those who want to learn a trade,” she explains.

Captain Koopman has also helped secure bursaries and jobs for the youth of her community.

She has always had a passion for helping others, and now has the opportunity to serve and protect her community as a police officer.

“From an early age I was always involved with children and as I grew up it felt as if God had revealed a vision to me to say that I would become a police officer. It felt like God gave me a chance to live my passion and serve the community.”

Captain Koopman’s passion stems from her love of

people, especially those in her community.

“I’m a township girl and that’s where I feel comfortable but I’ve realised that’s where most of the crime is committed, which is why I’m trying to do something about it.”


Although working with young people in her township has its fair share of challenges, she continues to enjoy her job.

“It’s a wonderful place to work. I wouldn’t have chosen any other career. I know for some it might not seem like a good choice because we are criticised, tormented and killed,” she adds.

Captain Koopman says she is aware of the dangers the men and women in blue face in the line of duty.

In recent times, police have come under fire for various incidents resulting in the deaths of civilians, and that has dented relations between police and civilians.

“Most of the time we are being accused but accountability is a two-fold process. Both the police and community need to work together to rebuild the relationship,” she points out.

With her love for her community coupled with her energy and willingness to help young people, the sun will not set anytime soon on Captain Koopman’s career and she will positively inspire many more women in the SAPS. 



# Women in Science Awards 2014

## 20 years of democracy and freedom: The changing landscape of women's participation in science and technology education, training and employment

### The Department of Science and Technology celebrates Women's Month with the Women in Science Awards.

This year the South African Women in Science Awards 2014 are taking place against the backdrop of two critical events in the history of our country – the celebration of our first 20 years of democracy and freedom, and the death, less than a year ago, of the Father of our Nation, the much-loved Nelson Rolihlahla Mandela.

This year is a year of reflection on the journey we have travelled as a country since 1994. While we have reason to look back with pride on how far we have come in eliminating the legacy of apartheid, we still have far to go to ensure that all South Africans enjoy the fruits of our democratic dispensation. Poverty, inequality and unemployment must be tackled, and the National Development Plan recognises the important role of science and technology in this endeavour.

Given former President Mandela's love of learning, and his commitment to improving access to decent education for the previously marginalised, these awards can be seen as a tribute to his gallant efforts and visionary leadership in the development and empowerment of women.

Women have been sidelined in all fields and facets of life for centuries (and still are), but their exclusion from and marginalisation in education has made it more difficult for them to join the mainstream in every other area. This is one of the reasons that every year in August, Women's Month, the Department of Science and Technology (DST) stages the Women in Science Awards in order to celebrate women by recognising and rewarding their research achievements, as well as encouraging young women to pursue science-related careers.

If we are to realise our vision for South Africa to become a knowledge-based economy, where production and services are based on knowledge-intensive activities that contribute to an accelerated pace of technological and scientific advancement, it is vital that many more of our young people enrol for higher degrees and attain high-level skills.

As a country, we have made good progress in increasing women's participation in higher education. The percentage of female students enrolled increased from 48% in 1996 to 58% in 2012. However, it is a concern that the percentage of graduates who go on to do postgraduate studies has decreased from 19% in 2000 to 15,6% in 2012, rendering our higher education essentially undergraduate.



Globally, there is an agreement that a PhD-level qualification is a key driver of innovation and global competitiveness. The National Development Plan requires South Africa to produce more than 100 doctoral graduates per million of the population per year, translating to the production of 5 000 doctoral graduates per year. At least half of these should be women.

The DST has developed a number of initiatives to improve women's access to higher education and research careers. Ministerial guidelines on improving equity in the distribution of DST/National Research Foundation (NRF) bursaries and fellowships were issued to the NRF in 2013, setting specific targets for the disbursement of bursary and fellowship funds, including that 55% of these funds should be allocated to women.

I believe that women scientists and researchers have much to contribute to our future.



science  
& technology

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REPUBLIC OF SOUTH AFRICA

SOUTH AFRICAN  
*Women in science*  
A W A R D S 2 0 1 4



# Dr Matutu is hooked on Mathematics

**D**r Phethiwe Matutu is the Chief Director for Human Capital and Science Promotion at the Department of Science and Technology (DST).

## My educational qualifications

I have a PhD in Mathematics from the University of Cape Town and have completed many courses, including an education assessor's accreditation certificate course at Rhodes University. I also served as a senior lecturer in Mathematics at Rhodes University for four years before joining the Public Service.

## I chose a career in this field because ...

My father insisted that all his children obtain a Bachelor of Science degree before being allowed to make personal choices. Growing up, at least four of my siblings and cousins were at universities studying towards science-related qualifications. Within the sciences I was hooked on Mathematics, which was not only intellectually stimulating but also assisted immensely in honing my analytical skills, as well as improving my logical reasoning and general self-discipline. It came as a pleasant surprise that my experience as a student and an academic had been good preparation for my current position in government. I moved to this post so that I could help with the development of scientists countrywide.

## My job entails ...

Contributing to human capital development for South Africa in the area of research and development, with a special focus on postgraduate students, and emerging and established researchers. I also manage interventions to advance science awareness and engagement in South Africa. I am also responsible for policy development, financial management and growing some of the DST's flagship programmes, such as the postgraduate bursary programmes, the South African Research Chairs Initiative and the Centres of Excellence Programme.

## What Women's Month means to me...

It is a reminder of the women who marched to the Union Buildings in 1956, fighting for freedom for all South Africans. Their bravery ensured that we have the choices we now enjoy as women. We should use August to reflect on our history and work extremely hard to make sure all South Africa's women have these choices. The DST uses the month of August to celebrate the achievements of women researchers by hosting the Women in Science Awards. By rewarding and profiling successful women scientists, the department aims to increase the num-

ber of women entering science and accessing research opportunities. As well as rewarding excellence among established researchers, the awards are also meant to provide an incentive and inspiration for postgraduate students.

The department also uses Women's Month to reflect on its interventions to make the science system more representative of the country's demographics. I am accountable for the development of researchers and science promotion in South Africa broadly.

## What opportunities exist for women within your organisation?

Government categorises directors, chief directors, deputy directors-general, and directors-general as the Senior Management Service (SMS). There are not many women at the level of chief director and up in the areas of the department's core business as opposed to the administrative support services. The department is implementing various recruitment and retention strategies to boost the number of women employees, particularly at SMS level.

At school level, the DST supports a number of interventions aimed at promoting participation in science, engineering and technology (SET), all of which pay particular attention to those from previously disadvantaged groups, including girl learners. These programmes include a network of science centres, National Science Week, and science festivals; a talent development programme that identifies and nurtures talent through summer and winter schools; and career development booklets, which are published annually and include role models in SET.

At postgraduate level, the guidelines for distribution of DST/National Research Foundation (NRF) bursaries include provisions to increase representivity. These stipulate that 55 per cent of the postgraduate students supported through bursaries should be women. This target has been met, although a lower proportion of women have had support at doctoral level. In 2012/13, women constituted 56 per cent of all supported honours students, 50 per cent of all supported Master's students and 48 per cent of supported doctoral students.

To increase the number of productive researchers and improve their race, gender and age profile, the DST, through the NRF, has strengthened support for emerging researchers by focusing on equity issues. The Thuthuka programme is aimed at building the capacity of young, black and female emerging researchers employed as academics or researchers by higher education institutions, and on interventions to fast-track the completion of doctoral degrees. In the 2009/10, 2010/11 and 2011/12 financial years, women received 70,6 per cent, 68 per cent and 62,7 per cent, respectively, of the awards made to researchers.

### **I am instrumental in advancing the role of women in the workplace by ...**

Personally making sure that the women under me are exposed to as many aspects of our work as possible to ensure maximum skills transfer at all levels. Women's advancement in the workplace is impeded by the conflict between the multiple demands placed on them. The office expects long and often inflexible hours on the job, while families want them to spend time being wives, mothers, cooks and cleaners. This can lead to women feeling extremely conflicted. Flexible working hours and proper planning are essential to accommodate women.

Sometimes women are excluded from the inner circle for intangible reasons. In these cases good leadership, coaching and mentoring is required to advance the role of women. Women often tend to focus more on their areas of interest than climbing the career ladder. It would therefore be helpful if organisations could offer access to career advancement coaches.

### **My power principle is...**

Focus is everything.

### **What challenges have you encountered and how have you handled them?**

Challenges are an integral part of work and life but I have been extremely privileged to have the necessary support, both at work and in my private life, to help me overcome them.

### **My biggest learning curve has been...**

I have been working for a long time and this has given me the opportunity to learn the ropes over



*Dr Phethiwe Matutu says she is responsible for the development of researchers and science promotion in South Africa.*

the years. I got married at 30, which meant I was a mature adult at that stage. Overall, my learning has been incremental and fairly consistent. However, joining government was a culture shock after academia, because it is so much more hierarchical.

### **To unwind ...**

I thoroughly enjoy spending time with my family, reading, walking outdoors and travelling around South Africa.

### **The one thing many people do not know about me is...**

I enjoy a little "me time" when possible.

### **How do you juggle work and family?**

I live in Pretoria, my eldest daughter works in Johannesburg, and my husband and younger children, who are at boarding school, live in Grahamstown, so it can be difficult. I use technology to juggle my work and family, talking to my family over the phone frequently, and flying to Port Elizabeth at least once every three weeks.

### **My favourite books are...**

*The best advice I ever got* by Siya Mapoko. I found this leadership book to be well researched and the fact that Siya has a science background was the cherry on top; *Time to think* by Nancy Kline shows how creating thinking spaces in organisations can unleash the potential of everyone working there. *Five languages of appreciation in the workplace* by Gary Chapman and Paul White. We are very quick to identify areas in which people need to improve, yet often fail to acknowledge people's strengths. This book helps you to express your appreciation to your colleagues and staff.

### **My motto is...**

Do your best and the rest will follow.

### **Describe yourself in one word**

Focused. 

# Pilot's turbulent journey to reach childhood dream

**H**umbled, determined and unbreakable are the words that fittingly describe Asnath Mahapa.

The 34-year-old realised her dream and became one of the top commercial pilots at South African Airways (SAA), after a turbulent journey towards getting her wings.

Not only was she the first black female in the country to obtain a Commercial Pilot's Licence (CPL), but she was also SAA's first black female trainee pilot.

Growing up in the rural village of Ga-Matlala, near Polokwane in Limpopo, Mahapa completed her schooling at the Motse Maria Girls High School.

She first heard about aviation after visiting her aunt's home in Midrand, near Johannesburg.

"It was one of those defining moments in life. I remember we were all sitting around and my aunt started talking about her neighbour who was a pilot. I was instantly curious."

Up to that point Mahapa had only seen fighter jet planes that would fly low near her village during apartheid and instil fear in villagers. "I was terrified of them and once even ducked thinking it would fly low and hit me."

During the visit to her aunt's home, she saw a plane fly over and only then did she realise that a pilot needed to fly the plane.

In that moment she knew that she was destined for the sky. However, her career choice was not that easily accepted. Family members and friends laughed at the absurd idea of Mahapa, a village girl who knew nothing about planes, becoming a pilot.

At 16, Mahapa met ex-ANC veteran Ike Maphoto, a close friend of the family, fondly known as Bra Ike.

"He was always passionate about youngsters being educated and asked me what I wanted to be when I grew up. When I said a pilot, he was the first person who did not laugh at my answer.

"Bra Ike really believed in me. He did all he could to get me more information on how to become a pilot, to look for

sponsorships and help me reach my goal."

Even though she had her heart set on becoming a pilot, her father insisted she pursue something more practical and preferably on the ground, like electrical engineering, so she enrolled at the University of Cape Town in 1997.

Mahapa says despite trying her best, at times she felt left out being in an all-male class and was not passionate about her studies. With her father's blessing she dropped out after completing her first year.

With a limited knowledge of the aviation industry, all Mahapa knew was that pilots flew for SAA, so she applied but did not make the cut.

Undeterred, she established that she could study to become a pilot at a flying school.

She enrolled at a flying school in Polokwane in 1998 and began her studies towards a Private Pilot's Licence (PPL). The PPL is the first level and allows one to fly, but does not permit one to earn a salary for it. The second level is obtaining a CPL, which allows one to work officially as a pilot for an airline.

Due to insufficient flying opportunities, Mahapa left and in the same year enrolled at the Progress Flight Academy in Port Elizabeth, where she finally completed her PPL.

"I was so excited but was faced with bad news. I did not have any money to complete my CPL which at the time was around R120 000, today it's over R300 000."

Her father told her that when her mother passed away a few years earlier, the family had received an insurance payout. This money helped Mahapa to continue her studies.

In 1999, she finally obtained her CPL, making her the first black woman to become a commercial pilot in the country – a fact she was not aware of for many years to come.





*After a decade of struggles, Asnath Mahapa dreams have finally taken flight.*

"I thought that this was it, I was going to find a job immediately and begin my exciting career in aviation, however that did not happen."

Unable to find a job, Mahapa sat at home for over a year, desperately searching for opportunities.

In 2001, she was approached by the South African National Defence Force (SANDF). Although she rejoiced at finally getting her big break when she joined the SANDF, there was more hard work ahead.

Her CPL was not recognised and she had to undergo more training and redo her licence. Being part of the SANDF also came with its fair share of military training.

"I would wake up at 4am and train to the point where I lost so much weight. It was no joke; military training is about intense discipline but I wanted to be a pilot so badly I did what I had to."

The next year she began her theoretical training in aeronautical engineering and worked as hard as she could, earning distinctions in all her subjects.

Later that year Mahapa was faced with a tough decision. One of her numerous applications to SAA had been considered and she was finally offered a job there.

"I was torn. On one hand the SANDF had invested in me and helped with my training and qualifications, yet flying and working for SAA was my dream finally coming true."

She chose to join SAA with high hopes of becoming a successful pilot but more hurdles lay ahead.

For many years Mahapa struggled to grow in the company, often overlooked for being female and black. Not letting that pull her down, she proved that motivation and determination triumphs in the end.

In 2007 she joined South African Express as a commercial pilot before moving to SAA in 2010 as part of the Airbus team. Since then, she has been living out her dream and says that every hurdle she's faced has only made her more determined.

Mahapa's motto is: "Compromise is agreeing to things you don't believe in, so that you won't fight for things you believe in."

"My journey and my struggles taught me to never compromise and I will always fight for what I believe in," she adds.

This is what led her to start her own flying school to help young pilots realise their dreams. She opened the African College of Aviation at the Rand Airport in Johannesburg and has helped many young aspiring pilots obtain their licences.

Mahapa has called on the private and public sectors to intensify their efforts to make the aviation industry more accessible to African youth.

"Young people need mentors to help in their journey towards becoming productive members of society. It is up to each of us to make a difference, no matter how small, wherever we can," she says. 🌍

# A childhood wish turns into reality

**G**rowing up Ayanda Nakedi knew she wanted to work for power utility Eskom; that was the easy part. The hard part was working her way up from a cash clerk to her current position of Senior General Manager of Renewable Business.

## **My educational qualifications...**

I have a Master's degree in Business Administration from Potchefstroom University, a Bachelor of Commerce degree from Rhodes University and have completed the Management Advancement Programme at the Wits Business School.

## **I chose a career in this field because ...**

My dad always admired electricity power lines that covered great distances and said one day he wanted me to work for the company

supplying electricity through these power lines, Eskom. Both of us had no clue what Eskom was about except that it supplies electricity. To fulfil his wish I joined Eskom as a petty cash clerk after completing my studies at Rhodes University. My career choice was guided more by my willingness to gain intensely hands-on exposure to Eskom operations. I progressed through the ranks, making friends with those who had more experience than me, and by building my network and maintaining relationships.

## **My job entails...**

I am responsible for running the development, construction and operations of renewable projects at Eskom. These include wind, solar photovoltaic and concentrated solar power. I am also responsible for small hydro-electric power plant operations.

## **What Women's Month means to me...**

It is a time that we as women should dedicate to taking care of ourselves. We should go for full health examinations to know our status. It is a time that we should focus on our body and mind being in sync. We should revitalise our physical, psychological and spiritual health.

## **What opportunities exist for women within your organisation?**

Eskom not only appoints and promotes women to leadership positions, but also provides training to ensure they become effective workers and apt leaders. There are programmes within all divisions targeted at providing opportunities for women. These range from finance, sciences and engineering right through to management. These opportunities are available to employees and advertised through the media to attract those who wish to be part of Eskom.

Ayanda Nakedi.



Eskom's Ayanda Nakedi is responsible for the development, construction and operations of renewable energy.

### **I am instrumental in advancing the role of women in the workplace by ...**

I make myself available to share my experiences, opinions and opportunities for growth. I do not limit myself to the renewables division but interact with as diverse a spectrum of women as possible. There are those I mentor and support and thoroughly analyse and shape their aspirations and developmental paths. I believe that continuous competency development is paramount. Most massive and tenacious characters on earth are seared with scars; therefore we should not fail to expose ourselves to even the most demanding responsibilities that will stretch one to the limit, mostly technically and psychologically. There is no easy way, irrespective of whether we want equitable representation in the workplace. I aim to always encourage young women to aspire to and explore challenging responsibilities. This requires self-discipline, self-sacrifice, hard work and teamwork.

### **My power principle is...**

To always try to maintain a cohesive and inclusive management.

### **What challenges have you encountered and how have you handled them?**

Eskom is a male-dominated environment so any woman who joins the company needs to know what she is up against. When I joined Eskom 20 years ago it was not as transformed as it is now. Challenges ranged from racism and perceptions about one's capability as

a woman to insecurity due to a lack of knowledge in some instances. With experience and maturity one develops counter measures and forges relationships with those whose focus is on development irrespective of setbacks.

### **My biggest learning curve has been ...**

That life can and will continue without me and I am not indispensable.

### **To unwind I enjoy...**

Mountain hiking with family and friends almost every weekend, socialising often and touring extensively.

### **The one thing many people do not know about me is ...**

That I am a breast cancer survivor.

### **How do you juggle work and family?**

I am still in the process of achieving work-life balance and hope that I will never reach a static point. A supportive family, friends and social network are important and must complement one's work life. We need to delegate in order to optimise resources and intelligence, and entrust people with performance and authority. At times I let go of work completely and go on holiday to recharge to avoid burnout.

### **My favourite book is...**

*The power of the now* by Eckhart Tolle.

### **My motto is ...**

To live in the present. ☺

# From cleaner to Port of Ngqura Operations Supervisor



**N**okuthula Toyo, an operations supervisor at the Port of Ngqura, believes dedication and hard work equipped her for the role of leading a team of 18.

Ngqura is situated outside Port Elizabeth in the Eastern Cape, and is set to become Africa's premier trans-shipment hub, linking the world's eastern and western trade routes.

It is also the biggest port of its kind in sub-Saharan Africa and being developed further by Transnet to improve international maritime connectivity.

Toyo started her career as a cleaner and never thought that she would work for a big company such as Transnet, let alone lead a group of men at the age of 36.

The job is not for the faint-hearted as the incumbent has to be a strong leader who makes quick decisions and is able to motivate staff.

She is in charge of operations, which involves overseeing the loading and offloading of cargo.

"My job involves controlling and maintaining all the operational areas. I also ensure there is enough manpower, I check on equipment that is being used in my area [to see] if it's functioning properly. I oversee the smooth functioning of cargo being moved on and off the vessel.

"I also ensure all the equipment that is needed is present and the environment in which workers function is safe. I supervise ship-to-shore operators."

The ship-to-shore operators drive cranes that move contain-

ers from vessels to the shore and vice versa.

"This is not an easy job. It is challenging working with mainly men as a woman but I enjoy it. I treat everyone equal. I am always true to myself.

"My strong leadership skills give me the ability to run my operations smoothly. When a person is put in a leadership position they need to have empathy for people. A close working relationship is built on teamwork. I always remain professional in what I do.

"I always ensure that I respect my colleagues. The manner in which I approach my colleagues is very important. I am also willing to learn from them. This limits any challenges that I might encounter", explains Toyo, adding that she loves working with people.

"As much as there is an action plan for the vessel prior to delivery, there are always teething problems that are encountered when dealing with cargo. It requires brainstorming and working together with people", she says.

Toyo always feel proud when she meets the required turnaround time for loading and off-loading containers.

"It makes me feels good that I have met my targets and I am especially pleased when a customer rejoices that everything was done within the allocated time or even quicker."

She says she appreciates her job because there were times when life was difficult, especially after finishing matric.

Toyo wrote matric in 1996 at Khwezilomso Comprehensive School in Zwide Township in Port Elizabeth.

"I had this burning desire to study media because I loved interacting with people." But things did not go as she had expected, because her mother was unemployed and she was raised by her grandmother.

"I was expected to go out into the world after



matric and find a job. Luckily my aunt offered to put me through school; all I had to do was pick a course."

In 1997 she registered for a Diploma in Journalism at Anchorlite College in Durban where her aunt had promised her an education.

Three months into her course her dreams were shattered when her aunt lost her job. Toyo was left in limbo.

"I had to change my course to a one-year Certificate in Public Relations due to financial constraints and completed it in 1998."

While trying to complete her studies she decided to look for a job to make ends meet.

"I found a job at a casino in Durban as a waitress, but to my surprise, when I started, I ended up cleaning toilets. I had already accepted that things were difficult at home. I did not feel offended having to clean toilets. It was an honest day's work to me."

In 2004 she found a second job working at the Inkosi Albert Luthuli International Convention Centre (ICC) as a waitress.

"I was doing two jobs at the same time. I was working at the casino and the ICC. The shifts were apart and I could juggle it."

That same year she fell pregnant and returned to Port Elizabeth. From 2005 she worked as a clerk at Makro until 2007 when she was selected for the Transnet Logistics Learnership Programme.

In 2008 she became a cargo coordinator at the Port Elizabeth Terminal. After the Ngqura Container Terminal opened in 2009 she started working there as an operations supervisor.

Toyo says as the country celebrates Women's Month in August, she can attest to it that South Africa is a better place to live in.


"I never thought I would be a supervisor ... in such a big organisation. If you look at the past and where this country comes from, the work and company that I work for was known to be more male-dominated. This shows that the country has developed."

She adds that democracy has played a very important part in her life.

"I have felt the wheels of change in this country [that have] opened opportunities for women and I am a product of change in this country. I'm equipped in working at ports through Transnet and the opportunities that the Government created for women of South Africa. I am proud to be a product of this democracy."

She adds that the opening of the Port of Ngqura benefited not only her but the community as well.

Her advice to other women in the same position as her is to be strong and work together.

"Women must be willing to empower each other, especially young aspiring females. If we could work together, we could move away from the notion of male-dominated industry. It would no longer exist." 



# President Zuma outlines key economic interventions



President Jacob Zuma.

**W**hen President Jacob Zuma was first sworn into the highest office of the Republic in 2009, his Cabinet had to make difficult decisions to jump-start the economy.

Just over a million jobs were shed across several sectors due to a crippling recession that hit global markets.

Massive spending on infrastructure projects by the State helped the country counter the negative effects and created jobs in the informal sector of the economy.

It was almost déjà vu when the President walked through the doors of the National Assembly on 23 July 2014 to table The Presidency's Budget Vote.

The economy had taken a knock due to crippling industrial action, particularly the five-month strike in the platinum mining sector, which slowed gross domestic product at an annualised

rate of 0,6 per cent for the first quarter of 2014.

Statistics South Africa announced that the slow growth could be compared to when recession was at its peak in 2009.

During the Budget Vote, President Zuma announced far-reaching interventions to tackle socio-economic challenges that contributed to slow growth.

The President said working groups would be formed to ensure that a clear path to address socio-economic challenges was drafted and institutionalised over the next five years.

"The Presidency is taking steps to institutionalise partnerships with various stakeholders through reconstituting the Presidential Working Groups, to promote

partnerships for development and progress.

“The Presidential Business Working Group will bring together chairpersons and CEOs of major companies in South Africa as well as key Ministers in the economic sector to discuss the performance of the economy,” he said.

The President announced that the Energy Security Cabinet Subcommittee, which will oversee the development of the energy mix would comprise several ministries, including Energy; International Relations and Cooperation; Public Enterprises; Finance; State Security; Trade and Industry; Economic Development; Mineral Resources and Environmental Affairs.

“They will explore various options including nuclear power, gas, solar, wind, coal, hydro power and fuel refineries,” he added.

New working groups to be established include the Presidential Small Business Working Group, the Presidential Working Group on Disability and the Presidential Working Group on Communication and Media.

“We will...establish a Presidential Small Business Working Group, which will bring together organisations representing small business owners and government to chart a path for supporting small enterprises,” he said.

A Working Group on Labour will bring together leaders of major labour federations and government.

“The Joint Working Group will bring together the social partners represented at National Economic Development and Labour Council – business, labour, government and the community sector, to seek joint solutions to the challenges facing all sectors,” he said.

In his State of the Nation Address in June, President Zuma made a bold announcement that the current administration would aim to grow the economy by five per cent by 2019.

These and other economic interventions would help government jump-start the economy to desirable levels as key partnerships were essential to the well-being of the country.

He said the new Working Group on Disability would enable The Presidency to champion and monitor the

work of government departments and society in creating a better life for persons with disability.

The launch of a Working Group on Communication and the Media was being finalised with the aim of bringing together government and organisations from community and commercial media sectors, the President added.

“We will also institutionalise the Presidential Working Groups on Youth, Women and Religious Affairs.

“We stand to benefit immensely from the expertise of our scientists, academics and intellectuals, in the new Presidential Working Group on Higher Education and Innovation.

“We will convene the International Economic Advisory Panel, which will comprise owners and leaders of major corporations in the world to share their ideas on promoting investments and economic growth,” he said.

**“The Batho Pele citizen care programme is being revitalised and will be mainstreamed in every department, in order to improve performance and services to the public.”**

#### **Batho Pele programme revived**

President Zuma added that plans to revitalise the Public Service were currently being rolled out in all departments.

To achieve a better society, a professional, people-centred, effective, efficient and disciplined Public Service was needed, he said.

“Beyond the major projects and work of departments, we will also monitor the human aspect.

“We will assess the manner in which enquiries and complaints from the public are handled, the courtesy and friendliness of staff and the speed with which members of the public are attended to.

“The Batho Pele citizen care programme is being revitalised and will be mainstreamed in every department, in order to improve performance and services to the public.”

The President noted that progress in improving the performance of all departments was being monitored through the Department of Planning, Monitoring and Evaluation.

He said Deputy President Cyril Ramaphosa had been meeting with Ministers, Deputy Ministers and their Directors-General to discuss the priorities and action plans of each department.

“The performance of the Presidential Hotline and other call centres serving the public in various departments will continue to be useful barometers of how government relates to the public,” he added. 📞



a world class African city





Executive Mayor Mpho Parks Tau

## City of Johannesburg - Committing to a promising a future

The people of Johannesburg are, in 2014, celebrating 20 Years of Freedom together with the rest of South Africa. As one of the leading cities in Africa, Johannesburg has a proud track record in the delivery of essential services – quality drinking water, reliable power, dependable refuse removal and world-class roads and storm water infrastructure.

“Johannesburg provides services to over 4.4 million people – about 8% of the national population. Despite a population growth of 37% over the past decade 98% of Johannesburg households now have access to piped water and nine out of ten households are connected to the electricity grid. The sanitation backlog has been reduced to less than five percent.” says Executive Mayor of the City of Johannesburg, Clr Mpho Parks Tau.

Recognised as one of the leading cities globally, Johannesburg is known as a city of innovation and economic dynamism; a city that mobilises the strengths and qualities of its diverse population; and also a city that cares deeply for all its residents through its commitment to world-class service delivery for all.

To ensure a sustainable future for its growing population Johannesburg has committed over R100- billion over a ten year period to an infrastructure development programme. This will be allocated to roads, storm water management, the electricity and water networks and high-speed broadband.

But, most importantly, it will address poverty and inequality by transforming the urban spatial form. The Corridors of Freedom is a “game-changing” intervention announced by the City to eradicate the vestiges of decades of deprivation and marginalisation and create a true, world-class African City of the future.

### Significant Achievements

In celebrating the 20th Anniversary of the country’s democracy in 2014, Johannesburg City has made significant strides and further commits to a promising future”.

#### The City Committed and delivered:

- 98% of households gained access to piped water and the sanitation and therefore reduced the backlog to less than five percent.
- Nine out of ten households got connected to the electricity grid. This is a remarkable achievement for a city with the population growth of 37% over the past decade
- 3 307 new households were electrified and City Power installed 5 343 new public lights.
- City spent more than R872 million on electrical infrastructure projects including new connections and upgrades to the power network.
- City’s drinking water received an unprecedented 99.9% as measured by the Department of Water Affairs, earning it the coveted “Blue Drop” status.
- 92% of billing revenue billed yielded a cash surplus of R3.4 billion.
- Investing R100-billion over 10 years in strategic infrastructure – roads, water, power and broadband – and thereby creating more job opportunities and improving the lives of more residents
- Almost 4 000 small and medium-sized enterprises benefitted in a programme that assists informal traders to acquire trading licences.

# Committing to a promising future

A world class African city is resilient, sustainable and liveable.

[www.joburg.org.za](http://www.joburg.org.za)

- Facilitated funding of R27-million from the Eskom Foundation and the Department of Trade and Industry for the Soweto Energy SMME Incubator, to address unemployment, poverty and inequality.
- Waste management services improved to the point where 133 informal settlements – 94% -- benefits from multiple days per week.
- Targeted areas in the Inner City were placed on a 24/7 cleaning schedule.
- Gravel roads were upgraded to surfaced standards in areas such as Diepsloot, Ivory Park, Braamfischerville and Greater Orange Farm.
- Open storm water systems were converted to underground systems in the same areas and construction started on the Alexandra and Le Roux Avenue bridges
- Reduced unemployment and alleviated poverty through on-the-job training.



- Created over 36 588 employment opportunities – exceeding the City's own targets by more than 1 580 in its Expanded Public Works Programme. This earned Johannesburg the Kamoso Award from the Department of Public Works as the best performing metropolitan municipality in the country.

- Johannesburg being transformed into a “digital city.” More than 900 kilometre of fibre optic broadband cable has been rolled out. The new network will pave the way to reduce the cost of telecommunications, improve service delivery and increase access to information technology at every corner of the city.
- More than 1.7 million people in Johannesburg were reached on a face-to-face education on HIV-Aids and health-related programme. Thirty (30) new wards were added in the city to the programme and now serve as a model for other municipalities in the country.
- Through Ijozi Ihlomile, community-based volunteers trained by the City visited households and provided information on HIV and Aids. Volunteers also detected and reported back on other health and social welfare-related issues and assisted families with information on available government services.
- The 82 City clinics attended to of 14 416 patients on an average day. Six of the clinics were upgraded while Davidsonville and Peterville clinics were completed and four more at Slovoville, Freedom Park, Mpumelelo and Mountain View are currently nearing completion.
- Issued 723 691 fines to bylaw offenders on the roads. 119 928 drivers were also fined for driving unroadworthy vehicles and more than 3.4 million drivers caught speeding.
- Law enforcement has resulted in a 20% reduction in road fatalities during the past year.
- Greater emphasis on by-law enforcement resulted in a 72% reduction in illegal advertising.
- Efforts to create a safer city through integrated law enforcement and the greater utilisation of smart technology resulted in the decrease of cases of assault in the inner city by 13%
- Food security has been identified as a priority in the City's efforts to address income inequality and poverty. Two regions established Urban Food Gardens and, together with the Gauteng government, the City started training and supporting programmes, including the provision of seed and gardening tools. Hub-and-spoke facilities are being created for small-scale farmers who are supported with storage facilities and marketing advice by the Johannesburg.



a world class African city





## Johannesburg is financially strong

- Unqualified audit shows that Joburg is a well-run City which adheres to high standards of corporate governance.
- Financially the City is in a good state, despite the impact of the economic downturn.

Committing to a promising future



a world class African city




 A portrait of Lumko Mtimde, a man with a shaved head, smiling warmly. He is wearing a bright pink, textured button-down shirt. In the background, the South African flag is partially visible on the left side.
 

## Lumko Mtimde: a champion of community media

**T**he in-tray on Lumko Mtimde's desk is brimming with a stack of publications on the verge of spilling over.

"Do you really have to read all of that?" I ask, knowing full well that staying on top of the latest media developments is a vital part of Mtimde's day.

"I try to," he replies, with a calm smile that belies the fast pace his job demands.

At the time of the interview, Mtimde is wrapping up his tenure as CEO of the Media Development and Diversity Agency (MDDA), which was established by an act of Parliament to enable "historically disadvantaged communities and persons not adequately served by the media" to gain access to it.

The agency's mandate includes creating an enabling environment for media development and diversity, which reflects the needs and aspirations of all South Africans, and providing support primarily to community and small commercial media projects.

Mtimde has been at the forefront of these efforts for the past eight years – a role he did not imagine for himself as a teenager in the rural village of Mvenyane in Matatiele, Eastern Cape.

"When I left for university, I was going to be a doctor," he recalls.

That ambition was derailed when he entered the world of student activism.

While studying for a Bachelor of Science degree at the University of the Western Cape, Mtimde found himself involved in the media subcommittees of the South African National Students Congress and the South African Youth Congress.

It was here that Mtimde developed an interest in "transforming campus radio stations to community radio stations".



Soon he was at the forefront of establishing the first community radio station in South Africa, Bush Radio.

And after all these years, growing the reach of community media remains Mtimde's passion.

He describes community media as a medium of communication for communities in their own voice, using their own languages to tell the stories of their communities.

"It is a platform that is critical for any sustainable democracy as it not only gives space for the voices of citizens but also provides space for decision makers and role players to interact with communities," he says.

Currently, there are more than 150 community radio stations across the country.

For Mtimde, the ideal would be for every district municipality to have at least one community radio station.

"If you have a community radio station per district municipality at least you are able to ensure that the voices of the people in the local municipalities in that district are heard."

Mtimde advocates a similar formula for community newspapers.

It is estimated that there are about 200 independent publishers across the country.

However, a tough market that is dominated by a few makes it difficult for new newspapers to survive, he points out.

Mtimde acknowledges that there has been some uncertainty in the community television sector because of the delays in launching digital terrestrial television.

"The Independent Communications Authority of South Africa has not licensed as many community television stations as it could have because it first wanted to get certainty in terms of the digital terrestrial television framework in order for it to license new community television stations."

About seven digital terrestrial licences for community television stations were issued on a temporary basis – a period of one year after which they would need to reapply.

"Ideally, we would like to see at least one community television station per province because television is more expensive than radio. If you have it per district

it may be very expensive to sustain but one per province you would be sustainable and some provinces, like Gauteng, could have more," he says.

Although on a different path than he first dreamed of, Mtimde is in no way disappointed about where the journey has taken him.

After completing his degree, in 1993 Mtimde set up a network of community broadcasters called the National Community Radio Forum and became its first CEO.

"I ended up running that office while I was still debating with my parents, who wanted me to go back to study and there was democracy; there was this movement that we needed to launch and make sure it delivered. I was behind this community radio movement, shaping regulations and laws that would guide how it would operate..."

"It was impossible for me to go back to school so I continued until 1998 when I was appointed by former President Nelson Mandela

as a councillor on the Independent Broadcasting Authority. Then it became clear that I would no longer go back to medicine and any studies I did since then were related to information and communications



technology."

He speaks proudly of the MDDA's achievements over the past decade.

This includes providing support to more than 570 print, radio and television projects on a budget of about R275 million over the years.

The agency has also provided non-financial support and produced research material that has been of great use to the market, industry and academia.

"We have invested in training and capacity-building that has changed the lives of more than 2 500 citizens who have accessed skills and financial support through MDDA interventions.

"We have provided bursaries and partnerships with sector education and training authorities that have enabled people to access different skills. We also provided advice to communities on how they can have their own media and supported them with mentorship and coaching."

Looking back over the 20 years of democracy, Mtimde can also pinpoint the impact the MDDA has made.

"For the first time in the past 20 years, we now have in each and every district municipality a choice of media, be it radio or print, in a language of your choice."

In addition, the Government Communication and Information System reported that around R30 million annually from its and other government departments' advertising budgets had been spent on community and small commercial media.

The MDDA has also convinced the more than 700 state-owned >>



enterprises (SOEs) to commit to supporting the media diversity agenda.

According to Mtimde, the biggest advertiser in the market is government and SOEs.

“If the advertising cake was divided according to this agenda of promoting media diversity it means you would sustain community and small commercial media. They would be able to use their advertising income to sustain themselves and this democracy,” he explains.

Last year SOEs agreed to allocate a minimum of 30 per cent of their advertising to community and small commercial media.

Mtimde now wants to see government departments coming to the party.

“Parliament has also demanded that government departments should commit a minimum of 30 per cent [of advertising] to community and small commercial media, and if we were to achieve that we would be supporting this constitutional democracy.”

The rationale behind this is that most people are consumers of community and small commercial media platforms.

“If you are running your social grant or human settlements campaign through the mainstream media, the people who are in need of that information don’t receive it because they don’t consume mainstream media.

“What this means is it is actually fruitless expenditure to spend government advertising on mainstream media when your targeted audience does not consume that media. It also questions how can we as government support media diversity in terms of the law, having enacted the MDDA Act, but in terms of practice, we spend our money to reinforce media monopoly.”

He challenges all government communicators to evaluate the contribution they are making to either “reinforcing media monopoly” or

promoting media diversity.

Mtimde says the MDDA needs to be resourced and strengthened so it can tackle the monopoly that exists in print media.

A handful of companies still dominate the market across all aspects of the value chain including printing, distribution and advertising, he says.

“We need to review the media diversity and development policy and framework that we have and see what legislative support needs to be brought in to strengthen the MDDA and the agenda to achieve the targets that would help diversify the media landscape in South Africa.”

### Leading from the front

With all the MDDA has achieved under his leadership, Mtimde has a simple formula for success.

He stresses the need for managers in the Public Sector to promote compliance, be transparent and have smart plans.

These are critical tools in running an administration effectively and efficiently, he says.

“I’m proud that the MDDA has passed the test. In all the years of our existence we have received unqualified and clean audit opinions from the Auditor-General.

“Some may say when you have a small budget it’s easy to achieve that. I don’t agree. The Public Finance Management Act requirements apply the same way whether you are dealing with a big or small budget.”

Public servants also need to understand the objectives of democracy and the laws being implemented, Mtimde adds.

“My experience in this 20 years of democracy is that we have good laws, good policies, clearly thought through, clearly intended to reverse the imbalances of the past, intended to help reconstruct and develop a new democratic society but we don’t implement them accordingly.”

As for his next venture, Mtimde says that while he has received offers from the private sector, his passion remains with the Public Sector, where he has left the doors of possibilities wide open.

First though, he plans on taking a well-deserved break, something he has put off for the past eight years he has headed the MDDA. ☺

## WOMEN IN POWER. WOMEN WITH VISION.

**Lentheng Ntombi Mekgwe** was elected as the Speaker of the Gauteng Provincial Legislature on 21 May 2014. From a young age, Speaker Mekgwe displayed deep social conscience and a caring community spirit which was to determine her path to become a distinguished and well-respected leader in the public sector.

She was involved in political activism in her teens, participating in the Congress of South African Students (COSAS) while in high school, subsequently continuing her activism in the South African Youth Congress (SAYCO) and later the ANC Youth League. Staunch in her belief for a democratic South Africa, she participated in the underground structures of Umkhonto weSizwe, the military wing of the ANC, in the 80s.

At the dawn of our democracy, she was elected as mayor of Nigel Transitional Local Council where she served from 1995 to 2000. When the Ekurhuleni Metropolitan Municipality was established, she was elected as a ward councillor as well as the Speaker of Ekurhuleni Metropolitan Municipality from 2001 to 2006. She was subsequently re-appointed as the Speaker in 2006, a position she held until July 2008.

Mekgwe served as executive mayor of Ekurhuleni Metropolitan Municipality from July 2008 until her appointment as Gauteng MEC for Health and Social Development in November 2010. Through her excellent people skills and work ethics, she was appointed as MEC for Local Government and Housing in July 2012, which she held concurrently as the leader of Government Business.

Her sterling performance earned her the award of Best Woman Councillor in Local Government in Gauteng in 2007, where she was involved in several major projects and campaigns including the renaming of OR Tambo International Airport. She remains a dedicated and active member of both



**Honourable  
Speaker  
Lentheng Ntombi  
Mekgwe**

the ANC and the Women's League where she served as regional Secretary. She also served as a chairperson of the regional executive committee in Ekurhuleni. In May 2010, she was elected as provincial treasurer of the ANC in Gauteng. Throughout her leadership in local government, she has displayed great astuteness, integrity and discipline.

Speaker Mekgwe holds impressive tertiary qualifications which include a certificate in Municipal Development Programmes, a Diploma in Local Government, a Diploma in Human Resource Management, a Diploma in Adult Basic Education and a Diploma in Public Management. She obtained a Degree in Leadership and Governance from WITS University, and a Project Management certificate from UCT. She is currently studying towards a B Admin Degree. She is also a trustee of the Mpho Modi Trust, the Bertha Gxowa Foundation and serves on the Ntombi Mekgwe Foundation Board.



#### **NOMANTU NKOMO-RALEHOKO, MPL, Chairperson of Committees**

Nomantu Nkomo-Ralehoko's political career started in the late 1980s when she worked for the South African Railway and Harbour Workers Union. She began working as the administrative secretary and later become the education officer. Nkomo-Ralehoko learned the theory of 'working class' and this molded her future political career. She was the political education officer and assistant secretary in the African National Congress Women's League.

Her commitment to the struggle ensured her rise in the movement and she is currently the League's deputy chairperson in Gauteng and an executive member of the Progressive Women's Movement. Her political training in countries like the Soviet Union motivated the ANC to deploy Nkomo-Ralehoko as a Member of the Provincial Legislature in 1999. She is a member of the ANC provincial executive committee and provincial working committee.



#### **DOREEN SENOKOANYANE, MPL, Deputy Chairperson of Committees**

Doreen Senokoanyane joined the Gauteng Provincial Legislature in 2004 as a member representing the ANC. She serves as a deputy chairperson of Committees at the Gauteng Provincial Legislature and prior to this, she was the chairperson of the Standing Committee on Gender, Youth and People with Disabilities. She served on the Health and Housing Portfolio Committees, and as an alternate member of Sport, Recreation, Arts and Culture, Education and Finance Portfolio Committees.

Senokoanyane was already inclined towards activism while she was still in high school. She participated in several activities including assisting the youth during the 1976 uprising and those leaving the country. At the time, she was employed as a professional nurse under the then apartheid government. After the unbanning of the ANC, she was appointed chairperson of the Naledi branch of the African National Congress Woman's League and also served on the ANC's executive committee.



#### **REFILWE MOGALE, MPL, Chairperson of Petitions Committee**

Refilwe Mogale's days of activism started in the 1980s when she joined the South African Commercial Catering and Allied Workers Union, as a shop steward. During that time, she joined the ANC and the South African Communist Party (SACP). The highlight of her political career was her election as a member of the Gauteng Provincial Legislature in 2004. She served as the NCOP Whip and is still a member of the Finance Committee; Roads and Transport

Committee and the Education Committee within the GPL. Since joining the GPL she has served as a member of the ANC caucus executive committee as the convener for Policy Development and Research. Mogale is a community activist at heart and apart from her duties at the Gauteng Provincial Legislature, she continues to engage herself in community projects such as the Tinyeko-Lathabo project, which runs food and exercise programmes for the elderly.



#### **NOMPI NHLAPO, MPL, Chairperson of Health Committee**

Nompoti Nhlapo became a politician in the 1980s. During this time she joined the United Democratic Front and the ANC's Youth League. She became actively involved with political activities in the Boipatong area. In 1990 Nhlapo took part in the Vereeniging march. In 2009 she was deployed as member of the Gauteng Provincial Legislature. She currently represents the African National Congress at the Gauteng Provincial Legislature, and was

the chairperson for the Portfolio Committee of Sport, Recreation, Arts and Culture. Nhlapo voluntarily attends to the needs of the community, because she believes that she should lead by example and be "the servant of the people". She not only empowers people to learn about politics, but also helps with other community and educational-based activities. She lives by the motto "be strong and brave to stand for any challenge" and "never give up in life!"



**THULISWA NKABINDE, MPL, Chairperson of Agriculture, Rural and Social Development Committee**

Thuliswa Nkabinde entered politics in her youth. Inspired by her mother and other leaders who recruited her, she joined the civic movement called ACTSTOP. Nkabinde became a member of the ANC and to date she continues to be an activist. She became active in the South African National Civic Organisation, and was appointed as the regional secretary of Johannesburg and was elected at a provincial level as the deputy secretary. Collectively, with the South African National Civic Organisation leadership,

she worked hard at repositioning the organisation as a community organisation and a tool for community development. Her leadership role has earned her respect and led to her deployment at the Gauteng Provincial Legislature in 2009. Nkabinde served on both the Public Accounts as well as the Petitions Standing Committees. She was also served as the Roads and Transport Portfolio Committee Chairperson. "Always strive to be a better person in life," is the motto that Nkabinde lives by.



**LINDIWE LASINDWA, MPL, Chairperson of Infrastructure Development Committee**

Lindiwe Lasindwa made her debut in student politics as a Student Representative Council member at Tlakula High School, which led to her recruitment to the Congress of South African Students (COSAS) in 1991. After being elected to the ANC branch executive committee in 1992, she went on to participate enthusiastically in the ANCYL as regional secretary, a title she held until 2001 and then as a provincial executive committee member up to 2004. Between 2002 and 2005 she

was elected to the ANC regional executive committee. Member Lasindwa was the chairperson of the Standing Committee on Gender, Youth and People with Disability (GEYODI), and chairperson for Petitions Committee. She is also a member of the ANC Women's League and the deputy chairperson of the Ekurhuleni regional executive committee. She has been a member of the ANC regional interim leadership core from 2010 to date.



**JOYCE PEKANE, MPL, Chairperson of Sport, Arts, Culture and Recreation Committee**

Joyce Pekane attended Fumana Secondary School, where she was part of a Students' Representative Council group that was involved in the 1976 uprising. Following police raids in her home and a short stay at John Vorster Square, she moved to Lesotho returning only to write exams. After matriculating, she did in-service training in the Immuno-Heamatology Department and worked at the South African Institute for Medical Research (SAIMR), training and serving at different hospitals in

the then Transvaal, before moving into the private sector in 1985. In October 2008, she was appointed Deputy Chairperson of Committees responsible for co-ordinating the work of the committees, the Legislature's pivotal structures, monitoring policy implementation, compliance with budget and law-making processes. Her desire to change people's lives and educate workers about their rights keeps her in the political arena. Pekane's mission is to continue to work for the community.



**JACQUELINE MOFOKENG, MPL, Chairperson of Committee for the Scrutiny of Subordinate Legislation**

Jacqueline Motlagomang attended high school at Hofmeyer High during the school riots in 1976 and 1977. Mofokeng was awarded a scholarship by the Methodist Church of South Africa after completing matric at Vlaktefontein High School in Mamelodi. She received training as a Youth and Community Worker at the Koinonia Centre in Botha's Hill in Durban. Since the unbanning of the ANC, Mofokeng served as the first Secretary of the ANC

Bronkhorstspuit branch, the chairperson, deputy chairperson and as a member of the ANC Woman's League Tshwane regional executive committee for three terms. She is currently a member of the ANCWL provincial executive and provincial working committee and a member, in good standing, in the Masibambisani (renamed the Mark Shope) branch. Mofokeng is a community worker, public relations practitioner, an educator and a business woman.

# Gauteng's new top cop outlines his grand plans

**A**fter spending more than 30 years as a police officer, Lieutenant-General Lesetja Joel Mothiba has seen it all.

He has witnessed the South African Police Service (SAPS) being transformed from a brutal apartheid force to a service dedicated to protect all citizens, irrespective of their race. Now, as the new Gauteng Provincial Commissioner, he tells Chris Bathembu that his priority is to one day leave a police service that is "accepted" by the people of Gauteng.

To many, it came as no surprise when National Police Commissioner General Riah Phiyega announced that Lt-Gen Mothiba was in charge of policing South Africa's busiest and most populous province. After all, Lt-Gen Mothiba is in a league of his own and has earned his reputation within the SAPS.

"Those that know [Lieutenant-] General Mothiba will confirm that he is a very competent, experienced and skilled leader and well suited to lead the Gauteng province," General Phiyega was quoted as saying when she made the appointment.

These are the qualities I find Lt-Gen Mothiba possesses

when I arrive to interview him at the Visible Policing headquarters in Pretoria. These are the same offices he has worked from as divisional commissioner responsible for visible policing.

He is visibly surprised that I have brought along a photographer. He's not used to cameras and likes working "behind the scenes fighting crime".

Lt-Gen Mothiba is very shy and battles to conceal it throughout the interview. But his constant smile makes us feel welcome and comfortable in his corner fifth floor office overlooking the Pretoria city centre.

His experience in the police emerges throughout the interview and his 32 years in police colours is unquestionable. He has gone through the ranks of the organisation from the time he joined the men and women in blue in 1982 and served as commander at the Alexandra police station for seven years. Alex, as Alexandra is fondly known, was one of the notorious townships and policing it was extremely difficult, Lt-Gen Mothiba admits.

"Alex was rough. It was not easy to police it. But we



had to remain on course and do what needed to be done to maintain law and order, and that's the duty I continue to do even today," he says.

### **Plans for a safer province**

He believes the experience he gained as commander in Alex will help him navigate his way as the man at the forefront of policing in Gauteng. He's only been in the job for a few weeks but Lt-Gen Mothiba already speaks of the grand plans he envisages for Gauteng and how his actions would ensure that he leaves a safer province and a corruption-free SAPS. In his ideal world, people should be able to walk through the streets of Gauteng in the middle of the night without worrying about being robbed or harmed.

Like many South Africans, Lt-Gen Mothiba is also kept awake at night by the alarming figures of contact crime; police officers with criminal records and citizens taking the law into their own hands.

"Fighting crime will be at the forefront of everything we will be doing under my leadership. Unless we fight this perception that people don't feel safe in their own communities, we cannot rest.

"I want to leave a police service that the people of Gauteng can be proud of. I want to leave a police service that works with the community."

Asked if he's worried about police officers with criminal records, Lt-Gen Mothiba says a tainted police service is not good for the image of the police.

"We don't know how they landed in the police and it's an issue we are currently looking at because some of it is scary – with convictions of murder and corruption. We want to lead an organisation that has integrity and honest individuals.

"Even if it is one police officer, it's reason for concern. The community would want to know that our house is in order; our house is clean. The other issue is what do we do with our members that find themselves on the wrong side of the law and we have declared zero tolerance."

Government's intervention to end the cycle of corruption had in the past six months led to the dismissal of 70 police officers for corruption, attempted murder, armed robbery, defeating the ends of justice and assault, among others.

### **The role of community policing**

Lt-Gen Mothiba says while something is being done to tackle crime and graft within the SAPS, the police alone will be unable to clamp down on crime.

"For instance, the issue of petty crime, communities can help us reduce that. We always say look after your property. Look after the safety of your family...do not leave valuables visible in the car because you attract criminals.

"I would want a situation where there is common understanding between the police and the people of Gauteng as far as the concepts of policing are concerned. Finger pointing, accusations and counter accusations won't take us anywhere."

What he has observed since his arrival in Gauteng is that most crimes can be prevented.

"I would want to see a situation where there is acceptance of responsibility by the communities and if we can achieve that, we as the police will continue to do our best to reduce crime as our primary duty."

### **Discipline within police**

Lt-Gen Mothiba has set himself several priorities as he leads Gauteng police into what he calls a safer province. The first part of the programme will focus on maintaining discipline within the police.

"It is very important that before we go out there we focus on ourselves, our police station and how the whole organisation is managed. We want to instil discipline in all our ranks and make sure the whole organisation is healthy and ensure that corruption within the police does not flourish."

The second programme will pay attention to visible policing, which he says is at the forefront of fighting crime. Lt-Gen Mothiba's third programme is strengthening detective services as part of efforts to solve difficult crimes and secure convictions.

He also wants to pay attention to the youth as both perpetrators and victims of crime.

"Our youth are being challenged on all fronts. We want to come in at school level and have a team that's looking at young people in schools to see what their challenges are. Those who commit crime need to tell us why they are doing so. Part of what we will be doing is to get to the bottom of these challenges that perpetuate crime," he says.

And as Lt-Gen Mothiba uses his 30 - odd years' experience as a police officer to make Gauteng and South Africa safe, he will rely on the help of his colleagues and the people of the province to get the job done. 🗣️

# 67 Minutes of service

**E**very year on 18 July South Africans, together with the international community, honour former President Nelson Mandela. This year marked the first Mandela Day to be commemorated since his passing in December last year.

In his recent State of the Nation Address, President Jacob Zuma encouraged all South Africans to dedicate 67 minutes of their time to clean South Africa – and South Africans heeded the call. Armed with brooms, mops, paint brushes and garden equipment South Africans spent their time giving back to the less fortunate.

Both President Zuma and Deputy President Cyril Ramaphosa also spent 67 minutes giving back to the community.

President Zuma participated in cleaning a school in Mvezo in the Eastern Cape, the village where Madiba was born where he also unveiled a statue of the liberation hero.

Deputy President Ramaphosa rolled up his sleeves to paint one of the rooms of the Mahikeng Provincial Hospital, in the North West.

Government departments also spent their 67 minutes serving communities across the country.



President Jacob Zuma cleaning the streets of Mvezo as part of the Nelson Mandela International Day, Eastern Cape.

From left: President Jacob Zuma, Arts and Culture Minister Nathi Mthethwa, Chief Mandla Mandela and Eastern Cape Premier Phumulo Masualle unveiling the statue of Nelson Mandela at Mvezo



Deputy President Cyril Ramaphosa with Minister of Cooperative Governance Pravin Gordhan and North West Premier Supra Mahumapelo painting Mafikeng Hospital



Deputy President Cyril Ramaphosa got his hands dirty giving back to the community.







International Relations and Cooperation Minister Maite Nkoana-Mashabane took part in the clean-up of the City of Tshwane's Bloed Street Taxi Rank.



Road Accident Fund officials during the Potholes repair project at Uvongo town for Mandela Day



Public Works officials cleaning the school premises at W.F Nkomo Secondary school in Atteridgeville for Mandela day



Minister Thulas Nxesi of Public Works contributed towards his 67 minutes for Mandela Day by painting at W.F Nkomo Secondary school in Atteridgeville



Basic Education Minister Angie Motshekga doing her 67 minutes for Mandela Day at Leeuwkop Correctional Centre in Johannesburg.



Communications Minister Faith Muthambi serving food to patients during a clean-up campaign as part of Nelson Mandela month at Evuxakeni Psychiatric Hospital, in Giyani



Mchunu came to the Mthembu household, in Mfolozi, with gifts and a cake to celebrate gogo's birthday



Deputy Minister Justice and Correctional Services Thabang Makwetla and Graeme Stephens, Sun International Chief Executive, planting vegetables at the Leeuwkop Correctional Centre for Mandela Day



Government Communication and Information System Acting CEO Phumla Williams holding gifts donated to Tender Loving Care (TLC) old-age home in Hammanskraal.



The First Lady of KwaZulu-Natal Ms Thembeke Mchunu helping 105-year-old Mary Mthembu celebrate her birthday, which is the same birth date as former SA President Nelson Mandela.

# Operation Phakisa

## move South Africa forward

**G**overnment aims to better the lives of South Africans by implementing its policies and programmes better, faster and more effectively through Operation Phakisa.

The project is an adaptation of the Big Fast Results methodology that was first applied by the Malaysian Government, successfully, in the delivery of its economic transformation programme.

The operation addressed their national key priority areas such as, poverty, crime and unemployment.

It involves setting up clear targets and follows up with an on-going monitoring process, which makes the results public.

Launching the project, President Jacob Zuma said South Africa had renamed the Malaysian Big Fast Results approach Operation Phakisa – a Sesotho word meaning “Hurry Up” - to highlight the urgency with which government wants to deliver on some of the priorities contained in the National Development Plan (NDP) 2030.

The project was designed to answer fundamental implementation questions and find solutions, as the country tries to address poverty, inequality and unemployment, among other challenges, as stipulated in the NDP, he added.

The initiative will initially be introduced in two sectors, the ocean economy and health sector, especially clinics.

### First Phase

The first phase of implementation will focus on unlocking the economic potential of South Africa’s oceans.

This will be done through collaboration with representatives from government, industry, labour, civil society and academia.

President Zuma said government chose the ocean economy with good reason.

“South Africa is uniquely bordered by the ocean on three sides – east, south and west. With the inclusion of Prince Edward and Marion Islands in the southern ocean, the coastline is approximately 3 924 km long,” he noted.

Despite this, the vast ocean space is relatively unexplored when it comes to its economic potential.

“The ocean has a potential to contribute to the Gross Domestic Product (GDP) up to R177 billion. The ocean also has a potential to contribute between eight hundred and one million direct jobs,” President Zuma said.

In 2010, the oceans contributed approximately R54 billion to South Africa’s GDP and accounted for approximately 316 000 jobs.

Environmental Affairs Minister Edna Molewa said throughout the continent there was acknowledgement of the invaluable contribution of oceans and coasts to development.

“The long term developmental programmes of the world can no longer be based on land resources only; it must also include the coast and ocean resources,” she stressed.

To tap into the oceans, government has identified four priority sectors, which Operation Phakisa will focus on. These are marine transport and manufacturing activities (such as coastal shipping, trans-shipment, boat building, repair and refurbishment); offshore oil and gas exploration; aquaculture (farming of aquatic organisms such as fish, shellfish and plants); and marine protection services and ocean governance.

### Marine transport, manufacturing

Government will explore the country’s natural advantage in maritime transport and manufacturing by capturing the benefits of growing volumes of cargo handling, sea and coastal shipping and supporting transport activities such as storage and warehousing.



President Jacob Zuma speaking at the launch of Operation Phakisa.

The country is also expected to make use of its location and expertise to increase its share of the global marine manufacturing market, including ship-building and repair, rig repair and refurbishment or boat-building.

“Against this backdrop, the aspiration of this work-stream is to grow the marine transport and manufacturing sector over the next five years, to increase the contribution to GDP and multiply the number of jobs in South Africa,” the President said.

### **Offshore oil, gas exploration**

Government is also looking at further improving the enabling environment for the exploration of oil and gas wells.

This will be done by providing an enabling policy and legislative environment; promoting inclusive economic growth; addressing the skills gaps and overcoming infrastructure challenges.

### **Aquaculture**

Government wants to grow the aquaculture sector by increasing the value contribution of all segments

across the aquaculture value chain, while creating jobs especially in fish processing and marketing.

Aquaculture is a relatively underdeveloped area in South Africa despite it being an increasingly important contribution to food security globally.

Despite its relatively small size, aquaculture in South Africa has shown strong growth of 6,5 per cent per annum.

### **Marine protection services, governance**

The goal is to also develop an incremental and integrated approach to planning, monitoring and execution of ocean governance and enforcement in the next few years.

Government has recognised the need to continuously balance the economic opportunities, which the ocean space affords, while maintaining its environmental integrity.

This will be achieved by developing an institutional framework for the management of South Africa’s ocean space, improving the protection of South Africa’s oceans, particularly around critically endangered ecosystems, and addressing the skills gap, among others. >>

## Second Phase

The second phase of implementation will be to pilot the health sector's Ideal Clinic Initiative to improve service delivery in the country's clinics nationwide, which will start later in 2014.

The health sector laboratory will be setup in partnership with provinces, districts and clinic managers with the aim of producing a detailed plan for improving service delivery in public sector clinics in all provinces. This will include indicators, targets and timeframes as well as a guideline for clinic managers to develop and sustain these improvements.

## Success of Operation Phakisa

The key step in Operation Phakisa's approach, according to the President, will be the delivery laboratories or intensive work sessions.

Multiple stakeholders work full-time in one location for about five weeks. At the end of this period, they deliver complete and signed-off action plans for presentation to Cabinet.

"These work sessions will help create transparency and help to remove bottlenecks and resolve the most critical challenges facing a sector," President Zuma.


More than 180 delegates from national and provincial government departments, civil society, the private sector, labour

and academia are participating in the oceans component of Operation Phakisa. This includes full-time and part-time participants. The teams started their work in July and were expected to prepare the action plan for unlocking the potential of the country's oceans.

Despite the introduction of the initiative, - the President said, there is still a lot of work to be done.

"It is still early days for Operation Phakisa on the ocean economy. The teams will devote the next few weeks to further develop these aspirations and ideas, setting ambitious targets and formulating detailed delivery plans for accelerating delivery."

Once the detailed delivery plans have been completed, President Zuma said, government would then move into the implementation phase of Operation Phakisa - with him taking a personal interest in monitoring the progress and implementing the project.

"The people of South Africa deserve much better from all of us. Through Operation Phakisa and all our other key strategic interventions to achieve the goals of the National Development Plan, we must work tirelessly to move our country forward and build a better life for all - especially the poor and the working class," he said. 



Delegates who attended the launch of Operation Phakisa.

**Yolande van Biljon**  
**Chief Financial Officer (CFO), Road Accident Fund (RAF)**

Yolande van Biljon holds a Bachelor of Commerce (BComm) from the former Rand Afrikaans University (now University of Johannesburg), BCompt (Honours) from the University of South Africa, and a BComm (Honours) and Master of Commerce degree, both from the University of Pretoria.

She is a chartered accountant whose skills and expertise include strategy, leadership philosophy and organisational value development and implementation in addition to financial and facility management. Before joining the RAF, van Biljon was CFO at Denel Dynamics (a division of Denel SOC Ltd.).

At the RAF, she will be responsible for all financial, procurement and fiscal management aspects of the company's operations, and will provide leadership and coordination in the administrative, business planning, accounting and budgeting efforts of the organisation.



**Nthabeleng Mokitimi**  
**Special Projects and Communications Manager, Office of the Deputy Minister: Department of Communications**

Nthabeleng Mokitimi is an integrated marketing and communications specialist with private and public sector experience in integrated marketing communication, public and media relations, strategy, policy development, new media, corporate social investment and materials development, events and project management. She commenced her career as a marketing consultant for Manamela Attorneys before joining the Land Bank as an internal communications specialist. Next she held the position of communications specialist at Momentum before becoming corporate marketing and communications manager at Sentech.

Her academic qualifications include a Bachelor of Commerce (BComm) in Marketing Management and BComm (Honours) in Communication Management, both from the University of Pretoria. She is pursuing a Master of Commerce in Communication Management with specialisation in development communication.

As special projects and communications manager in the Office of the Deputy Minister of Communications (seconded from Sentech), Mokitimi is responsible for the Deputy Minister's overall communication management, stakeholder and media liaison, as well as project management.



**Mantiti Kola**  
**Chief Strategy Officer, Road Accident Fund (RAF)**

Mantiti Kola holds a Bachelor of Arts (BA) degree in Education, BA (Honours) in History from the then University of the North (now University of Limpopo), and a postgraduate Management Diploma from the University of Pretoria. She is a member of the Institute of Directors.

Kola has a wealth of experience in the development and implementation of institutional renewal strategies to promote operational excellence, customer and stakeholder satisfaction, sound governance and human-capital empowerment.

She joins the RAF from the Government Pension Administration Agency (GPAA), where she was employed as from 2007 as Chief Operating Officer (COO) of the GPAA and the Government Employees Pension Fund. As the COO, Kola was responsible for the management, coordination and oversight of all aspects of the fund's core administration business and client relationship management.

At the RAF, Kola will be accountable for proactively initiating strategies to mitigate against financial, operational, market, reputational and all other business risks faced by the organisation.®





# Acsa spreads its wings

South Africa can be proud of its contribution to the FIFA World Cup. In 2010 the country successfully hosted this football extravaganza and recently helped revamp South America's busiest airport and launch a new passenger terminal in time for the 2014 World Cup.

"For me it is a fantastic achievement," says Airports Company South Africa's (Acsa) Girish Gopal, the operations director of Guarulhos International Airport (GRU) in São Paulo.

Acsa has a 10 per cent stake in the 20-year GRU concession worth over \$7 billion which the Brazilian government awarded in 2012 to overhaul and run the airport. Brazilian infrastructure company Invepar holds the rest.

The concession owns 51 per cent of the airport, while Brazil's airport authority Infraero owns the remainder.

It's the second overseas airport in which Acsa is involved. The company has a stake in a concession which operates Mumbai International Airport and also signed a memorandum of co-operation with Ghana's airport authority earlier this year.

Gopal says Acsa's involvement in overhauling South Africa's airports before the 2010 FIFA World Cup™ has stood it in good stead.

"If you consider what we managed to achieve for 2010 (World Cup) and if you look at our airports, they compare to some of the best in the world in terms of infrastructure and services," he says.

What makes this latest success all the more special is that Gopal and his team of six Acsa officials along with construction workers

and engineers had to work at almost double the normal pace to complete the new terminal in time to meet the May deadline.

Work was completed on the airport's new Terminal 3 within 19 months, which is significantly faster than the average 30 to 34 months it took to revamp South Africa's airports in time for the 2010 World Cup.

On 20 May Brazilian President Dilma Rousseff officially opened the light and spacious new terminal which was the first airport project to be completed in time for a FIFA World Cup.

The new modern terminal is starkly different to the airport's other terminals, which have long been criticised by many as cramped and dark.

"(When they disembarked) many passengers didn't realise that they had landed in Brazil, but thought that they were in Frankfurt, which is what it (the new terminal) is being compared to," says Gopal.

Commenting on the problems such as leaks, no water in toilets and signal failures which affected the new terminal when it was inaugurated, Gopal says these were isolated incidents and part of teething problems that have since been addressed.

Acsa's help so far has largely been to advise Invepar on such things as airport navigation, immigration, airport

design, baggage handling and loading bridges, and to impart lessons on World Cup preparations.

Gopal points out that Acsa gave invaluable advice on the new baggage screening system. He describes it as a “first in Latin America” as it allows for an automated process in which bags are scanned and checked before being allowed onto aircraft. Until now all baggage was sorted manually, which is a slower and less secure system and takes up more airport space.

The newly completed terminal, he says, will be used as a model when the concession begins revamping the airport’s remaining terminals.

Added to this there are a number of other airport concessions that Invepar is looking at bidding for and where Acsa would be ready to offer assistance.

“It really gives us a good platform to launch our international business,” says Gopal.

His team headed back to South Africa after the World Cup, in line with the specifications of the contract, but they will still be available to offer technical advice, if necessary.

Acsa’s technical services agreement with Invepar, which has been in existence for the past two years, will however remain in place for the next three years, says Gopal.

Acsa joins a number of South African companies already operating in Brazil, including mining giant Anglo American, which has several iron ore, nickel, niobium and phosphates mines there; pharmaceutical company Aspen, which has a factory there; and Naspers, which has investments in print and internet companies.

## Ghana

Commenting on the memorandum of understanding signed between Acsa and Ghana Airports Company Limited in April, Acsa’s senior communications officer Neo Callis said the airports company had identified Africa as competitive extension for its international aspirations.

The memorandum of understanding with Ghana Airports Company Limited is for Acsa to provide advisory and technical consultancy services on all

airport-related matters in Ghana as part of its ongoing focus and expansion into emerging markets.

This includes Kotoka International Airport in the country’s capital, Accra, three regional airports and other airfields.

Callis said in terms of the agreement with Ghana, Acsa will also render a number of services to the airport company including advising on infrastructure development, management and safety, airport facilities management and maintenance; airport terminal operations and management; retail and property management; airport security infrastructure and management, access control and management, and professional services.

## India

GVK is a leading Indian conglomerate with diversified interests across various sectors including energy, resources, airports, transportation, hospitality and life sciences. Acsa holds a 10 per cent stake in the GVK concession which operates Mumbai’s GVK Chhatrapati Shivaji International Airport, while Bidvest holds a further 13,5 per cent stake.

The new international section of the airport serving 40 million domestic and international passengers was commissioned in February. Callis said the transformation of the airport was going “exceptionally well” and that it had been well received by people in India. ☺



# Retire or resign with gepf: what you need to know

**G**EPF has very strict rules about the benefits it must pay to its members, pensioners and beneficiaries. These rules are set out in a law (an Act of Parliament, approved and signed into law by the President) called the Government Employees Pension (or GEP) Law or the Regulations as negotiated in the Public Service Coordinating Bargaining Council (PSCBC) for post-retirement medical benefits. This Law and its rules explain how GEPF must collect money from contributing members and employers, how this money must be invested and how it must be paid out to those who are eligible for benefits.



## **GEPF is a defined benefit fund and your benefits are guaranteed**

GEPF is a defined benefit fund. This type of pension fund is different from the pension funds offered in most of the private sector (you can choose to belong to a defined benefit fund in the private sector as well, but it is not the norm). In GEPF, the type of benefit you will receive is not based on how much money you and your employer contribute, with interest, and when the money is finished there is nothing left for you. Instead, in GEPF your benefit is calculated based on formulas specified in the rules, and the benefit is determined on an exit factor, the number of service years you have, and your final average salary over the last two years of your employment.



## **Resignation rather than retirement – what you can lose**

GEPF has different benefits if you resign from government service rather than retiring. If you have more than 10 years of service and you decide to resign rather than retire, you will lose the following benefits offered by GEPF:



### **Monthly pension**

You will only receive a once-off lump sum payment, called a gratuity, rather than receiving your lump sum and monthly pension, called an annuity (which is for life). Your spouse or life partner will also not receive anything from GEPF after you pass away, whereas they would have received 50% or 75% of your monthly pension, based on your choice on retirement, for as long as they live.



### **Medical aid subsidy**

You will not receive any contribution towards your medical aid from the state if you resign. If you have 15 or more years of service,

you may have been eligible to receive a government subsidy towards your monthly medical aid membership for the rest of your life if you had chosen to retire as per the conditions set out in the PSCBC resolutions. If you have less than 15 years' service, you may have received a once-off medical benefit (the amount payable depends on whether you have less than five years' service, less than 10 years' service, or less than 15 years' service). These all fall away when you resign.



## **Funeral benefit**

GEPF pays a funeral benefit to help its members and pensioners pay the funeral costs when a GEPF member or pensioner dies. These benefits are also paid out on the death of the spouse, life partner or eligible child of a member or pensioner. This benefit consists of R7 500 for the funeral of a member or pensioner. The same amount is also payable for the funeral of a member or pensioner's spouse or life partner. For the funeral of an eligible child of a member or pensioner, the benefit is R3 000. This benefit is not paid if you resign.

**Know the truth!**  
Don't listen to rumours  
about your benefits

### **If you resign instead of retiring:**

The choice is yours, but think and be informed

Before you resign rather than choosing to retire with GEPF, think about all of the options that you have and the benefits that you will lose. As a GEPF member, whether an active member or pensioner member, you will never receive less than the benefits that you qualify for according to the law and the rules.

### **Payment of pension benefits in 2015**

An unfounded rumour is spreading regarding GEPF pension payment. It is important for all GEPF members and pensioners to know that the GEPF will continue to pay all the benefits that are due to members who leave, according to the rules.



## IF YOU RESIGN INSTEAD OF RETIRING:



NO monthly pension



NO medical assistance



NO funeral assistance

There is a pension reform in the pipeline that will limit the amount members of private sector provident funds may withdraw from a fund on exit. This will not affect the GEPF, as the GEP Law will not change at this stage. The change will affect all funds administered in terms of the Pension Funds Act.

Don't let anyone fool you about your benefits: be informed. If you are not sure about something, contact GEPF directly on **0800 117 669** or visit your nearest Regional Office.



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**Free State:** No. 2 President Brand Street, Bloemfontein

**KwaZulu-Natal:** Third floor, Brasfort House, 262 Langalibalele Street, Pietermaritzburg

**Limpopo:** 87(a) Bok Street, Polokwane

**Mpumalanga:** 19 Hope Street, Ciliata Building, Block A, ground floor, Mbombela

**North West:** Mmabatho Mega City, Office No. 4/17, ground floor, Entrance 4, Mahikeng

**Northern Cape:** 11 Old Main Road, Kimberley

**Western Cape:** 21st floor, No. 1 Thibault Square, Standard Bank Building, Long Street, Cape Town

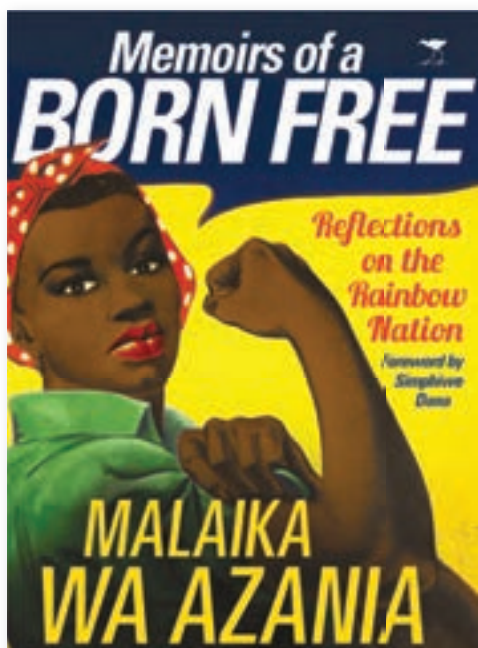
#### Satellite Offices

**Johannesburg:** Second floor, Lunga House, 124 Marshall Street, (Corner Marshall and Eloff – Gandhi Square Precinct), Marshalltown

**Port Elizabeth:** Ground floor, Kwantu Towers, Sivuyile Mini-Square, next to City Hall

**Mthatha:** Second floor, PRD Building, Sutherland Street

**Durban:** Eighth floor, Salmon Grove Chambers, 407 Anton Lembede Street



***Memoirs of a Born Free: Reflections on the Rainbow Nation* by Malaika Wa Azania**

By the age of 22 years, Malaika Wa Azania did what most people can only dream of. Her book, *Memoirs of a Born Free*, depicts a journey of the extraordinary life that she has lived thus far.

From the dusty streets of Meadowlands in Soweto, the book follows Malaika as she discovers politics, blossoms in her Pan Africanist ideals, and becomes a fighter and future custodian for blackness.

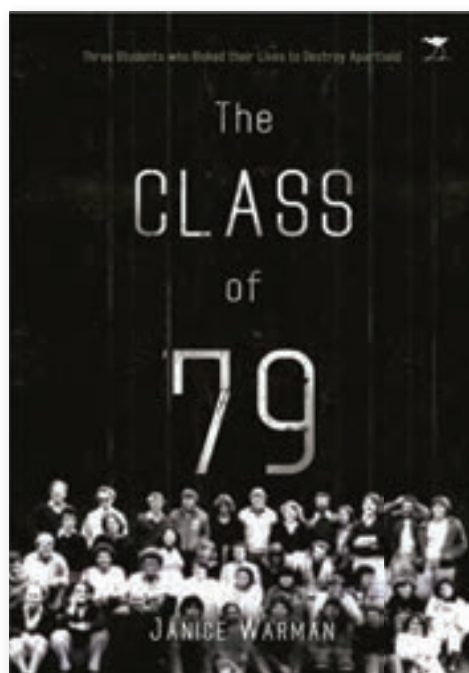
The book narrates the experience of growing up during the end of apartheid and South Africa's transition into a democratic nation. She was not born during the times of constitutionalised apartheid, but is still a product of an era of systematic individualised apartheid. Her story is not a reflection of freedom; it is rather an epitome of the ongoing struggle for liberation and emancipation from mental slavery.

Malaika contested the notion of the born-free generation when it was actually a generation that was born in the midst of a struggle for economic freedom and occupied by the quest for the realisation of the objectives of the African Renaissance. She describes her life as having been a struggle to understand the "rainbow nation" and to salvage something that renders her free. She did not find the pot of gold at the end of the rainbow that she was told about as a child, but through the Thabo Mbeki Foundation, she found reason to believe in the people

and their ability to escape the nervous conditions that define black life. She continues to serve the African Youth Coalition with dedication and believes, without a shadow of doubt, that a different Africa is possible.

**About the author**

Malaika Wa Azania, a fierce debater and an activist devoted to pursuing the African Renaissance agenda, is the founder of African Voices of the Left, a pan Africanist journal, as well as a columnist for *The Thinker* magazine. In 2012, Malaika was the branch secretary of the South African Students Congress at Rhodes University in Grahamstown in the Eastern Cape. She currently holds the position of Secretary-General of the African Youth Coalition, which is an umbrella organisation covering all youth society organisations throughout the African continent.



***The Class of '79: Three Students who risked their Lives to Destroy Apartheid* by Janice Warman**

"What counts in life is not the mere fact that we have lived. It is what difference we have made to the lives of others that will determine the significance of the life we lead." – Nelson Mandela, May 2002.

The class of 1979 at Rhodes University presented two women whose identities merged with the painful birth

of the new South Africa: these journalism students' journey coincided with defiance, imprisonment and torture during the apartheid years. Another student from the class of 1979 was arrested and interrogated because he had banned books in his possession.

Marion Sparg, one of the quietest women in the class, joined Umkhonto we Sizwe, trained in exile in Angola and was eventually convicted of bombing three police stations. The *Cape Times* journalist, Zubeida Jaffer, was imprisoned, poisoned and tortured for her writing and her union activism, yet chose not to prosecute her torturer. Guy Berger later became a lecturer at the Rhodes University, but previously spent seven months in custody, three of which he spent in solitary confinement. He was ultimately sentenced to four years in prison.

For these former Rhodes University students, the journey began the moment they realised that what was happening in South Africa was wrong, and that they simply could not tolerate it. And for all of them, that critical moment happened at Rhodes University. Each of them chose to reject their backgrounds and take the path of resistance, following in the footsteps of a famous few. Among these were the writers Breyten Breytenbach, the late Nadine Gordimer, Ingrid Jonker, Alan Paton; and the fighters Albie Sachs, Ruth First, Trevor Manuel and Joe Slovo.

This book is for all those who suffered under apartheid, and suffered to end it, and particularly for Marion, Zubeida and Guy, who have shared their story so generously.

### About the author

Janice Warman is a journalist and editor whose career spans over writing, editing and broadcasting at a senior level for *The Spectator*, *The Observer*, *The Guardian*, *The Financial Times*, the *Daily Mail* and the BBC.

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

Intelligence and education are often considered primary keys to financial security in today's world. However, money-trouble is still a problem faced by thousands of people despite their schooling and acumen. The root of this issue can be something totally opposite of finance:

emotion. Emotions are the link between one's thoughts and one's behaviour.

This book helps individuals to overcome the negative emotions that restrict their financial progress. To let go of past discrepancies is difficult when it comes to money and to start a clear path to positive wealth manifestation also needs motivating. The impact this book aims to instil lies with the harness of positive emotions that lead to a state of abundance that will change finances for the better.

The book includes the history behind 25 emotions and the evolutionary importance of these emotions; the different impact that each emotion has on behaviour and financial decision-making; knowledge to give



a deep understanding of why one feels the way one does about money, and step-by-step exercises to help master these emotions.

Applying emotional intelligence to finances can help improve financial wealth and impose a happier life; the lessons in this book are considered a smart investment.

### About the author

Vangile Makwakwa is a writer and motivational speaker with expertise in financial coaching. Having pursued her MBA degree at the Simmons School of Management in Boston, United States, she has dedicated the past four years focusing on research and understanding the link between emotions and financial behaviour. ®

# *Beauty* and the Berg

**L**ike soothing balm to a troubled soul, so old the Drakensberg mountains to one's senses with its picturesque views and spectacular scenery and sights. In the midst of a tranquil drive, nestled between Johannesburg and Durban, is the country's best kept secret- the Drakensberg, a little mountain paradise.

Drakensberg, which translates to Dragon Mountains is the Afrikaans name given to the mountain range of the Great Escarpment which spans over a 1 000 kilometres linking this majestic treasure to the Eastern Cape, KwaZulu-Natal, Gauteng, the Free State and Mpumalanga.

Away from the hustle and bustle of city life, this mountain escape is often overlooked, but is the perfect destination for a relaxed and rejuvenated getaway. *Public Sector Manager* uncovers two hidden gems amidst the mountainous terrain for you to explore

## **A Retreat Resort**

High atop the dramatic landscapes of the Cathkin Peak lies the breathtaking newly refurbished Drakensberg Sun Resort, a luxury hotel and timeshare gem. Tucked away it is one of the country's most glorious and scenic family getaway destinations, and to keep it as a firm family favourite, hotel group Tsogo Sun recently splashed out R25 million on a total overhaul upgrade.

Its new modern and contemporary design is so invitingly cosy and opulent at the same time. From log like walls, to the scent of orchard blooms that dot the hotel's entrance, the resort surrounds itself with the magic of the expansive mountain, which is unquestionably one of South Africa's most magnificent natural creations.

With its new design, the hotel experience has certainly gone from outdated to updated, with 78 spacious standard, superior, executive and family guest bedrooms overlooking the majestic mountains, and porcelain and timber bathrooms to create a fresh, invigorating and green experience.

Once I got over the backdrop beauty of the berg, I began exploring the resort. First up was the Lakehouse Restaurant and the Grotto Bar for a quick lunch. With a variety of yummy treats with an upmarket twist, from sandwiches and steaks to the famous Drakensberger which definitely lived up to its name, their menu

did not disappoint. Next I headed off to Lake Nkwanki where I could take out a canoe and lifejacket on the house. Yes at no cost at all. The resort really gives guests bang for their buck with complimentary activities like canoeing, rowing, tennis, sundown ferry rides around the lake, a pitch and putt mini course, hockey, soccer, cricket, basketball, roller-skating, croquet, a gym, outdoor chess and even a library and kiddies movie room- all included in your room rate. What is even great about the resort is you can also have friends or guests visit you on site, and if they want to canoe with you as well, it only costs them R50.

After an eventful day exploring the wide range of activities on offer, like spectacular mountain hikes, guided walks and mountain biking, it was time to relax by the pool with one of the resorts signature cocktails. What was a greater treat was the resort, which also offers its award-winning Spoilt Green Eco-Spa on site, offered poolside pamper treatments such a head, neck and shoulders; or a foot massage, while you bask in the sun rays. It doesn't get any better than this, or so I thought.

Last up was dinner at the resort's dining room and what a spread awaited us. From the biggest salad bar I have ever come across, to meaty grills, tailor-made stirfrys and a range of scrumptious dishes and desserts, it was delectable heaven on earth. The best part of the night, however, was when the bill arrived and I was only charged for my drinks. Another huge plus for the resort is that dinner and breakfast is included in your stay. Now that's a great saving.

All in all the resort is greatly suited to leisure travellers, and its family-friendly facilities sure help keep the young and older guests happy. It is also home to business travellers and is known as the spot hideaway for the ultimate team building experience. The magical surrounds also make for the perfect romantic getaway. Whatever your reason for getting away, the resort caters to your every need, while you leave behind the hustle and bustle of everyday life with ease. >>



**Nearby Attractions**

- Drakensberg Boys Choir performances
- Thokozisa Lifestyle Centre
- El Mirrodoor Airstrip
- Champagne Sports Resort Golf Course
- Kwazulu Weavers & Candles
- Scrumpy Jacks (honey products & educational Bee tours)
- Falcon Ridge Bird of Prey Centre
- Four Rivers Adventures
- Valley Bakery, Tea Garden & Art Gallery
- Ardmore Ceramic Art Studio.

**Rates:**

Peak season rates start from R2 395 and off peak rates start from R1 995 for a standard room. All rates are inclusive of bed, breakfast and dinner for two adults and bed and breakfast for two children (Children's dinner will be at an extra charge).

For reservations phone 036 468 1000 or visit [www.tsogosunhotels.com](http://www.tsogosunhotels.com)



# A cottage Oasis

Just a hop, skip and a jump away is a little mountain paradise, called The Berghouse and Cottages. This quaint and cosy cottage offers all the beauty of the berg, but at a fraction of the cost, making sure that holidaying with your loved ones doesn't have to break the bank.

Sip your morning coffee afoot the Maloti mountain overlooking the Drakensberg panoramic range and take in the tranquil, serene sights and sounds of the highest peak of the Champagne Castle which stands tall next to Monks Cowl and Cathkin Peak.

These untouched views can be enjoyed from the windows of eight individually named cottages. Located at the gateway to Drakensberg on a private estate is The Berghouse and Cottages. Owners Vaughn and Chantal Piccioni created this private destination on a 1 600 acre estate 14 years ago to enable visitors to reunite the mind, body and soul where they can relax and soak up the 270-degree views of the Drakensberg escarpment.

The open plan cottages which can accommodate two to 12 people are fully equipped with a kitchenette and a log fireplace to warm up the coldest winter night. Wood is provided at a small fee. If you don't feel like cooking, breakfast and dinner can be made on request, and all meals are delivered with a smile at your cottage doorstep. If this doesn't warm your appetite you only have to drive a few kilometres to the Tower of Pizza for the best wood-fired pizza in the Berg.

On our first visit to the cottages, my husband and I were completely blown away by this well kept secret tucked away in the Drakensberg. We couldn't wait to return and a year later, at the foot of our cottage



nicknamed Mini Stone Henge he proposed. Now a memorable destination, we returned recently to celebrate his birthday as a newly married couple.

## Attractions

Indulge in hiking, horse riding, fishing, four-wheel drive routes, mountain bike trails, bird watching, river swims and tube and canoe trails or fuel your adrenaline on a paraglide or hang-glide.

Stumble across an abundance of wildlife occurs at the Berghouse Cottages, including various species of antelope such as the Drakensberg eland, mountain Reedbuck whistle their welcome calls in the evenings and early mornings, Grey Rhe-buck, Bush Buck as well as the Grey duiker. Other wild animals to look out for are porcupine, grey mongoose, gennet, cerval cat, African wild cat, Lynx and the ever elusive leopard. Troops of wild Chocma baboons can also be seen and their barks heard from the hills and approximately 290 different bird species may be spotted on the property and in the Drakensberg. ®



## Rates:

- Self-catering: R350 per person per night;
- Bed & Breakfast: R440 per person per night;
- Dinner, Bed & Breakfast: R585 per person per night.
- Children aged between 3 and 11 get 50% off
- Tour group special (mid-week out of peak season) for a group of 6 or more: R300 per person per night

For reservations phone 082 8048 784/ 072 2747 628 or visit [www.berghouse.co.za](http://www.berghouse.co.za)





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# BE BOLD, IN BLACK & GOLD

This season's hottest trend is a wintry combination of black with luxurious gold accents. For a look that's opulent yet refined, this eye-catching combo will have you turning heads at work and at play. Dress up your standard black items with a pop of gold, this Women's Month, be fierce, be fashion forward, be bold in black and gold.







1. 3D Pendants, Mr Price, R299.99 2. Bow Floaty Dress, Utopia for Zando, R349 3. Puffy Heart Bracelet, Fossil, R799 4. Black Biker Jacket, Linx, R599 5. Michael Kors Blair, American Swiss, R4 299 6. Embellished Shift Dress, G Couture for Zando, R359 7. Nebula Chain Wrist, Mimco, R449 8. Sheer Maxi Skirt, Zando, R499 9. Gold Sequinned Top, Legit, R199 10. Stevie Block Heel, Country Road, R1 199 11. Gold Shimmer Polish, Kangol, R59 12. Victorian Hip Clutch, Mimco, R1 799 13. Sydney Top Zip, Fossil, R1 199 14. Blaze of Glory Sequin Dress, Zando, R1 100 15. Lady Million by Paco Rabanne, Red Square, from R810 16. Narrow Hinged Cuff, Mimco, R399 17. Wide Hinged Cuff, Mimco, R499 18. Tulle Black Dress, Anneen Henze for Spree, R699 19. Magnificent Metals Eye Liner Black Gold, Stila, R295 20. Tricia Bootie, Nine West, R1 699 21. iPhone 5 case, Mimco, R299 22. Militia Jacket, The Big Blue, R390 23. Bond Watch, Mimco, R999 24. Animal Print Bodycon, Ginger Mary, R280 25. Ribbon Bangle Pack, Mr Price, R399.99 26. Gucci Guilty, Red Square, from R750 27. Peep Toe Ankle Boots, Legit, R349 28. Cone Stud Fan Necklace, Woolworths, R99.95 29. Rose Gold Stiletto, Zoom, R299



# Honda introduces two new models



<http://www.hondamarineblog.co.za/>

## 2014 Ballade ups the ante

Three years after the new-generation Ballade was launched in South Africa, Honda Motor Southern Africa has released an all-new, second-generation Ballade.

The 2014 Ballade ups the ante at every level from its streamlined shape and spacious interior to exceptional safety standards, improved dynamics and greater efficiency.

Already Honda's best-selling sedan in South Africa, the latest Ballade is expected to attract an even larger number of buyers seeking a vital mix of value, space and performance.

Crucially, the Ballade does not rely on older-generation technology and delivers several innovations, including an all new Constantly Variable Transmission (CVT) featuring Honda's Earth Dreams technology, as well as a touch screen-based infotainment system that offers an array of powerful features.

While the new Ballade may appear to be derived from the previous model, only 14 per cent of the 2011 version's sheet metal has actually been carried over. The newcomer has similar proportions but

is in fact slightly longer and taller. The wheelbase has been extended by more than the increase in overall length, creating a shorter front overhang and a more spacious interior.

Three power points allow smartphone or device charging from all four seating positions, while there is also generous provision for storage spaces, including a glove compartment, front and rear cup holders, door panels with stowage pockets, and a lidded binnacle between the front seats.

The drivetrain of the new Ballade appears similar to that of the outgoing model but, as the statistics prove, it delivers more pep, better efficiency and lower emissions. The engine is still a 1,5-litre four-cylinder unit and the output figures have remained at 88 kW and 145 Nm respectively.

The new Ballade performs more eagerly than before, while achieving improved levels of efficiency in the

process. Manual-transmission models accelerate from 0-100 km/h in 9,6 seconds, which is 0,2 seconds quicker than the outgoing model. The top speed is 185 km/h.

Combined cycle fuel economy also shows significant improvements, compared to the previous-generation Ballade. The manual version achieves a combined-cycle consumption figure of 5,9 litres/100 km, while the CVT model is slightly more economical at 5,8 litres/100 km.

addition to the convenience of fully automatic operation.

Performance is brisk, with the manual gearbox version completing the 0-100 km/h sprint in 9,5 seconds, with a top speed of 210 km/h. At the same time, this Honda's efficient drivetrain allows a combined-cycle fuel consumption figure of just 6,6 litres/100 km.

Honda's reputation for producing exceptionally safe cars is further emphasised by the Civic Tourer, which has al-



### **New Civic Tourer adds glamour**

Following its preview at last year's Johannesburg International Motor Show, the all-new Honda Civic Tourer made its official South African debut in June. The newcomer's arrival means that the Honda Civic family now embraces three body styles, comprising the sedan, hatchback and wagon variants.

Distinctively shaped with a low-slung silhouette and an emphasis on function-driven design, the Civic Tourer offers exceptional utility, eco-friendly technology and high comfort levels in a package that provides a compelling alternative to conventional crossover models.

The 1,8-litre i-VTEC engine is credited with a generous 104 kW of maximum power, combined with 174 Nm of torque. It drives the front wheels through a choice of six-speed manual or five-speed automatic gearboxes. The latter's steering column-mounted shift paddles provide rapid and intuitive manual gear changes, in

ready attained a five-star Euro NCAP safety rating, thanks to its extensive array of active and passive safety systems.

From Honda's renowned Advanced Compatible Engineering body structure that ensures uniform deformation and energy absorption in the case of a collision, multiple airbags, latest-generation stability control and all-disc ABS brakes, the Civic Tourer more than lives up to Honda's impressive safety pedigree.

The new Honda Civic Tourer joins the current Civic Hatch and Civic Sedan models in Honda Motor Southern Africa's compact car model range. Like its stable mates, the new estate is covered by a three-year/100 000 km warranty, a five-year/90 000 km service plan and a one-year roadside assistance package. Service intervals are every 15 000 km. >>



## Polo gets a midlife makeover



Volkswagen Polo is one of the world's best-selling compact models with nearly 14 million units produced and sold worldwide to date.

The Volkswagen factory in Uitenhage is one of two plants in the Volkswagen production network that assemble the Polo hatch. In South Africa, the Polo is produced for both the local and export markets. Since its launch in 2010, the Polo hatch has consistently been the second best-selling passenger car in South Africa. In 2013, the Polo hatch was bought by 23 501 customers. The best-selling car in South Africa since 2010 has been Polo's sibling, the Polo Vivo, which was also launched in the same year.

The new Polo has been enhanced both visually and technically. The driver assistance and infotainment systems as well as the new TSI engines, now available with either five or six-speed manual transmissions or the award-winning DSG gearbox, have taken the new Polo to another level. It offers the widest range of assistance systems in its class. It is also the first car in this segment that comes equipped with an Automatic Post-Collision Braking System as standard.

Thanks to the new award-winning TSI engines, fuel economy has been improved by as much as 20 per cent. The pick of the bunch is the 1,2 TSI 66 kW engine. It has a claimed fuel consumption of 4,9 l/100km (117 g/km of CO<sub>2</sub> emissions).

Visually, the new Polo can be identified by a sharper front and rear design. In addition, the new model introduces fresh colours, new interior materials and new specifications. It now comes in three equipment levels, Trendline, Comfortline and Highline. Customers who want a Polo with rugged but sporty looks can opt for the CrossPolo.

The new radio has been upgraded into an infotainment system which has been designed to reflect state-of-the-art technology, known as the modular infotainment system (MIB). Depending on the equipment level, these include functions such as Bluetooth connectivity and a proximity sensor.

The front-end design has a three-dimensional and sporty look due to its redesigned bumper and larger lower air intake. Acting as a design detail providing structure, a new chrome trim connects

the two fog lights and makes the Polo appear wider.

The new Polo will be launched with fuel efficient TSI engines which replace the MPI engines. Initially only the four-cylinder 1,2 TSI engines will be available with the power output range of 66 kW and 81 kW. The two 1,2 TSI engines replace the 1,4 (63 kW) and 1,6 (77 kW) MPI engines. The new Polo is the latest Volkswagen model to be offered with the award-winning, small-capacity TSI engines. The claimed combined fuel consumption of the 1,2 TSI 66 kW engine is as low as 4,9 l/100 km (117 g/km of CO<sub>2</sub> emissions). Turbocharging boosts the torque at this power level to 160 Nm (over the range 1 400 to 3 500 rpm). The 66 kW powered Polo 1,2 TSI has a top speed of 184 km/h and accelerates to 100 km/h in 10,8 seconds. This engine is paired with a five-speed manual transmission.

The 1,2 TSI 66 kW engine is available with the Trendline and Comfortline derivatives.

At 81 kW the new Polo attains a fuel consumption value of 5,1 l/100km (equivalent to 120 g/km CO<sub>2</sub>). The maximum power of this engine is available at 5 000 rpm and its maximum torque of 175 Nm is delivered between 1 500 and 4 000 rpm. At this power level the Polo 1,2 TSI has a top speed of 196 km/h and accelerates from 0 to 100 km/h in 9,3 seconds. 📸

# Unwind this *Women's Month*

**A**ugust is a month dedicated to celebrating women. It's a month for women to be treated like royalty, and to sit back, relax and relish in their achievements as women. We have found the perfect gadgets to help you make your life simpler.



## *Peeramid Bookrest*

Avoid sore fingers and neck strain with the Peeramid BookRest, the niftiest reading gadget around. Inspired by the great pyramids themselves, the triangular shaped bookrest enables you to prop up your book at exactly the right reading angle on your lap, in bed, at the table and even on the floor. With built in pockets and a bookmark for your convenience, you can literally sit-back, relax and enjoy your reading experience. The Peeramid BookRest is available in a range of colours and designs to choose from. R329, Perkal Gifts, [www.perkalgifts.co.za](http://www.perkalgifts.co.za).

## *iShower*

The iShower is possibly one of the coolest gadgets on the market. It's simple and smart. The iShower allows you to pair your phone, or any Bluetooth enabled devices, so you can play music and shower to different playlists, depending on your mood. Bath time or pool time just got fun for the kids, and the whole family. The iShower has a sticky bracket that fits onto your shower wall, or its moveable arm allows it to stand upright next to the bathtub, or even outside at the pool. The best way to describe the iShower is smart engineering. The digital display also keeps track of time, making sure you are never late for that morning meeting. R1 299 at iStores countrywide.



## *i.relax Aroma Diffuser*

Oregon have designed a way to de-stress after a long hard day at work with the i.relax. It is a unique new way to stimulate three of your senses - smell, sight and hearing - with three different natural elements- aromatherapy, light therapy and sound therapy that relaxes your body and mind. With a timer setting you can program the diffuser to release the essential oil when it suits you, relieving tension and helping you to breathe more clearly, especially on cold winter days. Relax to the sounds of birds singing or to a luxurious waterfall and ocean waves. R899, The Gadget Shop.



# Watch your weight the healthy way

## 1. Cut down on portions

Portion your meals in a calorie-conscious manner. One quarter of your plate should comprise a palm-size portion of lean protein such as salmon or chicken breast; another quarter should comprise a fist-size portion of unrefined grain such as brown rice; and half of your plate should be filled with a variety of colourful vegetables.

If you are still hungry after eating your meal, wait about 20 minutes to allow your food to digest. If you are still hungry, eat a tossed salad, extra vegetables or a small piece of fruit.

## 2. Do not skip meals

Eating three meals a day plus snacks is essential in weight management. Don't forget breakfast! Eating breakfast in the morning jump-starts your metabolism. Remember that food is your body's fuel: without it your body cannot work efficiently.

## 3. Front-load your calories

Eat the majority of your calories in the first half of your day. Enjoy portion-controlled snacks during the day to keep hunger under control at night. Choose lighter dinners to coincide with evenings when you are less active.

## 4. Double up on fibre

To help you boost your fibre intake choose whole-grain, high-fibre breads and cereals. Choose whole-wheat pasta and rice, and include more dried beans in your meals. Fibre helps fill you up faster, which can result in you eating

less and curbing hunger. Most importantly, soluble fibre can help lower your cholesterol.

## 5. Good sources of fibre

**Insoluble Fibre:** whole-wheat products like breads, pastas, cereals, wheat and corn bran, the skins of fruit and root vegetables, and most vegetables (like broccoli, potatoes and green beans).

**Soluble Fibre:** oats, oat bran, barley, legumes like dried beans and split peas, most fruits and vegetables.

## 6. Exercise daily


Participate in physical activity daily as recommended by your physician or exercise physiologist.

## 7. Include five servings of fruits and vegetables per day

Fruits and vegetables are a great source of vitamins, minerals and fibre. They are naturally low in calories, fat, and are also great as a snack.

- Eat at least 2-3 servings of fruit daily
- Avoid juice and canned fruit
- Eat fruits with the skin for added fibre and nutrients
- Have plenty of vegetables with lunch and dinner daily.

## 8. Drink plenty of water

Include six to eight glasses of fluids each day. It'll help keep you adequately hydrated and often helps prevent overeating. 

**Source: Employee Wellness**

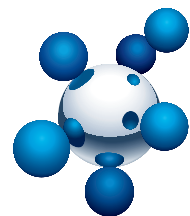
# COLLECTIVE ACTION DRIVING SUSTAINABLE WATER SOLUTIONS

Sasol Water Sense puts the power of collective action to work. Together with our partners, the Emfuleni Local Municipality has seen 4.4 million cubic meters of water saved so far – that is the equivalent of 1 800 Olympic size swimming pools. 26 Water Warriors have interacted with the community to inform and educate people about how to use less water. About 90 000 households and 76 schools in Evaton and Sebokeng participate in a water meter monitoring and leak-fixing programme, whereby 70 000 leaking taps and toilets have been repaired by 60 plumbers.

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