

# PublicSector MANAGER



THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

MAY 2014

## State Security

DG Gladys Kudjoe on securing SA intelligently

## Digital migration

Minister Carrim unpacks the switch from analogue to digital TV

## Provincial Focus

Free State wants to be the healthiest province

## Cutting edge

Virologist Hazel Mufhandu success is microscopic



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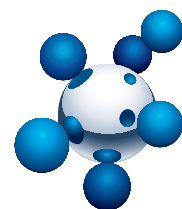
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# YOUR POWER SOLUTION

**Electro Inductive Industries** (Pty) Ltd (EII) is a well-established transformer manufacturing company with the capability of producing transformers (from 16kVA to 20MVA and up to 66kV) and mini substations (up to 2 700kVA). EII is a level 2 BBBEE company producing a high quality SABS approved product for the African market and has a dream of bringing electricity to every corner of Africa.

## MARKET REPOSITIONING

The company has evolved since its 1999 inception and in 2012 was able to strategically reposition itself in within the transformer market when the Industrial Development Corporation became the majority shareholder.

## CONTINUED EXPANSION

The company continues to expand with exciting new developments, including the addition of related products and an extended marketing relationship with **Polybox** - a market leader supplying polyethylene enclosures - downstream from the

transformers and mini subs manufactured by EII. A strong order book is confirmation that product diversification has been a successful strategy.

## OPTIMISATION

Competing as a private player in a market dominated by larger corporates, EII recognises the importance of reviewing manufacturing technology and of optimising processes. A factory move to Blackheath in June 2014 is part of a drive to improve on systems while continuing the service motto: **deliver on time, every time.**

## THE WAY FORWARD

EII's CEO, Mr Iain Dickason, sums up his outlook: "After 26 years in the automotive industry, an opportunity presented itself to support EII in their regeneration and growth process. Most people are aware of the challenges that EII has faced, but through the commitment and loyalty of our employees we believe that we are now positioned to take the organisation to the next level. Through the application of global manufacturing best practices we will achieve our objective to give **Power for life for Africa**".



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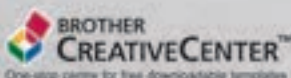
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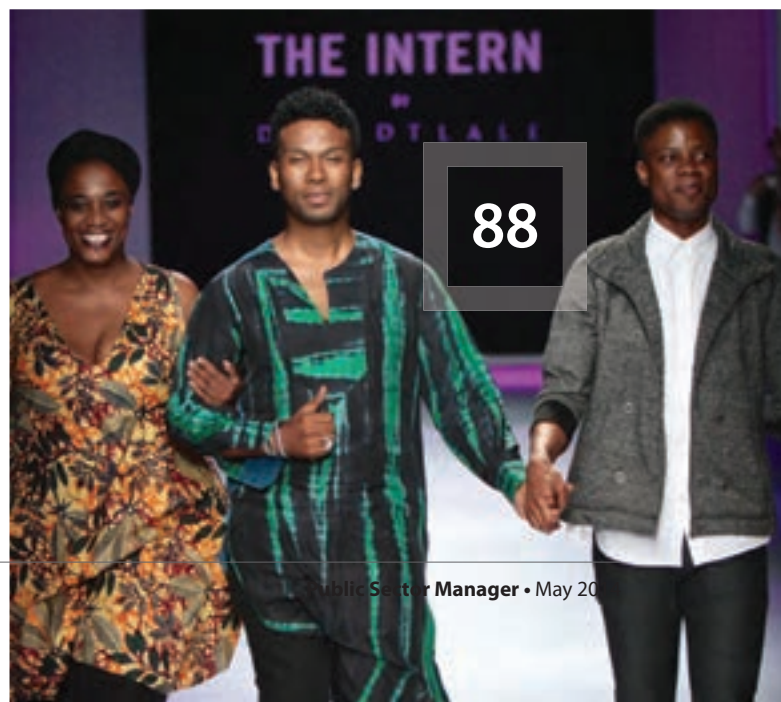


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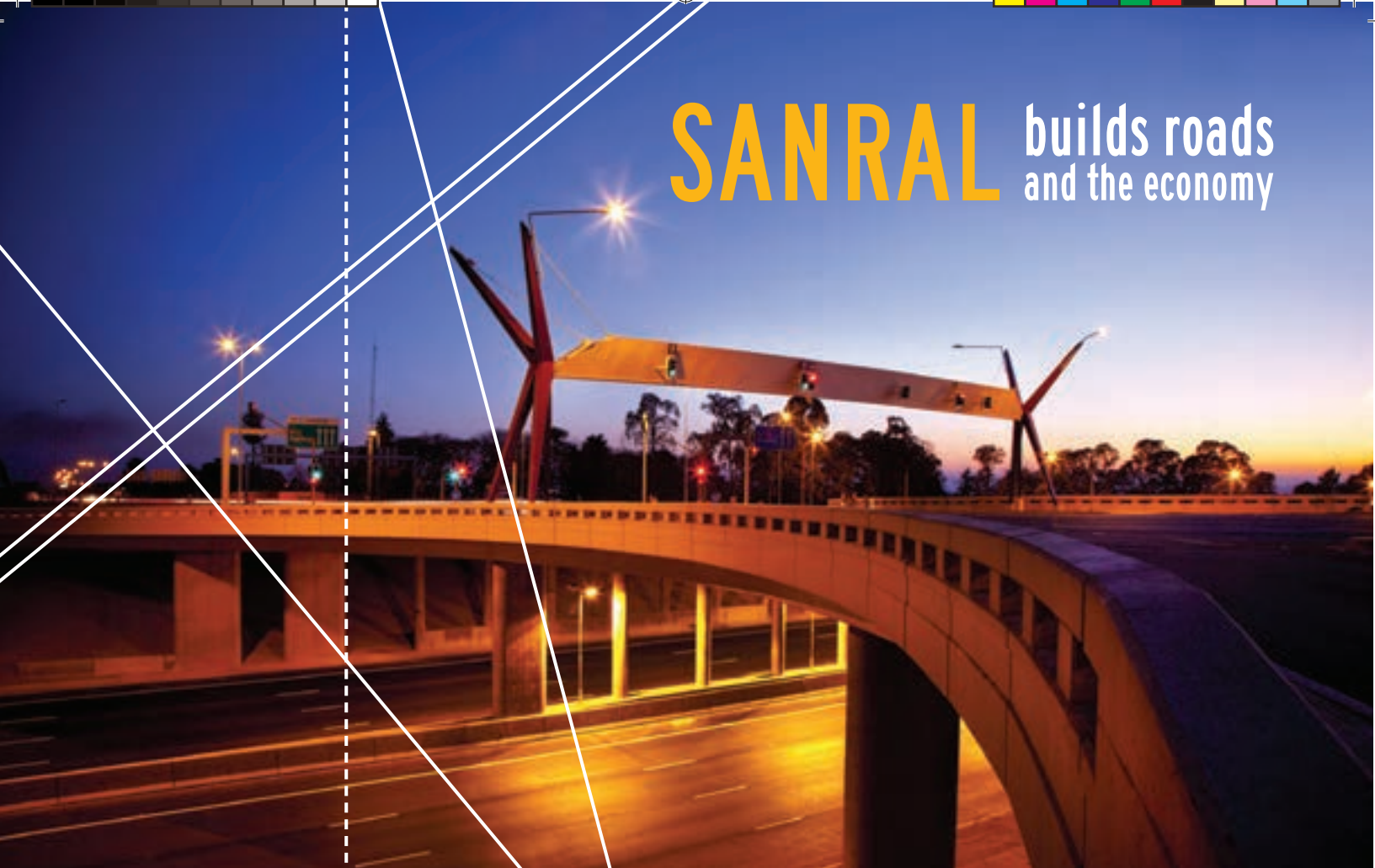
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# SANRAL builds roads and the economy



## No roads, no growth.

That lies at the heart of what drives the South African National Roads Agency SOC Ltd (SANRAL). It plans, designs, funds, constructs, operates, rehabilitates and maintains South Africa's national roads.

As the Urban Land Institute and Ernest and Young reported in 2011: "Governments around the world rank infrastructure policy among their greatest concerns. The modernisation of infrastructure is seen as being critical to future economic competitiveness and crucial to accommodating expanding populations in urbanising environments."

SANRAL is fully cognisant of the fact that the national road network links the main cities and economic regions of the country and thus plays an important developmental role in economic growth and social upliftment.

SANRAL is responsible for the financing, management, maintenance and improvements of 19 704 km of roads – a figure which is set to almost double in the next few years as more provincial roads are handed over to the agency.

Established in 1998, shortly after the democratic transition, SANRAL has played a pivotal role during the first 20 years of freedom in looking after a network which connects the country's major cities, towns and rural areas and facilitates the effective movement of people, goods and services.

It is acknowledged as one of the best-run government agencies in South Africa and it continues to set the bar high for the achievement of financial and non-financial targets, technological solutions and innovations.

SANRAL's contribution to balanced economic growth and job creation cannot be underestimated. In the 2013/14 financial year alone, it awarded 255 direct contracts to the value of R11.6 billion for new construction, rehabilitation and maintenance work. A total of 820 black-owned firms received work packages and close to 73 000 jobs of varying durations were created.

As an ethical and responsible organisation SANRAL ensures that all new road developments are preceded by comprehensive environmental impact assessment and wide-ranging public consultation. In addition, the company carries out feasibility studies, traffic studies and socio-economic benefit analyses.

A total of 84% of the national road network is funded by the National Treasury and the remaining 16 % SANRAL constitutes the toll portfolio which is funded through public-private partnerships and borrowings from capital markets.

The national road network is being extended. Because of the excellence of the work done by the national roads agency, provincial roads in the Eastern Cape and North West have been handed over to SANRAL, with more provinces to follow. It

is expected that this trend will continue and that the total national road network will eventually grow to 35 000 km.

It does mean that these roads, which in many cases have not been maintained at the high standard SANRAL sticks to, will have to be upgraded at a considerable cost. But the agency is confident that it has the engineering capacity to take on this extra task as it boosts infrastructure growth and thus the economic growth in the country.

One such project is the construction of the eight kilometre stretch between Melkbosstrand Road and Philadelphia Road and two more sections of the N7, running from Cape Town to the Gariep River and a major contributor to the economies of the Western and Northern Cape.

SANRAL is also particularly proud of the Nelson Mandela Bridge it had built for the City of Johannesburg in 2003, crossing 42 railway lines without disturbing rail traffic and connecting two main business areas, thus reviving the inner city. SANRAL sees bridges not only as engineering feats connecting two points across a gap. They are also architectural wonders and become landmarks - as the bridge called after the country's icon very clearly is.

In the third decade of freedom and democracy, SANRAL will be a key agency in the delivery of the state's multi-billion rand investment in economic infrastructure. Each of the 18 major Strategic Infrastructure Projects (SIPs), already announced by the Presidential Infrastructure Coordinating Commission, will be dependent on a well-maintained road network to complement other modes of transport.

In the North West Province, for example, SANRAL has been appointed as the coordinator of SIP4 to unlock economic opportunities in the mining, agricultural and tourism sectors which have the potential to spread its benefits across the country's borders into the rest of southern Africa.

The National Development Plan, the widely-acclaimed framework for South Africa's economic growth over the next 20 years, has identified infrastructure as a pre-requisite for balanced economic growth and higher employment.

SANRAL will continue to ensure that the national road network forms the backbone of the collective initiatives to meet the country's developmental objectives.

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# Skills empowerment for all

**W**orkers' Day, also known as May Day or International Workers' Day, is one of the most important dates on the South African calendar, as it celebrates the international struggle for workers' rights and equality in their workplace.

Over the past 20 years there has been a remarkable improvement in labour relations in South Africa, but more still needs to be done to end the exploitation of workers in some sectors of our economy.

The democratic state inherited workplace relations and labour markets that had been deformed and stressed by apartheid. Labour laws were integral to the broad system of economic policies and legislation that forced black workers into a subordinate and oppressed position in the workplace and the labour market.

From 1994 the democratic government sought to ensure workplace relations that could coexist with democracy by deracialising the labour laws and extended them equally to all workers. It also set frameworks for bargaining between workers and their employers, and provided more efficient dispute settlement procedures without dictating outcomes, but to ensure decent minimum standards; and developed institutions and rules aimed at strengthening workers' access to skills development and promotions as the basis for more equitable workplaces.

## Achievements since 1994

The new laws post-1994 had succeeded in achieving their goals in a number of areas, including the following.

- All workers enjoyed equal rights in the law, irrespective of race, gender, industry or location.
- Engagement at the National Economic Development and Labour Council led to substantial improvements in most laws and regulations related to the economy, and provided a platform for high-level discussions on major economic issues such as the 2008/09 downturn and the 2012/03 strike wave in mining.
- The formal settlement of individual labour disputes was incomparably fairer, faster and simpler than in the pre-1994 era.
- The labour inspectorates grew rapidly, with a sevenfold increase in their budgets in real terms from 1994 to 2013.
- The extension of minimum wages led to higher pay, especially for farm and domestic workers, without any evidence of slower employment growth.

The democratic era has seen rising education levels in the labour force. In 1994, eight per cent of workers had no education while

36 per cent had matric or more. Just five per cent had a university degree. By the third quarter of 2013, the share of workers with no education had fallen to two per cent, most of whom were relatively old, while the share with matric or more had reached 52 per cent and university graduates, 12 per cent. The quality of education and limited access to in-depth vocational training remain a challenge, however.

Higher levels of education have gone hand in hand with changes in the structure of employment. Employment of workers classified as managerial, professional or semi-professional increased rapidly, followed by clerical and sales work, which typically requires matric. These occupations climbed around three per cent a year from 1994 to 2013, while employment of elementary and semi-skilled workers rose by just over 1.5 per cent a year. Employment of elementary workers was affected by the decline in domestic and agricultural work through the 1990s and early 2000s, although both occupations saw job growth from the mid-2000s.

Finally, skilled production workers (including artisans) dropped from 12 per cent of total employment in 1994 to 11 per cent in 2013. This appeared to result from inadequate training outcomes rather than from a lack of demand, with persistent reports of skills shortages in this regard.

The growing share of skilled individuals resulted in the share of black people in skilled occupations steadily rising. In 1994, 19 per cent of managers, 48 per cent of professionals and 51 per cent of skilled production workers were African, although Africans made up 61 per cent of all employed people and 73 per cent of the working-age population. By 2013, Africans made up 41 per cent of managers and 77 per cent of skilled production workers and their share amongst professionals was virtually unchanged. In 1994 just four per cent of managers were African women but by 2013 this had increased to 13 per cent.

The increase in representivity has been disproportionately due to state employment, which makes up about a fifth of total employment. In the

public sector, 67 per cent of managers of larger organisations (with over 50 employees) were African in 2013, compared with 29 per cent in the private sector. Similarly, 62 per cent of public-sector professionals were African, compared with 43 per cent in larger private companies.

### Addressing the skills gap

While South Africa faces a lack of appropriately skilled people, government is working hard to ensure that skills development, particularly among young people, is given top priority.

Inequitable access to education and workplace training formed a pillar of the apartheid workplace. In this context, new legislation on skills development had to meet diverse and sometimes contradictory demands, balancing pressure from different constituencies to encourage:

- Mass training for formal workers to help address workplace inequality;
- Greater representivity of black people in higher-level jobs;
- Training that could help the unemployed earn a living, either through self-employment or by getting jobs;
- A sufficient and appropriate skills supply for the economy; and
- Improved state planning to address the core market failures around skills, which essentially requires anticipating economic trends in time to meet changing skills' needs.

The Skills Development Act of 1998 essentially aimed to meet all demands on the skill system.

The Act built heavily on reforms in the national skills policy, especially in the early 1990s. Building on this earlier framework, the Act had a number of key elements.

- It established Sectoral Education and Training Authorities (Setas) to identify and finance shorter-term needs for individual industries through a sectoral plan combined with employers' workplace plans. The Setas were expected to provide grants to incentivise employers to scale up training and career pathing for ordinary workers, increase representivity in training, and align with national skills plans. The grants were funded by a new one per cent payroll levy, with a fifth of the revenue going to the National Skills Fund and



Minister Collins Chabane

the rest to the Setas.

- Skill provision was expected to take advantage of a system of workplace-based "learnerships" combined with a modular qualifications framework that was the responsibility, under a separate law, of the South African Qualifications Authority. These initiatives aimed to break qualifications down into units that would be accessible to workers who had missed out on formal education under apartheid.
- Finally, the Act required the Department of Labour to strengthen its employment services to support the retraining of workers in declining industries as well as improving the employability of new entrants to the labour force.

The establishment of the Setas was supposed to be accompanied by a growth in modular workplace-based training. The National Qualifications Framework was expected to provide a pathway to aggregate this kind of training into formal qualifications, enabling lower-level workers gradually to overcome the disadvantages of historic inequalities in access to quality education and training. In this context, they would provide recognition for prior learning based on experience and informal training.

In the event, the system of learnerships and modular qualifications anticipated in the Act did not become a major factor in training. The shift from the Department of Labour to Department of Higher Education and Training in 2010 led to substantial changes in the functioning of the Setas, especially around the kinds of training financed >>





and the development of standards. The change aimed to ensure more high-level training across the economy. The risk was that employers would find it harder to finance short, targeted courses to meet immediate operational needs, especially for lower-level workers. Moreover, they could see the process of developing new, formal training systems as excessively onerous and simply opt out of the planning system altogether.

The levy-grant system was not designed to support partnerships between employers and Further Education and Training (FET) colleges on the European model. Even the changes introduced in 2013 aimed to encourage links between Setas as independent organisations and colleges, mostly based on increased Seta funding for the colleges as one of the objectives set out in the National Development Plan (NDP). However, this requires a more stable and ongoing alliance with employers to ensure responsive training programmes and stability in placements.

In 2010, the state established the Human Resource Development Council of South Africa (HRDCSA), led by the Deputy President of the country. The HRDCSA reported in 2012 that its membership was 27 per cent government, including a number of ministers; 21 per cent business; 13 per cent organised labour; and the rest various civil society representatives and experts.

The HRDCSA defined its role as providing a platform for engagement with stakeholders in order to identify needs around education and training and mobilise support for meeting them. It established technical teams that cover foundational learning; FET; Higher Education and Training (HET); artisanships; the skills system; worker education; alignment with the New Growth Path; and entrepreneurship. The HRDCSA continues to provide an

important institutional and leveraging mechanism to ensure the rollout of education and training, as well as support the vision and targets set out in the NDP.

In 2011, the State signed a National Skills Accord with organised business and labour as an important process towards achieving the vision set out in the NDP. The accord committed the parties to stronger collaboration around skills development. It aimed especially to expand artisanships in the public and private sector, and to increase access to experiential training for FET and HET students.

There is definitely progress being made in ensuring that South African workers and young people are properly skilled so that they too can enjoy socio-economic freedom.

The NDP must guide all of us in ensuring that we realise the vision of dealing with the triple challenges of poverty, inequality and unemployment so that all South Africans can participate and enjoy economic freedom.

Let us all continue to work together to build a better life for all and make South Africa a better place to live in .



Othman Gollins Chabane

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



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# Africa is rising

**2** 5 May is an important day on the African calendar. It's Africa Day, a day on which people from all corners of the continent celebrate independence from European colonial powers and the achievements we have made so far.

Africa has come a long way and this day is an opportunity for all of us to reflect on and celebrate the diversity, growth and strength of the continent we call home.

In celebrating 20 Years of Freedom, government launched the Twenty Year Review report in March 2014.

The report highlights the strides made by this democratic government since 1994. One of the chapters reflects on the remarkable progress made by our country in terms of how we relate with African states and society.

The Twenty Year Review reminds us that during apartheid South Africa was a "no-go" country and was diplomatically, economically and culturally isolated from the rest of the world.

When the democratic government was installed in 1994, it inherited institutions that had served the apartheid system. At the time, the departments of foreign affairs, defence, trade and industry and intelligence were only concerned with securing the apartheid state.

Relations with Southern African Development Community countries were nothing like they are today. According to the Twenty Year Review report, Angola, Botswana, Lesotho, Mozambique, Swaziland, Tanzania, Zambia and Zimbabwe, together with other African countries, had opposed apartheid and actively campaigned for the isolation of the apartheid state.

Apartheid South Africa responded by sending its defence force and other security structures on frequent cross-border incur-

sions into neighbouring countries. No surprise, then, that economic cooperation with the rest of the continent was limited or non-existent in many instances.

Thankfully that has all changed and 20 years later, South Africa is a respected and active participant in the development of the African continent.

Africa's economic outlook has generally improved, and it's encouraging to see that extreme poverty is on the decline, income is rising and there have been important inroads against deadly diseases.

Many African countries defied the global downturn >>





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and are now among the world's fastest-growing economies. Also, macroeconomic reforms in most African countries have brought down inflation and opened economies to international trade.

More African countries are adopting prudent fiscal policies and improving their governance practice, with a positive impact on prospects for economic growth.

In 2013, the Organisation for African Union/African Union (AU) marked its 50th anniversary. The body was formed in 1963 to promote our unity in diversity, strengthening our solidarity, and building on our common history and shared values.

South Africa has also prioritised the promotion of regional economic integration, infrastructure development, intra-African trade and sustainable development in the continent.

This year we also submitted our third country report to the AU African Peer Review Mechanism (ARPM) which was well received. The ARPM promotes and re-enforces high standards of governance.

As a country, we continue to support peace-making and conflict resolution, and progress is being made in negotiations between Sudan and South Sudan on outstanding issues following the secession.

But while we celebrate the progress made, Africa still faces some serious challenges, including infrastructure development

and governance-related issues.

It's pleasing to know that South Africa's involvement in the AU, and the New Partnership for Africa's Development's Presidential Infrastructure Championing Initiative and other structures will assist in identifying opportunities for Africa.

The aim of this initiative is to ensure the implementation of regional integration strategies that emphasise energy, water, road, rail and postal service infrastructure. Such strategies will no doubt change the face of our continent.

As public servants, Africa Day calls on all of us to learn from our past and draw lessons that will help us move our country and our continent forward.

Let us continue to work together to promote good governance, strengthen the continent and protect the human rights of all people of Africa. 🌍

**Phumla Williams**  
GCIS: Acting Chief Executive Officer

*Dr Nkosazana Dlamini Zuma is the first female chairperson of the African Union Commission.*





### Dear Editor

I am a young student studying Multimedia (IT) at the University of Pretoria and I enjoy reading *Public Sector Manager* magazine.

Since I started reading the magazine, I have gained much knowledge on many things including government programmes and learning more about the people behind some of the State-run institutions.

# We hear you!

My favourite section in the magazine is the Lifestyle section – especially the Car Reviews.

As a car lover and a person who is studying technology and design, I enjoy reading about car technology and new designs.

In the previous issue I enjoyed reading about Audi car family. I have fallen in love with the all new anticipated Audi S3 sportback, the Audi S Q5, and also the A3 Sedan.

I also can't wait for the new Audi TTS special edition that will be going at 200KW – which is fast. The bad news is that it is going to be limited edition.

I also enjoyed reading about the new improved Audi S8, which is nice for those who are more concerned about driving in full comfort than the price.

Interestingly, Audi is also trying to reduce emissions by reducing the fuel litres on its cars which is a very good thing to the environment.

Thanks to PSM magazine for bringing all the good news about the Audi car family. Keep bringing more news about cars.

**Muvhango Awelani, Pretoria**

### Dear Editor

I would like to comment on the April edition of PSM. It's encouraging to read about and see the increase in Matric results every year. It's clear that the Department of Basic Education is working hard to improve education in our country.

I was also excited to see that once again millions have been set aside to improve the quality of schools in rural and urban areas.

Education is power!

**Romeo Maboko, Pretoria**



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# Securing the digital dividend for SA

Minister Yunus Carrim signals the fight against monopoly and exclusion in communications

**S**wift migration from analogue to digital television has the potential to unlock thousands of job opportunities through the manufacturing of set-top boxes (STBs) and other activities along the value chain.

But for this to happen, the endless bickering by broadcasters needs to be buried so that South Africa can unleash a wealth of economic gains, says Communications Minister Yunus Carrim.

According to the Minister, digital migration will play a crucial role in transforming the economy, while holding back migration will, in turn, undermine telecommunications operators that urgently need access to radio frequency spectrum that will be freed up through the process to offer next-generation wireless broadband services.

Digital broadcasting is also expected to improve picture quality and provide space for additional channels, and for this to happen,

South Africa needs to switch off the analogue signal in June next year – just 13 months from now.

Failure to meet this deadline could lead to the United Nation's International Telecommunication Union to stop protecting analogue broadcasting in countries that do not meet the deadline to migrate to digital. South Africa is five years behind our initial deadline on digital migration.

In an exclusive interview with *Public Sector Manager*, Communications Minister Yunus Carrim explained the economic significance of digital migration not only to the broadcasting or Information Communications Technology (ICT) and telecommunications sectors, but to the economy and the future of the country as a whole.

"The benefit to the economy is jobs. The STB manu-

facturing and development strategy, gazetted in September 2012, talks about creating possibly 23 500 jobs. The release of radio frequency spectrum can lead to a reduction in the cost to communicate, better definition TV, a greater variety of channels in indigenous languages and promoting diversity as part of our unity. These are all benefits," he said.

Digital migration has been on the cards since 2008. Minister Carrim, who was appointed in July 2013, has declared that South Africa is five years behind in digital migration and that the programme has to be rolled as a matter of urgency.

The Minister also said the migration to digital held even bigger potential benefits in terms of broader technological advancement.

He said the amendments to the Broadcasting Digital Migration Policy, gazetted on 6 December 2013, showed that government was committed to acting in the interest of the consumers.

"What this means is that over time, as people are upwardly mobile, they can begin to access pay TV and we think that we should not have people who are excluded from watching some TV programmes, football for example, simply because they cannot pay.

### **Cabinet moves to speed up leap to digital TV**

STBs or decoders will be needed for South Africa to migrate to digital TV.

The policy on digital migration was adopted by Cabinet in 2008.

On 4 December last year, following an extensive facilitation process, Cabinet adjusted the Broadcasting Digital Migration policy to include a control system in the decoders, but stated that the use of the system would not be mandatory.

The amendments in the gazette read: "To avoid challenges in implementing the digital migration programme, caused mainly by differences between broadcasters and also between some manufacturers, the use of a control system is not mandatory. However, the STBs will have a control system to protect government's investment in the subsidised STB market and the local electronics industry and, with rapid technological



*Communications Minister Yunnis Carrim.*

changes, for future use by broadcasters who might not want to use it on implementation."

The control system will, among other things, prevent grey products, or cheap imports, from being used in South Africa.

In essence, broadcasters are not compelled to use the control system, and that only those who choose to use it will be required to carry the costs of setting up and maintaining the system.

Despite Cabinet's efforts to give broadcasters an option of choosing whether to use the control system or not – a move that was welcomed by eTV - Multichoice and SABC came out in opposition of the Cabinet decision.

Multichoice, SABC, the Association of Community TV in South Africa, the National Association of Manufacturers in Electronics Components and the Black Business Council, held a joint press conference at the public broadcaster's radio park in Auckland Park threatening court action over the Cabinet decision.

Multichoice also went on to acquire advertising space in three Sunday newspapers and penned an open letter to the Minister, claiming that the migration policy would harm consumers' interests, and accused the Minister of pandering to "certain narrow commercial interests", referring to the fact that eTV welcomed the amendments.

In response to the open letter, Minister Carrim criticised Multichoice's decision to publish an advert with glaring inaccuracies, and said the move reflected the fear that a huge monopoly has for competition.

He said it was strange that such a huge monopoly that made major profits would claim that it, and not the government, represented the interests of the country.

Minister Carrim told PSM that government was also trying to transform the economy with the migration process.

"What we are doing in the broadcasting sector is part of an >>



overall attempt by government to deracialise the economy, to do more to create a space for more African players to enter the economy.

“And the ANC has taken a decision that we are moving towards what we call a second phase of our transition where there is going to be a greater focus on transforming the economy.

“So in that sense, what we are doing in the broadcasting sector has to be related to what we are seeking to do in the telecommunications sector, the ICT sector, and the economy as a whole.

“We have got a very high level of monopoly in South Africa. And whenever we encourage competition, and reduce the level of monopoly, we experience fierce resistance. But it is 20 years into democracy and we have not deracialised the economy or ensured that black people, Africans in particular, have a fair share of the economy.

“In this particular case, digital migration, what we are seeking to do is to get the correct set of balances in a variety of senses. Firstly, contrary to what has been suggested, this is not my personal subjective policy. I did not get up one morning and suddenly decide that this is the policy we should have.

“The policy was meant to have begun in September 2008 and finished in November 2011. In 2012, the previous Minister [Dina Pule] made some changes to the policy. The control system remained there, although it was somehow diluted, compared to the 2008 version. In December last year, it was Cabinet which collectively decided that we should change the policy to take into account the feuding between the broadcasters on whether to use the control system or not in the decoder,” he said.

With eTV supporting the Cabinet position, while SABC and Multi-choice remain on the opposite side of the fence, Minister Carrim said he tried to bring all parties around one table to negotiate, in vain. He even went as far as asking them to choose their own facilitators, but talks fell through six weeks later.

He said Cabinet then intervened in December because with the deadline to switch off the analogue signal looming, the country could no longer afford further delays.

Removing the control system completely, as SABC and Multichoice



*The migration to digital holds by potential benefits in terms of broader technology advancements.*

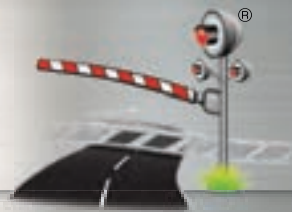
demand, would mean that the roll-out of the project would be delayed by another year.

This, the Minister said, was because:

- The South African Bureau of Standards (SABS) standard would have to be changed. The SABS said it would take 34 weeks to change the standard – if the parties agreed. But the parties do not agree. The change of the standards on two previous occasions took 17 months and 16 months.
- Concerns that the South African market will be flooded by cheap low quality STB imports and undermine the local manufacturing industry and the prospects of jobs.
- Threats of legal action from broadcasters and manufacturers wanting control.

“So we are saying that there is a practical reason why we have to go for control. So we thought the best way out is to let broadcasters decide, let’s have the control in the STB and let those who want to use it pay for it.” >>





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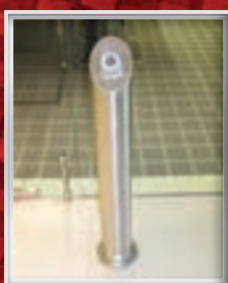
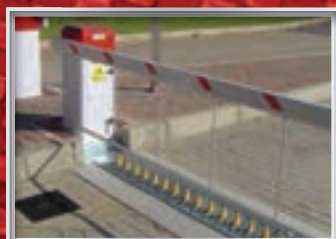
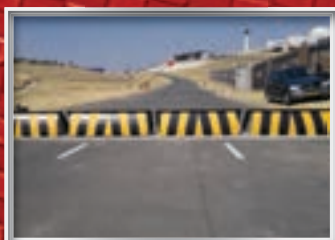
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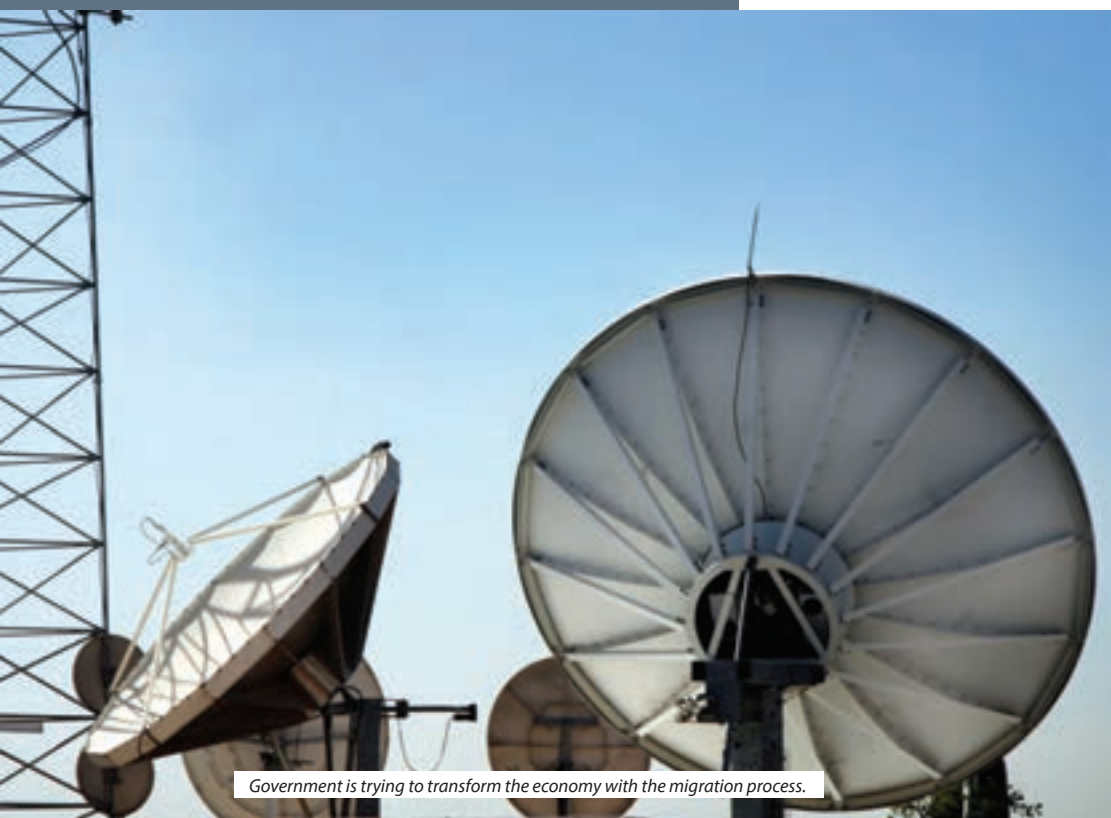
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*Government is trying to transform the economy with the migration process.*

Minister Carrim said they wanted to encourage competition in the broadcasting industry, and said Multichoice, which is owned by Naspers, had 98% of the viewers of pay TV.

Naspers, he said, was a huge monopoly.

“Outside the US and China, it is, I understand, the largest media company in the world.

“Naspers and Multichoice are very powerful. It is not likely that they will be challenged with competition for the time to come. And we are saying to them ... please cooperate. We have been holding negotiating, and even now the door is open, but government cannot continue endless negotiations. The current five-year term is about to end. It is not fair to burden the incoming executive with this issue.”

Digital migration must happen to unlock growth through broadband

With Minister Carrim having recently released the Green Paper to reform ICT legislation and policies to boost growth, he said migration needed to happen for radio frequency spectrum to be freed up through the process.

This would lead to an offering of next generation wireless broadband service.

“We have South Africa Connect, which is our broadband policy or strategy. Broadband is basically the fast transmission of huge amounts of data through the Internet. South Africa Connect was passed by Cabinet on 4 December and it was welcomed by a very wide range of actors in the indus-

try – community organisations, non-governmental organisations, business, trade unions, civil society and so on. “Broadband obviously is utterly crucial to economic growth, development and job-creation targets in our country as it is elsewhere,” he said.

It is suggested that a 10% increase in broadband leads to a 1.38% increase in GDP, especially in developing societies.

According to Statistics SA, the contribution of the ICT sector to GDP in 2012 was 6%.

The New Growth Path and the National Development Plan talk about strengthening the country’s knowledge economy and our information society and broadband is crucial for that to happen.

Minister Carrim said the key concern of the Green Paper was to ensure that South Africans had universal access to affordable communications services.

With technology evolving, it was vital that the right ICT policies were in place to ensure that the poor were not excluded or left behind, but that they reaped the benefits of technological improvements that they would also be able to afford.

“We need to release this radio frequency spectrum so that we can make it available to mobile and other stakeholders. Our digital migration policy is linked to South Africa Connect and over time, if you provide the spectrum, you will see that the mobile operators are likely to reduce the cost to communicate, they will be more under pressure to deliver to underserved, rural and other areas where there is not enough network.

“And it has huge benefits to the country – what we call the digital dividend. Other countries of a comparative sort elsewhere in the developing world are moving ahead of us, so we need to move swiftly in this bickering, unite in the country’s interest and work together to roll-out digital migration,” Minister Carrim said. ☺



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# Securing the State, **intelligently**

**O**n the outskirts of Pretoria, lies a compound so protected one has to pass through a series of security measures and clearances just to get in. Its Fort Knox-like security measures rival the best top secret and secure systems around the world. This is the home of the State Security Agency (SSA), South Africa's top intelligence agency which protects the country and all South Africans from domestic and international threats.

Ensuring that South Africans are safe and the country is secure is a tough job, yet someone has to do it, says Director-General of the SSA Gladys Sonto Kudjoe, who is "up for the challenge".

Returning to the agency over a decade later. She was with the then South African Secret Service (SASS) about 13 years before, and she joined the SSA in August of last year, equipped with a wealth of knowledge, Kudjoe is the first woman to ever assume the role of Director-General at the SSA.

She has had a fruitful career having served as a research and analysis manager at the then SASS, and head of the multilateral unit at the then Department of Foreign Affairs, now known as the Department of International Relations and Cooperation (DIRCO).

In addition, her time serving as an ambassador in Sweden from 2002 to 2006, before moving onto to Egypt in 2006 in the same capacity, increased her knowledge about South Africa within the African context.

"Wherever I went people wanted to know about South Africa and Africa, so I believe that all diplomats, from DIRCO or SSA, need to be grounded in issues that affect South Africa and Africa as a whole."

During her posting abroad, the SASS, where she had served, joined forces with the then National Intelligence Agency in 2009 to form the new SSA. The agency is a new government department that deals with domestic, foreign, departmental and counter-intelligence in South Africa. "There was wisdom in combining both agencies and calling it the State Security Agency, because our work cuts across all government departments, to the extent that you could even call us a supporting department."

In line with the National Security Strategy, Kudjoe says, the

agency's main role is to gather intelligence to keep South Africans safe, secure the state, and to help grow the economy.

In popular culture, the term "intelligence" conjurs up images of James Bond or Jason Bourne, but Kudjoe prefers to zoom in on the fact that the underlying – and serious – commodity is information. "What makes information intelligent is how it is gathered and how valuable it is. When dealing with intelligence, one has to be proactive and get it to the relevant principals within government as soon as possible, for them to implement and use the information on time. Intelligence also helps us avert what may be a disastrous situation."

The agency offers support to government departments on a range of security issues. One of the lower level security issues is that of food security where, together with the Department of Agriculture, the agency ensures that intelligence is gathered to outline opportunities of providing sustainable food for South Africans.

"South Africa is also a water-scarce country. President Jacob Zuma recently launched the Lesotho Highlands Water Project. Our role was to oversee the protocol agreement that South Africa has with Lesotho, and assist the Department of Water Affairs, to make sure that our interests are not threatened."

A higher level security issue is that of illegal cigarettes being sold within our borders, costing the country to lose up to R2 billion each year. "We are working with the Department of Home Affairs to make our borders more secure. If we are to have a sustainable economy we must make sure that we don't allow illicit goods to come into the country. This has taken about R2 billion from the economy, which could have been used to provide education, health facilities or even welfare to South Africans."

Aside from focusing and addressing security threats, the agency also identifies interests for the country, through its domestic and foreign branch.

The domestic branch is made up of analysts, collection – which are people on the ground collecting information and counter intelligence, which focuses on receiving and verifying information before it becomes public knowledge.

The branch provides government with intelligence of potential threats and opportunities, allowing government to implement policies to deal with these potential threats and to capitalise on these opportunities.

The foreign branch is made up of analysis and collection officers who are posted at stations across the globe. These stations gather information about threats and opportunities to the country outside South Africa's borders.

Dealing with threats and security issues on a domestic and foreign level is extremely critical.

As South Africa celebrates 20 Years of Freedom this year, Kudjoe says, despite growing as a country, South Africa now also faces threats that did not exist back in 1994. These include cyber security and cyber terrorism. "Today we have new threats that we did not have back when the agency was started."

Cyber security poses a threat through web and technological devices. "The more technologically advanced we become as a country the more we are exposed to cyber threats. Can you imagine if the Department of Home Affairs' system, which contains the details of all 52 million South Africans, was breached? Or if banks or network providers' security collapsed, it would be disastrous," says Kudjoe. Cyber security, not only impacts on government alone, but the private sector as well.

To tackle these cyber-security issues and threats, the agency, which forms part of the Justice Crime Prevention and Security (JCPS) Cluster, established a cyber-security response centre. The centre is managed by the agency, and the departments of defence, home affairs and communications. "Information on threats and security issues are received at the centre, and collectively we take action. For instance, the police deal with the cyber-crime and defence deals with cyber terrorism." >>



Sonto Kudjoe.



Fighting corruption has taken centre stage for the agency. Nowadays if a department wants to use the services of a company, the agency facilitates the company's screening process to ensure it is safe for government to do business with. Going a step further, the agency is also helping to root out corrupt officials within government as well.

"We also are now responsible for vetting tenders. We ensure that the supply chain units within government carry out their duties by upholding the law, and that processes are carried out free of corruption."

Security checks are being done at all government departments at a national, provincial and local level. "If we monitor all supply chain personnel and processes within government we can root out corruption. We have decided, as a cluster, that if we want to have a clean government, free of corruption, we need to start with ourselves."

Kudjoe explains during tender processes it may look like a tender was properly awarded, but the agency goes a step further. "We investigate the entire process, because we even find that in many instances an official began writing a tender specification with a particular company in mind. This is what we aim to root out."

Amidst keeping the state and its people secure, Kudjoe highlights that South Africa is largely a stable country. "We have managed to make South Africa secure, we have overcome challenges and threats that did not exist 20 years ago, and we are moving forward towards gearing up for another 20 years to address new challenges that may come our way. As a country we have been successful and we have never had major threats to our economy."

Once security issues have been cleared, Kudjoe unwinds by spending time with her family, cooking and watching the crime channel to feed her addiction and fascination with criminology.

"When you work for an agency like ours, and deal with intelligence the way we do, you never look at things the same way that others do," she says.

Watching movies is also a great pastime. "I recently watched 'Twelve Years a Slave' and was astounded at how far we have come as black people, and how others struggled to pave the way for us and for the youth of today."



Minister Maite Nkoana Mashabane with the former Ambassador Sonto Kudjoe at the 4th Forum on Africa.

This year she celebrates a major milestone, her 30-year wedding anniversary with her husband, a nuclear physicist originally from Ghana, whom she met while at college.

At the end of the day, says Kudjoe, our roles may be different, but we are all public servants.

"We are here to implement policies and to ensure that as a government, we move forward. This is why we start of each year with an annual performance plan. We commit to doing our part to help government fulfil its role of providing services to the people. What makes me a great public servant is that I love what I do, and I feel like I am making a difference to keep our country and all South Africans safe, the best way I can."

Kudjoe urges all public servants to create a legacy of a solid government, one that we can pass on to future generations to come. 🙏

The SSA urges South Africans to come forward with any information of threats or plans by individuals or organisations that could be harmful to the country. You can contact the National Operational Centre on 012 427 4903 or email [noc@ssa.gov.za](mailto:noc@ssa.gov.za).



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Summit was established as part of the NEST (new era schools trust) by two progressive champions of equal education, Messrs. Deane Yates and Steyn Krige. Their vision (in the 1980's) was to establish an inclusive school network that would offer all, regardless of race, culture, faith or economic background, a quality education. Their vision was to use the NEST schools to not only transform education, but society itself.

Summit places great emphasis on the individual. In the early years (i.e. foundation phase), learners require a very nurturing approach, but this changes in later years to be more focused on achieving the individual goals of the learner.

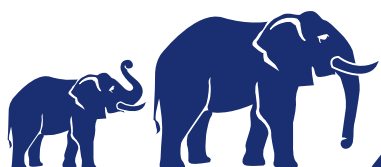
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Prof Guy Hees, the head of Summit high says “Our goal at the high school is for all our Grade 12's to achieve a matric pass that will not only give them access to further tertiary education, but will also prepare them for the outside world”. Prof Hees goes on to say that “We work on linking career choices to academic performance, interests, abilities and talents. We study each learner's unique learning style and enhance our lessons to accommodate these”.

The focus at the Prep school is on providing a solid academic foundation for later learning. While the focus is the development of core skills, critically important is the emotional (confidence) development of the learner.

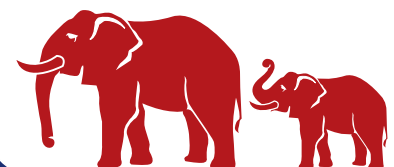
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Compiled by: Dorris Simpson

# Fast facts at your fingertips

Since 1994 government has consistently worked to improve the lives of all South Africans. This year marks 20 years since South Africans of all races voted in the country's first democratic election. Government's Twenty Year Review on the country's progress proves clearly that South Africa has a good story to tell, as President Jacob Zuma has asserted, and that it is a much better place to live in now than it was before 1994.

## Delivery of basic services

- Access to a basic level of clean water increased from just over 60 per cent of households in 1994/95 to over 95 per cent in 2011/12.
- Government provided a basic water supply to over nine million more people, access to basic sanitation to 6,4 million more people, and about four million more electricity connections were made to poor households since 1994.
- Access to a basic level of sanitation (at least a ventilated improved pit latrine) increased from just over half of households in 1994/95 to 83 per cent of households in 2011/12.
- Access to a basic level of sanitation increased from just over half of households in 1994/95 to 83 per cent in 2011/12.

- Access to a basic level of water (one stand pipe within 200 metres) increased from just over 60 per cent of households in 1994/95 to over 95 per cent of households in 2011/12.
- Access to electricity increased from just over 50 per cent of households in 1994/95 to 86 per cent in 2013/14.

## Safety and security

Fighting crime remains one of the priorities of government. The South African Police Service (SAPS) continues to make inroads in the fight against crime and this is evident in the crime statistics which are also supported by other independent role-players. Key to all this has been the strategic partnership between SAPS and various institutions, civic organisations and the broader public.

- Serious crime declined by 31,8 per cent from 2004/5 to 2011/12 (eight years).
- Since 1994, the murder rate has decreased by more than 50 per cent and a similar trend is evident for attempted murder.
- There are 176 Family Violence Child Protection and Sexual Offences units nationwide, which are attached to all police clusters in the SAPS.
- 2 000 forensic social workers were appointed to deal with crimes against children and to provide expert evidence in court. A total of 248 022 reported sexual offences cases were finalised in 2012/13.
- As of November 2013, 906 victim-friendly rooms were created at police stations throughout the country to render better services to victims of crime.

## Improving healthcare services

- Access to primary healthcare services, measured in terms of visits per year, increased from 67 million in 1998 to 129 million by the end of March 2013.
- The proportion of households who reported using public-sector clinics has increased consistently, from 44,5 per cent in 2004 to 59,6 per cent in 2012.
- The proportion of people who go directly to public hospitals (without a referral from a clinic) decreased from 24,6 per cent in 2004 to 10 per cent in 2012.
- More than 1 500 healthcare facilities have been built and existing ones revitalised to ensure that people access healthcare services within a five-km radius of their home.
- 18 new hospitals have been built and more than half of the 400 public hospitals in South Africa renovated.



Source: Twenty Year Review

## Presidential Inauguration

24 May 2014

On 7 May South Africans came out in their numbers to cast their vote in the fifth democratic national and provincial elections. The day marked 20 Years of Freedom since the first democratic election on 27 April 1994.

It was a day of reflection for many South Africans as we look back on the social and economic transformation that has taken place in the country.

As South Africans voted they knew that not only were they exercising their democratic right to vote, but they were also making their contribution towards strengthening democracy.

The inauguration of the President-elect of the Republic, following the 7 May elections, will take place on 24 May 2014, at the Nelson Mandela Amphitheatre, Union Buildings in Pretoria.

The inauguration ceremony will follow the election of the President-elect by Parliament, which is anticipated to take place on 21 May at the first sitting of the Fifth Parliament in the National Assembly in Cape Town, after the swearing-in of new members of Parliament and the election of the Speaker and Deputy Speaker of Parliament.

The first sitting of the Fifth Parliament will be convened in terms of section 51 of the Constitution of the Republic of South Africa, 1996 by the Chief Justice of the Republic, Justice Mogoeng Mogoeng. The Chief Justice will also preside over the election of the Speaker in terms of section 52 of the Constitution.

## Africa Day

25 May 2014

Africans across the continent will gather in various places to commemorate the annual Africa Day. This is the day when the continent reflects on the founding of the Organisation of African Unity, the precursor to the African Union.

The commemoration acknowledges the progress that the continent has made and reflects on the challenges Africa faces in a global environment.

The AU is at the centre of the continent's renewal process, aimed at making a break with a past that was characterised by political instability, poverty and underdevelopment.

More information on Africa Day <http://www.au.int/en/>

## Child Protection Week

26 May – 2 June

The last week of May and first week of June sees the country uniting to fight the scourge of child abuse during Child Protection Week. The campaign also calls on communities to create a safe and secure environment for children.

During the campaign, people are urged to show their support by wearing the green ribbon, which symbolises life and growth associated with children. Government plays a leading role in protecting children's rights.

The Department of Social Development has developed the Strategy and Guidelines for Children Living and Working on the Streets to guide all spheres of government in developing their own programmes for the management of children living and working on the streets. Government has also set up places of safety for children called Thuthuzela Care Centres.

## National Environment Month

1 – 30 June

Environment Month is featured prominently on the calendar of South Africa's environment sector.

The celebration of the Environment Month is characterised by celebrations of World Environment Day (WED), World Oceans Day and the World Day to Combat Desertification and other activities that will be used to accentuate the message of environmental preservation.

The celebration is used to showcase the sterling work South Africa is doing in the preservation of the environment as well as the creation of job opportunities – both central to the work of the Department of Environmental Affairs.

WED activities take place all-year round but climax on 5 June every year, involving everyone from everywhere. The celebration of WED began in 1972 and has grown to become one of the main vehicles through which the United Nations stimulates worldwide awareness of the environment and encourages political attention and action.



# SA companies driven by values, rather than compliance, to invest in development

*Companies give more than the recommended minimum, suggesting they have other motivations*

South African companies are motivated by their own values, rather than regulatory compliance or social pressure, to invest in social development. And while they acknowledge pressure from government, shareholders and employees to engage in social investment, a far bigger source of motivation is improvement of a company's reputation as well as its ability to attract and retain employees.

These are some of the findings of a new research report, *Value and Values: what motivates corporate citizenship in South Africa*. The report was compiled by Tshikululu Social Investments and was launched at the 5th Serious Social Investing, hosted by Tshikululu at the Gordon Institute of Business Science.

Tshikululu is a socio economic development consultancy that helps companies to conceptualise, design and implement social investment programs as well as evaluate the impact of their investment.

The research was conducted through questionnaire to senior executives in 39 companies, both local and multinationals from across mining financial services, consumer goods and professional services as well as healthcare and construction. These were followed up with in depth interviews with about a third of the respondents.

"The motivations of why companies engage in social investment are poorly understood and in some cases are unique to South Africa because of the country's history and social circumstances. This research seeks to help broaden understanding of why companies undertake social investment" said Tracey Henry, CEO of Tshikululu.



Tracey Henry, CEO of Tshikululu.

Tshikululu is a socio economic development consultancy that helps companies to conceptualise, design and implement social investment programs as well as evaluate the impact of their investment.

The research found that 63,4% of respondents believe very strongly that social investment shows their commitment to the development of South Africa while another 29,3% of respondents strongly believe this commitment to be their key driver.

The next three key drivers are that CSI fits with a company culture and values, it is seen as an ethical imperative and it improves a company's reputation and image.

Half the respondents believe CSI helps recruit and retain employees, while just under that, 47,5%, believes it helps improve government relations. 39% believes it gives their companies

competitive advantage while 30,5% believe it reduces risk or costs.

Last year, South African companies spent R7,8 billion on corporate social investment, according to Trialogue. Henry notes that this is more than the recommended 1% of Net Profit after Tax that is recommended as minimum spend for CSI, which suggests motivation that is more than just compliance.

Companies acknowledge pressure to be socially responsible from all fronts, with the most acute felt from government. There is also pressure from employee and shareholders, as well as pressure from communities in which companies operate.

Henry says pressure from shareholders is particularly interesting as it probably reflects the change in the investor class to become more diversified, with more black, female and younger investors and place different demands on companies.

Companies that are regulated but are non-consumer facing feel pressure from compliance with Broad Based Black Economic Empowerment and other regulations. Sectors such as the retail sector, which do limited business with government and have no empowerment charter in place, feel no such pressure.

Companies also put great effort into monitoring how the money they give is used with about 65% reporting to regularly undertake monitoring and evaluation

Henry argues that most encouraging aspect of the research is that companies invest in society "not because they have to, but because they want to".



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**W**hile millions of South Africans are familiar with condoms and antiretroviral (ARV) tablets as measures to prevent and treat HIV and AIDS, the country is edging closer to a method of prevention that may soon – and quite literally – be running in our veins.

The hope of a prevention measure is being nurtured by Dr Hazel Mufhandu, virologist and HIV expert at government's Council for Scientific and Industrial Research (CSIR).

Based at the CSIR headquarters in Lynnwood, Pretoria, Dr Mufhandu is seeing a brighter future every time she squints into her microscope.

She believes the use of aptamers – artificial DNA or RNA molecules that are manufactured in a laboratory to use against diseases – in the human blood cells could prevent HIV infection in the body.

Dr Mufhandu came to this insight while conducting research in 2012 for her PhD with the University of the Witwatersrand on the use of aptamers in HIV-infected blood cells.

Recalling her breakthrough insight, she says: "I was focusing on what the virus uses to attach itself to the human cells; this is known as the gp120 glycoprotein. Instead of concentrating on the virus as a whole, we looked at this particular virus protein. The virus uses gp120 to bind itself to the human cell. This is the first line of entry for the virus, after

## CSIR virologist – protecting the nation against viruses

fusion with the cells, to infect the human body.

"If we can target the mechanism of entry on how the virus enters the human cell and ensure disruption of this mechanism, then we will have control over HIV."

"My previous results showed that an RNA aptamer is able to bind to the gp120 of the virus and block infection of the human cells. When the virus infects the cells, the aptamer binds to the virus indicating that aptamers can be used as a vaccine or as ARV medication."



### Funding needed

Currently, as a post-doctoral research candidate at the CSIR, she is looking for funding to develop an aptamer-based gel that women can apply in the vagina and release the anti-HIV agents.

She said certain steps needed to be followed before the gel could be formulated. These included testing the gel for toxicity and testing it in animals such as mice and monkeys, as well as in human clinical trials.

"This would take about three years before the animal trials start and an-

other two years before the human trials would begin.”

The whole research process would cost about R15 million. She was also waiting for responses from funding institutions.

### Breakthrough

To conduct her HIV aptamer research, Dr Mufhandu used a virus from HIV-infected patients and added it together with the aptamer molecule to uninfected human cells and cell lines that can be grown for prolonged periods in the laboratory.

With the cells lines, the virus and aptamer are left in an incubator for 48 hours, giving them time to see whether the aptamer can block the virus infection or not.

“After the 48 hours test, using viruses from different patients, I found that they did not infect the cells.”

She says although she tested for 48 hours, the aptamer is given only an hour to attach to the virus and block the binding sites of the virus before the cells are added, subsequently stopping infection of the cells.

Dr Mufhandu says HIV type 1 (HIV-1), the most common type of HIV, has different subtypes and in South Africa the common one is subtype C.

“This research showed that the aptamers are active against subtype C. My focus in pursuing this research was to look at what the nation could benefit from this study. I wanted something to give back to the community. If I were to come out and say I have found a cure or a better prevention measure for HIV, it has to first benefit us locally because the research was done here in South Africa.”

She says the first day the aptamer research showed positive results against the virus she was ecstatic.

“I felt like I had cracked it. It was as if I had won a Nobel Prize,” she recalls animatedly.

Dr Mufhandu’s achievements in science obscure the fact that when she matriculated from Vlakfontein High School in Mamelodi in 1990, she did not have enough points to make it into medical school, even though this had been her youthful ambition.

Instead of medical school she enrolled for a Bachelor of Science degree at the then University of the North – now University of Limpopo – in 1991.

She completed her degree in 1995, majoring in physiology and microbiology.

In 1996 she enrolled at the then Medunsa (now Uni-

versity of Limpopo) with the hopes of obtaining her Honours degree in microbiology.

She was again disappointed to find the microbiology department full for new enrolments.

“I was told the university had just opened a virology department. I thought the study of viruses should be interesting, especially because this was the time HIV was rife and people did not know much about it.”

She completed her Honours in virology within a year.

“When I told my friends and family that I was studying virology they assumed I was looking for a cure for HIV,” Dr Mufhandu giggles.

### Hepatitis research

In 1997 she joined the hepatitis laboratory at the National Institute of Communicable Disease (NICD) and registered for her Master’s degree at the University of the Witwatersrand in 1998, focusing on hepatitis research. She was stationed at the NICD for her research work.

While working on her Master’s degree, she got to know about the HIV laboratory within the NICD. At the same time she was also experiencing setbacks in her studies and having to change supervisors which meant her Master’s degree would take longer than she expected.

This frustrated Dr Mufhandu but the frustration was easily taken away when she joined the NICD’s HIV immunology laboratory as a research assistant in 1999, while her Master’s project was put on hold.

She spent six years as a research assistant and this is when she got into HIV research.

While working at the NICD’s HIV immunology laboratory, besides research studies, they also focused on clinical trials.

In 2004 she completed her Master’s degree and graduated.

In 2006, Dr Makobetsa Khati, a senior scientist at the CSIR, had just returned from Oxford University in the United Kingdom (UK) and >>







Dr Mufhandu says communities must protect themselves from HIV by using condoms.

was looking for a platform to introduce the aptamer technology in Africa.

He presented his aptamer studies to scientists at the NICD, sparking interest in Dr Mufhandu.

The CSIR gave Dr Khati the platform to start and manage the aptamer technology laboratory.

"I contacted Dr Khati asking to join him in his laboratory, he accepted and this is how I got to join the CSIR in 2006, and also being one of the first few people to be introduced to the aptamer technology."

In 2007, she registered for her PhD with the University of the Witwatersrand. Her project focused on HIV research using the aptamer technology.

With the good findings from her project, she was able to publish an international high-impact journal alerting the global scientific community of her findings.

She completed her PhD in 2012. Professors from Oxford University, UK, Simon Fraser University, Burnaby, Canada and the University of the Witwatersrand marked her PhD thesis.

Dr Mufhandu's 11-page journal was published in May 2012 and she has a clear belief in her role as a virologist.

"We need virologists to study viruses and how we can stop them from spreading and causing diseases. The minute there is a viral outbreak virologists should be on board to look at ways to stop the infection from spreading."

"The most difficult thing about viruses is that they mutate or

change form. As a researcher you might think you have found something that works against them but the virus can easily escape. This is the reason we don't have a cure for HIV or flu."

She explains that her typical day at work involves working in the laboratory doing further tests on aptamers and HIV.

"It is imperative to also check whether the aptamers are toxic to the cells or not. We do not want to come up with medication that will have adverse side effects and make people sick. We have to run all the necessary tests before we get to the clinical trial level."

Dr Mufhandu can't stress enough about HIV and the importance of communities protecting themselves against it by using condoms.

She says the Department of Health is doing well in terms of making ARVs accessible to HIV-positive people.

She believes that finding a cure for HIV is not far-fetched but much work still needs to be done, even with her own

research.

Regarding South Africa's celebration of 20 Years of Freedom and how democracy has helped in her career, Dr Mufhandu says she sees major changes.

"Black females are given first priority in the field of science, especially when it comes to career development. In this regard I think democracy did come in handy for me."

Her short term future plan involves training and mentoring other young scientists and long-term plans include science management and being involved in health policy making.

She concluded by saying viruses are around us – some can be contained and others are airborne.

They usually originate from animals or the environment around. It is up to each and every South African to use the available preventative measures against viruses like HIV, which can be prevented.

"Prevention is better than cure." 

**This and that**

**What is your favourite food?**

I love any chicken dish.

**How do you relax?**

I enjoy reading, especially Christianity and motivational books. I'm currently reading *The Blood Covenant* by Dr Theo Wolmarans.

**What is your favourite colour?**

I love pink.

**Describe yourself in three words?**

Humble, loving and kind.

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# Sikweyiya tackles gender-based violence

**G**ender-based violence affects millions of women in South Africa, especially in rural communities.

One public servant dedicated to putting an end to this social ill is Dr Yandisa Sikweyiya, senior scientist at the Gender and Health Research Unit at the South African Medical Research Council (MRC).

The Mthatha-born researcher, equipped with a PhD in Public Health from the University of the Witwatersrand and a Master's in Public Health from the Umea University in Sweden, has made it his life duty to do all he can to eradicate violence by educating and uplifting youth in rural communities across South Africa.

Dr Sikweyiya is not afraid to ask questions that challenge the social norms and behaviours within rural South Africa. Why do men abuse? Why do they rape? Why do young people engage in unprotected sex? Why do women not speak out or report abuse? These are all questions, through years of research, study trials and implementation, he is working on answering.

The journey towards health promotion began after he matriculated from Ngangwelizwe High School in 1997. His original idea to study law did not sit too well with his father, so Sikweyiya had to follow his father's wishes and shift his career focus towards the study of sciences in health promotion at the then University of Transkei (now Walter Sisulu University).

Only once fully immersed in his studies, did he realise how much South Africa needed health promoters to tackle health issues that affect rural communities. That realisation eventually had him hooked on solving these issues. "South Africa by its nature has many rural areas and communities. Health promotion focuses on improving rural health, by getting services and healthcare to people living in these areas."

After graduating in 2002 he joined the MRC and began working on his first programme – Stepping Stones – a gender transformative intervention implemented to tackle gender, gender-based violence, and HIV and AIDS issues facing young people in the former Transkei region.

Working as a fieldworker for the next three years, he was exposed first-hand to the harsh realities that face rural South Africans today.

Gender-based violence, rape, intimate partner violence, domestic violence, HIV and AIDS, risky sex among youth and young girls engaging in sex with much older men with the hope of having a better life.

"HIV and AIDS is a big problem amongst the youth, and even though there have been many educational programmes rolled out, the problem lies deeper than education, it lies in empowerment."

Sikweyiya says young women, because of their socio-economic status, seek out older men to provide a better life for them; whereas young men, frustrated by not being able to find a job, find their roles in society challenged. In many cases they lash out and try to maintain their perceived role as the head of household or a partnership by being violent.

With government stepping up its interventions and providing more jobs for youth, social ills are coming to light. "Women who are now being educated and empowered are realising that violence is not okay. Communities are starting to stand up and talk about these things that were seen as a taboo."

In support, Sikweyiya and his team are working on implementing gender-based violence empowerment programmes that empower women and teach them how to make healthy choices for themselves. "We want women to give women a platform to know there are steps they can take to get out of their situation."

A great achievement, says Sikweyiya, is the new pilot command centre for victims of Gender-Based Violence, launched by the Department of Social Development recently. The new 24-hour call centre forms part of the country's 20 Years of Freedom celebration of championing the struggle for gender equality.

According to Social Development Director-General Coceko Phakade, "Government has, over the past 20 years made impressive progress in freeing women from customs and practices that undermine women's rights." >>



#### **Achievements**

- Sikweyiya is a member of the University of Pretoria's Faculty of Health Sciences Ethics Committee and the MRC Ethics Committee.
- In 2006 he won the award for Best Researcher less than 40 years old from the Global Forum for Health Research (GFHR). The GFHR, based in Switzerland, is an independent, international organisation committed to demonstrating the essential role of research and innovation for health and health equity, benefitting poor and marginalised populations.
- In 2011 he won the award for research under the age of 40 from the Sexual Violence Research Initiative (SVRI). The SVRI is a global research initiative that aims to promote good quality research in the area of sexual violence, particularly in developing countries.
- In 2012, he was also named one of the *Mail and Guardian* Top 200 Young South Africans.





*Dr Sikweyiya wants to put an end to gender-based violence.*

He added that more girls are now in school and tertiary institutions and more women have been employed.

"I welcome this initiative wholeheartedly. It is a great project rolled out by the department, but what will be the deciding factor on whether this project will succeed is the nature of response that victims will receive. Women live with being victimised for a very long time with no channel to express themselves through, so a toll-free line like this opens up great doors for women in rural communities. To have someone to listen to them and their problems on its own is therapeutic for victims," adds Sikweyiya.

Seventy-five qualified social workers have already been trained on trauma management and customer service, to handle calls. "We want women to realise that they are being victimised, and to give them the knowledge to realise that they have a way out, they should not stay in a relationship just because they are being victimised."

Despite these interventions, Sikweyiya says there is no overnight fix to these problems.

"The solution is to keep educating and empowering young women, men and communities. Young girls need to be empowered economically and socially so they can make choices for themselves and their lives."

"We need to continue educating young girls at school, about their rights and once girls realise that certain behaviours are not accepted, they will report these acts of violence. We must instil a culture of young women saying no to the violation of their privacy and body."

His work sees him conceptualising new studies, writing research proposals and conducting research as a lead researcher and pro-

ject manager, and writing peer-reviewed articles. "We identify studies that we want to do and seek funding from government and the private sector, and then implement these studies."


The latest project Sikweyiya is involved in is 'developing gender and behaviour change intervention for HIV positive men in South Africa'. This is an intervention project that identifies young men who have recently been diagnosed with HIV. It offers them access to immediate care, while providing support and helping them deal with their status.

"One of the main problems facing young men who are diagnosed, but still have high CD4 counts is that they are allowed to go back home, because they are not in the sick stage yet. We do not know how they will deal with the news. Most men are not ready to disclose their status with their families or partners, so they pretend like everything is fine, and still continue to be with their partners and they can infect further."

"Through sessions, the men are taught how to cope with their diagnosis, and how to adjust their lifestyles. It teaches them to accept their status and how to deal with stress that comes with their status."

Sikweyiya and his team are in the final stages of developing the project, which will be piloted soon. "What is wonderful about the work we do is, as we conduct research, we collaborate with the Department of Health and we try to influence policy."

"The most challenging part of my job is confronting and realising the difficult life circumstances that people are living under, in our communities and how urgent we need to come up with interventions to better their lives to eradicate the social ills that are killing our societies. Experiencing that on a daily basis is very difficult. But I believe that the work I am doing today will benefit someone tomorrow. That is the most rewarding part of my job, knowing that it is changing someone's life."

Sikweyiya says in order to eventually root out these social ills, public servants need to work closely with people. "As government we need to work closely with communities and engage them to find solutions. Our people want government to do things with them and not for them. We need to first and foremost have respect for our people and the issues they face – that is how we must serve our people." 

# money management made easy

*We face many frustrations when balancing household budgets and managing our money. Times are tough and we need to reduce our expenses to maximise our savings. Follow these money management tips to take control of your money.*

## Understand wants vs needs

Managing your money well implies that you understand the difference between wants and needs as they place a big demand on how and when you spend your money.

Wants are luxuries, like branded clothing and entertainment, which you don't need. Needs are essential things that you cannot do without like food, rent and school fees. Next time you buy something, think carefully about which one it is because it could save you money.

## Set clear goals

Setting financial goals is important as it gives you focus and direction on how and where to spend your hard-earned money. Financial goals can be divided into short-term, medium-term and long-term goals.

Typical short-term goals are paying off microloans, home improvements or buying furniture. Medium-term goals would include buying a new car and saving for studies. Long-term goals include paying off your home and planning for your retirement.

## Draw up a budget

Careless spending without a budget is dangerous and could lead to serious financial trouble. A budget is a tool to help you manage your money responsibly. It determines how, when and where you will spend your hard-earned money.

Drawing up a budget means you need to think ahead and decide what you will need in the next month or months to come. Use your budget to list all your expenses for the month; then subtract this amount from your total income. This will show you exactly how much money you get in each month and if you have enough income to meet all your expenses.

If your monthly income is more than your monthly expenses you have a surplus. A surplus means you should think about saving or investing this extra money. If your monthly income is less than your expenses you have a shortfall. A shortfall means you should cut your expenses immediately and/or find extra work to increase your income.

## Make saving a priority

There are different ways to save money. The best way to save is to reduce your spending. Saving helps you to be prepared for unforeseen circumstances and achieve your financial goals.

Unforeseen circumstances include, but are not limited to, the fridge or washing machine breaking or an unexpected loss of income due to the retrenchment or death of a family member or breadwinner.

## Use credit wisely

Credit is all about affordability. Shop around for the best offer. Only use what you can afford to repay and don't miss your payments because this will affect your credit record. It negatively impacts your chances of qualifying for more credit at a later stage for things like a house or a car. Speak to your registered credit provider sooner rather than later if you are struggling.

## Keep your money safe

It is important to know how to keep your money safe from criminals. Never share your PIN with anyone; keep it a secret! You could also ask your bank if you can register for SMS notifications. Take care by avoiding suspicious ATMs – such as ATMs that seem to have been tampered with and ATMs in badly lit areas with no security. Finally, report lost or stolen cards by calling the tollfree number on the ATM.



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Simplicity is the ultimate sophistication



# Home-grown cuisine

**C**hef Nompumelelo (Mpume) Mqwebu is a proudly South African chef who goes out of her way to promote traditional South African cuisine locally and each time she gets an opportunity on the world stage.

Her most recent international showcase of South African cuisine was at the South Africa Season in Paris. The South Africa Season in Paris is an initiative of the Department of Arts and Culture and the French Institute and is an opportunity for South Africans to give France a taste of South African arts and culture.

"I had a pleasant and humbling experience as French people came through to the kitchen to express their appreciation and enjoyment of the food," says Mqwebu, chef at Africa Meets Europe Cuisine.

Although she was trained by a French chef and was exposed to French cooking, Mqwebu feels that when chefs come into the industry they need to bring something of themselves to the food.

"When I create a menu I pronounce my identity to people because I need to put in the kind of food I grew up eating – the kind of food people eat around at home."

She works closely with small farmers and sources her ingredients from them. "I also do some training with women farmers to teach them how to use what they produce without going to the shops. We already started a training programme with women who run orphanages or day-care centres to teach them how to cook for young children."





Mqwebu is in no hurry to open her own restaurant because her priority now is to change the mindset of South Africans about traditional food.

“Although things are changing, there is a huge gap that’s slowly starting to close,” she says.

Her passion and love for South African food is infectious and her uncompromising love for traditional dishes is admirable.

She shares her favourite recipe.

### *Mpumbe’s Amadumbe Salad*

#### **Ingredients:**

- 500g amadumbe (Taro potato)
- 1 packet imbuya (wild spinach) leaves (in season)
- 1 packet rocket leaves
- 1 packet Cos lettuce or mixed salad leaves (for colour)
- Red onion
- Baby tomato
- Pecan nuts (a handful)
- Salad dressing (but it just as tasty and healthy without).

#### **Basil Pesto:**

Homemade pesto takes minutes to make and tastes a million times better than most of what you buy. The problem is getting enough basil. If you have difficulty finding it you may substitute a mixture of parsley and mint or parsley and coriander.

- 115 g fresh basil leaves
- 175 - 250ml /3/4-1 cup extra virgin olive oil
- 25 fresh pine kernels (taste when you buy to make sure they are not rancid!)
- 2 large cloves garlic, peeled and crushed
- 50 g/1/2 cup freshly grated Parmesan cheese (Parmigiano Reggiano is best)
- Salt to taste.



*Chef Mpumbe preparing one of her dishes at the South Africa Scaron in Paris.*

#### **Directions:**

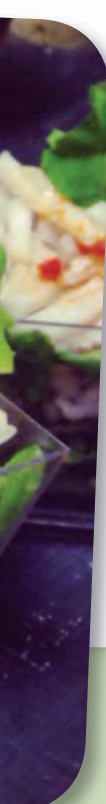
Whizz the basil with the olive oil, pine kernels and garlic in a food processor or pound in a pestle and mortar. Remove to a bowl and fold in the finely grated Parmesan cheese. Taste and season.

Pesto keeps for weeks. Simply cover with a layer of olive oil in a jar and place it in the fridge. It also freezes well but for best results don't add the grated Parmesan until it has defrosted. Freeze in small jars for convenience.

\*Mint and Parsley Pesto: substitute 50g fresh mint and 50g parsley for the basil in the above recipe.

Boil amadumbe until cooked but not too soft, cool down then peel. Boil water adding a pinch of salt then immerse amadumbe leaves into boiling water with a sieve for 15 seconds, Drain immediately.

Blanch in ice cold water, enough water to cover all the leaves. They will be soft and bright green. Cut the cherry tomato in half. Peel and slice the red onion into thin long strips. Mix the imbuya, rocket, salad leaves and onion in a salad bowl. Then gently place quartered amadumbe in your salad. Garnish with pecan nuts and drizzle with pesto and serve. 🍴







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# Inspiring Public Service Innovation

**T**he Centre for Public Service Innovation (CPSI), established in 2001 as a Section 21 entity by the Minister of Public Service and Administration, is mandated to entrench the culture and practice of innovation in the Public Service for improved service delivery, professionalism and productivity.

This is achieved by unearthing, encouraging, rewarding, showcasing, piloting and facilitating the mainstreaming of innovation. In this regard, the focus is on testing and piloting innovative models, solutions and prototypes for implementation and mainstreaming by service-delivery institutions. In addition, the CPSI facilitates the recognition and awarding of implemented innovative solutions as well as the replication of local and international innovative solutions for sector-specific mainstreaming.

The first administration focused on the amalgamation of different administrations hence the need for new and more innovative approaches to address service-delivery challenges faced by government. The CPSI was thus established in the second term of South Africa's democratic government in response to the need for a separate institution to drive innovation in the public sector and leverage partnerships and funding towards innovative projects.

At the time of the creation of the organisation, leveraging on technologies such as e-services and mobile technologies was in its infancy in South Africa. As such, one of the earliest innovative contributions of the CPSI to the South African government included developing and implementing a "single face" of government, [www.gov.za](http://www.gov.za), something that has now become a standard for all governments across the world.

As early as 2004, the CPSI led research into the use of mobile technologies and initiatives to improve and modernise the delivery of government services such as the 'Check your Marital Status application' now known as 'Track and Trace', which was developed in collaboration with and implemented by the Department of Home Affairs. These mobile technology-based solutions were later adopted by key



government departments. Other Initiatives included leading the development of the Free Open Source Software policy which was approved by Cabinet for implementation.

The CPSI has further provided thought leadership on integrated service delivery initiatives and led the conceptualisation and implementation of the General Services Counter for Thusong Service Centres and urban malls such as the one in Maponya Mall in Soweto.

The CPSI released a number of publications as part of its mandate to entrench, encourage and nurture public sector innovation. This included the first handbook for Community Development Workers, Grassroots Innovations and others. In 2010, the CPSI's numerous knowledge sharing products such as 'Future Watch Series', Citizen Access to E-Government Services, Innova, 'Case Studies Series' were consolidated into Ideas that Work: the South African Public Sector Innovation Journal.

In 2010, the CPSI launched a Multimedia Innovation Centre (MMIC), an innovative multimedia interactive learning, demonstration and planning platform for the



public sector. It includes a facility for public officials to engage in visual Business Process Re-engineering. The MMIC uses cutting-edge technologies to demonstrate innovative solutions implemented in the Public Service locally and globally. Over 1 000 public servants (including regional and international) and private-sector representatives have visited the MMIC over the three years it has been operational. This includes institutions such as Department of Correctional Services, South African Revenue Service, South African Police Service (SAPS), North West Department of Environmental Affairs, Gauteng Department of Rural Development and Agriculture, and Ekurhuleni, Johannesburg and Tshwane metros.

In addition, the MMIC has also hosted international visitors from India, Brazil and South Africa, the Australian Public Service Commission, Kenya, Democratic Republic of Congo, Singapore, the World Bank, Microsoft USA, Organisation for Economic Cooperation and Development and the African Union working group of the Conference of Ministers for Public Service.

The CPSI, in collaboration with the State Information Technology Agency (SITA), developed the Batho Pele Call Centre '1020', a one-stop facility designed for citizens to communicate directly with the Public Service. Through the call centre, government provides access to information about services without citizens necessarily visiting a government centre. The Batho Pele Call Centre is available 24 hours a day.

The Mohwiti Technologies Access Health Project, done in collaboration with the Department of Health



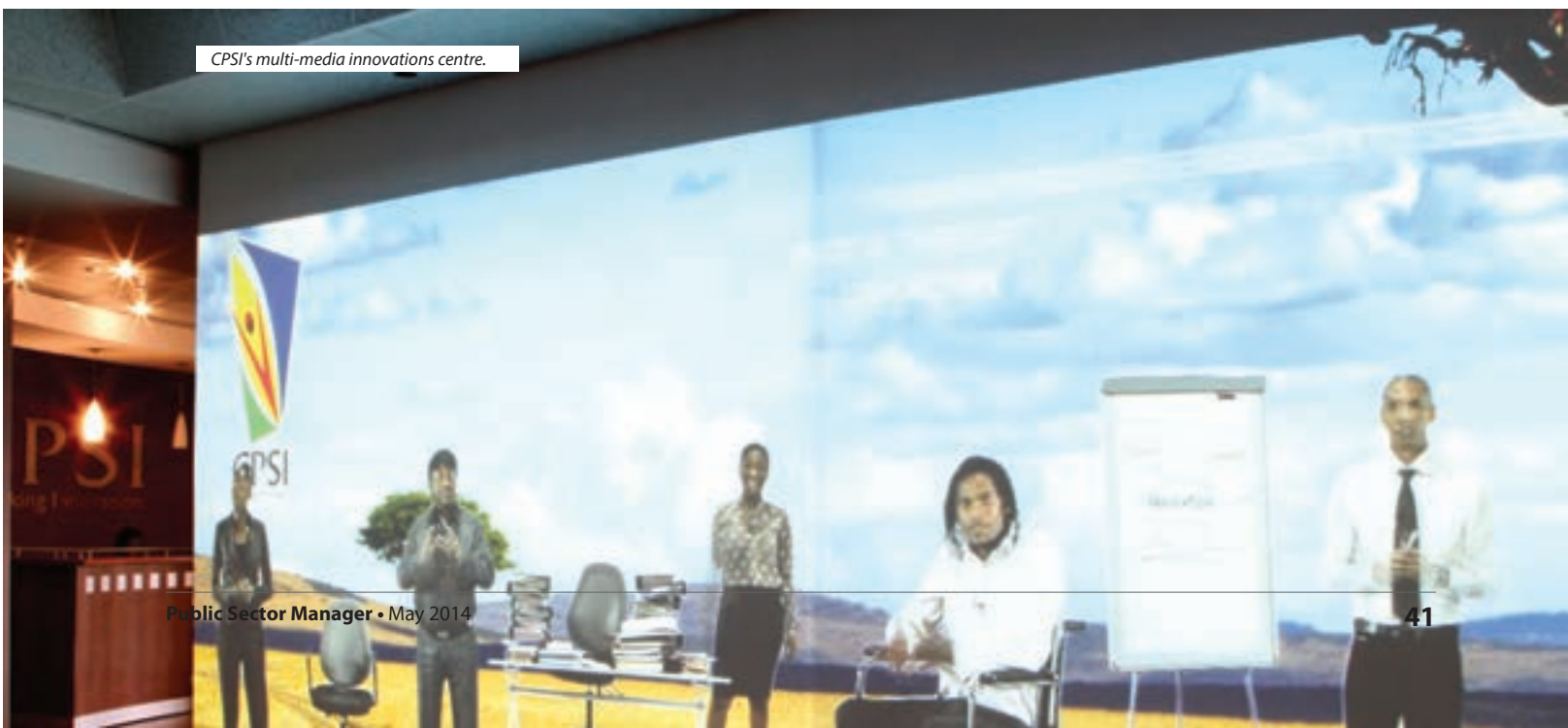
*Ligbron eLearning project, Mpumalanga, our Innovator of the year for 2012.*

and SITA, involved the implementation of a new locally developed, innovative mobile technology solution to improve patient referrals between local clinics and district hospitals.

Together with the Department of Basic Education and the South African National Council for the Blind, the CPSI identified, tested, piloted and adapted an assistive device for visually impaired educators for use in the classroom. One device (in total 20) was allocated to each identified school with a visually impaired staff member.

The CPSI continues to inspire public-service innovation through its current projects, programmes and platforms. Piloted at five dams around the country, the Cooperative Inland Waterways Safety Project has led to the interrogation of a number of regulations related to the integrity of our inland water resources and the development of implementation strategies. Innovations include the use of the Unique Position Numbering and Unstructured Supplementary Service Data systems to coordinate incident management and response. It further includes the design and construction of wash bays to prevent vessels from cross-contaminating water bodies with alien »

*CPSI's multi-media innovations centre.*





invasive plants. The pilot projects have created employment through the Expanded Public Works Programme for 15 people (three per site) with the potential to create an additional 900 jobs if rolled out to all state-owned dams and water ways.

Providing modern crime-fighting solutions, the Honeydew Police CCTV/Nerve Centre Pilot project is a real-time crime prevention and policing facility. The system will link a number of existing and new functionalities through a 'dashboard' to for instance, include the dispatching of the nearest police vehicle and surveillance through CCTV cameras. The dashboard will also use available SAPS systems and newly installed highway and street cameras with number-plate recognition capability to identify stolen vehicles and assist in apprehending crime suspects on the spot. The successful piloting of this project will provide a prototype platform for modern crime fighting solutions for SAPS.

Replication of successful projects is necessary for service-delivery acceleration. The Pula-Madibogo Primary School's permaculture project in Limpopo is a typical example of a project in which schools are used as centres for socio-economic development. The project has been replicated in other schools to tackle the problem of poverty by helping destitute parents and learners to use the natural resources available to them. The replication of this innovative project creates jobs for unemployed parents and contributes to rural development. This has also been replicated at the Helen Joseph Hospital to address infection control challenges in the hospital's kitchen and for enhancing rehabilitation therapy for stroke and psychiatric patients.

The Mpumalanga Pre-school Water Project, the 2010 CPSI Public Sector Innovator of the Year, targets pre-schools and primary schools. The aim of the project is to increase water awareness amongst school children, encourage responsible water usage as well as harvesting and proper management of this scarce resource to create responsible future citizens. The project was replicated with CPSI's support, in over 100 pre- and primary

schools in the Mpumalanga and in Limpopo.

Partnerships remain crucial for the CPSI to live out its mandate. The partnership with the Gauteng Department of Economic Development, Department of Science and Technology, the Innovation Hub and some institutions within the National System of Innovation has solidified. This has led to the CPSI's participation

in the Gauteng Accelerator Programme that includes an Innovation Competition and the Innovation Exchange platform where service-delivery challenges are posted to solicit proposals from the innovation community.

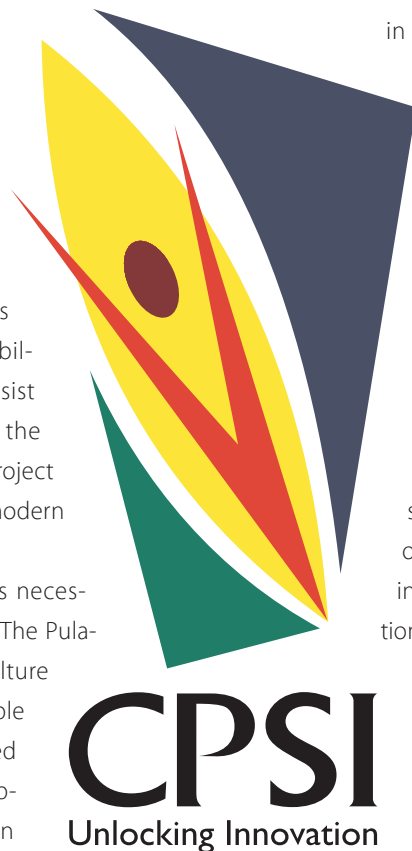
The CPSI has further established strong partnerships with some private-sector companies for testing and piloting of innovations, replication and innovation awards and conference programmes. The CPSI continues to work across all three spheres of government. A national network of innovation ambassadors, comprising past innovation award winners, academic institutions and private and non-governmental organisation sectors, supports the CPSI in driving its mandate.

The CPSI also coordinates the Southern African Development Community (SADC) Online-Regional Centre for the United Nations' Public Administration Network (UNPAN), a global knowledge-sharing network

on public administration, innovation and finance. This involves coordinating and submitting content for all SADC member states for the UNPAN Portal.

As a facility for government, the CPSI is very much aware of the urgency for government to meet the service-delivery needs which have been re-emphasised in the National Development Plan.

On the eve of the fifth term of our government, the CPSI re-commits itself to continue working with government institutions to find innovative ways to accelerate and improve service delivery and productivity, and to promote innovative thinking and creativity as the key ingredients for public-sector transformation. ☺



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# “THE DEPARTMENT OF ROADS AND TRANSPORT IS THE HOME OF EXCELLENCE, LED BY A TEAM OF STARS”

Says Masoga

**T**hese awards acknowledge the extraordinary efforts made by the departmental staff and teams towards fulfilling the goals, value and mission of the department. These are the highest honours awarded where professionalism, hard work and commitment to best practices as well as high standards of excellence are the order of the day. “We say congratulations to the all winners that scooped the awards within the different categories. This is your time to shine brightest for it is not easy scooping awards in the department full of people who work tirelessly as if their lives depend on it,” said Masoga.

The department has worked hard and continues to work hard in providing better road infrastructure and a transport service to the

people of this province. We are proud of you, for we know that in you, we have those public servants who go beyond the call of duty to serve South Africans with immeasurable amount of dedication.

As the department we congratulate Titus Maphanga the overall winner during the National Driver of the Year competition 2014. “The overall winner of the National Driver of the Year competition must take pride in representing Limpopo and making the province proud. We once more congratulate the award winner for his commitment and dedication to road safety,” said Masoga. Both Maphanga and Johnny Mdebuka will now participate and also represent the country in the upcoming International competition in Poland in August 2014.



MEC for Roads and Transport Lehlogonolo Masoga during Night of Stars.



MEC Lehlogonolo Masoga with the Interdepartmental Soccer Team winner.





MEC Lehlogonolo Masoga with the Best Innovative Team – Modimolle Mechanical Services.



MEC Lehlogonolo Masoga with the Best Support Team – Transport Regulation Capricorn.



MEC Lehlogonolo Masoga receives the cheque on behalf of the Best Innovative Team.



MEC Lehlogonolo Masoga with the Best Service Delivery Team – Operation Kukula Mopani.



National Driver of the Year winner, Titus Maphanga.





*Former late President Nelson Mandela delivering speech at United Nations.*

## 20 years of South Africa and multilateralism: Returning to the fold

**T**his year, South Africa marks the 20th anniversary of our democratic transition – a transition which also marked the end of our country's pariah status and our full integration into the structures and processes of the international community.

Since 1994, a primary foreign policy priority was to accelerate our reintegration into the international community

and to promote an international rules-based system through active and constructive participation in multilateral institutions and processes.

Our foreign policy has been inspired by our history and guided by our ethos and principles, foremost among which is the desire for a more just, humane and equitable world.

In the conduct of our international relations, we attach the utmost importance to the promotion of human rights, democracy, justice and the international rule of law. These principles necessarily place multilateral institutions, specifically the United Nations (UN), at the centre of our foreign policy activities.

Furthermore, globalisation has created a highly interconnected and interdependent world of complex new transnational threats such as climate change, pandemic disease and food security, in which common problems can no longer be solved without the collective efforts of all members of the international

system acting together through multilateral institutions.

The centrality of the UN to South Africa's foreign engagement is in part based on a strong belief in collective and equitable global governance, but also because of the organisation's role in the fight against apartheid.

Through the many decades leading up to 1994, the UN took many important steps that assisted in the international struggle against apartheid. The UN became the voice of the voiceless.

For example, in 1973, the UN declared apartheid a crime against humanity with the approval of the International Convention on the Suppression and Punishment of the Crime of Apartheid by the General Assembly. This resulted in 1974, in the suspension of South Africa's membership to the UN to be restored only in June 1994, after the first democratic elections.

It is therefore no wonder that with the dawn of democracy in South Africa, the new Government eagerly plunged into its new international role, and enthusiastically took up our responsibilities as an active member of the UN. Moreover, taking our place in the community of nations came with high expectations shaped by our peaceful transition referred to as the "South African

miracle" and the iconic status of President Nelson Mandela as a lodestar of reconciliation and forgiveness.

South Africa met the challenge and immediately took on huge international responsibilities. The principles that motivated our action are still relevant today: a firm belief in multilateralism – especially a global governance system that is fair, equitable and representative; the promotion of peace and security through global disarmament, the pacific settlement of disputes and the promotion of good governance; the promotion of human rights; and the fight against poverty through the promotion of sustainable development.

### **The fight against racism**

There have been many achievements in our priority areas over the past two decades. The first of these is our international role in the continued fight against racism as an international scourge, culminating in 2001 in our hosting of the World Conference against Racism, Racial Discrimination, Xenophobia and Related Intolerance.

Under the leadership of the Chair of the Conference, Dr Nkosazana Dlamini Zuma, the delegates adopted the Durban Declaration and Plan of Action (DDPA), which reasserted the principles of equality and non-discrimination as core human rights with the aim of transforming victims of discrimination into >>

*Inside the United Nations where decisions to promote social progress and the improvement of living conditions of people around the world are made.*



rights-holders and states into duty bearers. There have been concerted attempts to reverse the outcomes of the DDPA and to renege on commitments made, especially by the United States of America (USA) and allies with the aim of protecting Israel's discriminatory policies.

The struggle against racism and other forms of discrimination is far from over and South Africa's commitment to fight racism and to promote human rights will remain strong – inspired by those who paid the ultimate price in the fight against racism and injustice. Our message to the world is that the best way of honouring Madiba's legacy is to honour the outcomes of the Durban Summit and its review conference.

Today, South Africa is serving its third term on the UN Human Rights Council (UNHRC). In addressing the high-level segment of that council recently, Minister Maite Nkoana-Mashabane reiterated that we remain firmly committed to the mandate of the UNHRC.

She further reiterated that South Africa, as one of the 47 members of the council, would at all times be guided by: "a common desire and collective vision to constantly develop norms and standards for the promotion, protection and fulfilment of human rights and fundamental freedoms, including respect for international humanitarian law. This will ensure that the council guarantees:

- maximum protection
- adequate remedies to all victims of human rights abuses and violations through a uniform regulatory framework
- that there is no impunity for human rights violations."

### **A world free of weapons of mass destruction**

The second area is South Africa's commitment to see a peaceful world free of weapons of mass destruction.

With the voluntary renunciation and dismantling of the apartheid bomb during the early 1990s and South Africa's successful democratic transition, it was natural for the country to assume a key role during the 1995 Review and Extension Conference of the Nuclear Non-Proliferation Treaty (NPT) – this first major international conference since the inauguration of our new government.

It is on this occasion that South Africa earned its new-found status as a bridge-builder and key player in the multilateral arena by brokering a deal that would not only extend the lifespan of the NPT, but also hold the nuclear powers responsible for fulfilling their nuclear disarmament obligations.

Building on its achievements at the NPT, South Africa also played a leading role in the process to ban anti-personnel mines that kill and maim civilians and stifle economic development on the African continent and beyond. During the last 20 years, South Africa has been able to build on these early achievements across the full range of disarmament issues, from conventional arms to weapons of mass destruction.

Today, we continue our quest for a world free from the threats posed by arms that are indiscriminate or cause excessive harm to civilians. This includes our active engagement in the area of conventional arms, such as the recently concluded Arms Trade Treaty, as well as efforts to finally rid our world of the existential threat posed by nuclear weapons and other weapons of mass destruction. It is in this context, that we are also playing an active role in the recent initiative on the humanitarian impact of nuclear weapons.

### **Eradicating poverty**

A third area of interest in South Africa's post-apartheid foreign policy has been in the global fight for the eradication of poverty. There are three dimensions essential to this fight for sustainable development, namely the promotion of: economic development, social development and environmental sustainability. No state can achieve such lofty goals on their own, making partnerships and global action important to the achievement of national priorities.

We acknowledged this link early on when, in 1996, South Africa hosted the Ninth UN Conference on Trade and Development. Under South Africa's leadership UNCTAD IX adopted the Midrand Declaration, which stated: "At no time in world history has the destiny >>

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*The United Nations is at the centre of many foreign policy activities.*



of all its many different peoples been so intertwined. This must lead to solidarity in action to eradicate poverty”.

Building on this notion, world leaders gathered at the UN headquarters in New York in 2000 to adopt the Millennium Declaration in which they committed to eradicate extreme poverty through the implementation of the millennium development goals (MDGs) by 2015.

These international measures have informed our domestic policy and many of the Government’s policies aimed at the eradication of poverty and inequality in South Africa. With the introduction of the “Twenty Year Review: South Africa 1994 to 2014”, President Jacob Zuma announced that South Africa was on track to have fulfilled all its obligations under the MDGs by 2015.

Today, international focus is on looking beyond 2015. The global economic crisis and the reconfiguration of global politics have opened new opportunities to throw off the shackles of global apartheid and to direct the globalisation process to prevent harm to the most vulnerable.

A Special Meeting of the UN General Assembly recently decided to launch an intergovernmental process which will lead to the adoption of the Post-2015 Development Agenda.

This would allow all member states, particularly developing countries that have the most at stake, an opportunity to engage in a multilateral process to determine the global development agenda. For South Africa, the goal is to locate development appropriately to ensure that agreed targets and commitments are not renegotiated and also to ensure that the process forward is all-inclusive.

### **Promoting international peace and security**

South Africa’s own peaceful transition from the brink of civil war is central to our approach to the resolution of disputes and remains an example to the world of how a deeply divided country on the brink of disaster can build a nation through all-inclusive dialogue.

Moreover, our approach towards peace and security is based on the belief that South Africa’s security and development is inextricably linked to the welfare of our continent – we will only be able to fully deliver our development commitments to our own people if we can fully benefit from the economic growth of a continent at peace with itself.

Thus, the development and security of the African continent is a key area in our foreign policy. In the past 20 years we have played an active role in reshaping the Organisation for African Unity into the African Union (AU), specifically with the aim of strengthening Africa’s ability to address conflict on the continent.

Since its inception in 2002 at the Durban Summit, the AU has established and consolidated a comprehensive Peace and Security Architecture. The architecture is based on a paradigm that recognises preventive diplomacy as central to eradicating conflicts on our continent. These mechanisms that the AU has put in place bear testimony to the determination of our continent to address peace and security challenges in a comprehensive manner.

Building further on our commitment to international

peace and security, specifically on the African continent, South Africa served four of the past seven years on the UN Security Council (UNSC). Throughout its two terms, South Africa prioritised the resolution of conflict and the attainment of peace and stability on the continent, while advocating a strengthened partnership between the UN and the AU. South Africa also focused on defending the integrity of the UN Charter and the Rule of Law as the foundation for multilateral cooperation.

A highlight of South Africa's most recent term on the UNSC was its Presidency of the council in January 2012, which had as its theme the strengthening of the partnership between the UN and the AU.

Building on the success of South Africa's 2007/08 UNSC term in promoting closer cooperation between the UNSC and the AU Peace and Security Council (AUPSC), South Africa promoted the view that greater strategic coordination between the two bodies would increase the effectiveness of the UNSC in addressing African conflict situations.

President Zuma presided over a meeting, which resulted in the unanimous adoption of Resolution 2033 (2012). The resolution formalises cooperation between the UN and AU as a permanent part of the council's work and focuses on achieving coherence between the two bodies in dealing with African conflicts.

However, we also witnessed numerous failures of the council, often because of its antiquated structure. One such example is the Security Council's inability to substantively address the long-outstanding matter of the question of Palestine. Unfortunately, the UNSC has not been able to move a negotiated settlement towards a two-state solution along, mainly because of the narrow self-interest of one or two permanent members of the council.

For example, since 2000, permanent members of the UNSC have vetoed 14 resolutions addressing the situation in the Middle East. Ten of the 14 vetoes were cast by the USA, of which nine were related to the situation between Israel and Palestine.

The most recent veto on this matter was cast in February 2011 by the USA, when 138 member states of the UN supported a Security Council resolution calling for an end to settlement activities by Israel in the West Bank, including East Jerusalem, as such activities are illegal under international law.

Another profound failure of the council has been its inability to give concrete support for the efforts of the Joint Special Representative of the UN and the League of Arab States on Syria, to bring the parties to move towards a negotiated solution.

When our last term on the council ended in December 2012, South Africa left the UNSC more convinced than ever before of the urgency of the long-outstanding reform of that body. This has motivated our fight to advance the urgent reform of the Security Council, including its working methods, to make it more democratic, representative and legitimate.

In September 2013, President Zuma challenged the UN membership to not celebrate the 70th anniversary of the formation of >>

*South Africa plays a key role in peace and security missions on the African Continent.*







“When providing services, businesses need to meet the demands for high levels of quality, accessibility and visibility. You take the customer and put them at the centre of your universe, and all the decisions that you make and all the actions that you take are geared towards satisfying the customer’s requirements.”

Vusi Magagula  
Account Executive

Technology underpins any organisation’s ability to differentiate themselves in their markets, providing them with the ability to do things better, faster and more efficiently. Technology also allows businesses to get closer to their customers – something we call “Zero Distance”. By getting closer to their customers, businesses are able to react more quickly to constantly changing conditions, thereby giving them a competitive edge. However, if implemented incorrectly or carelessly, ICT can create greater complexity and fail to deliver on business objectives. The role of ICT in business has changed as business itself has changed, and ICT solutions need to be implemented with this in mind if they are to deliver value.

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the UN in 2015 with an unreformed Security Council.

The way the UNSC is currently formed is unfair to developing and small states, and disenfranchises the majority of the UN member states, which form the majority of the General Assembly.

In its nearly 70 years of existence, the UNSC has expanded only once, in 1964, when its membership was increased from 11 to 15. At the time, the legitimacy of the council was questioned because its 11 members represented only 10 per cent of the UN's membership at the time – as opposed to 21 per cent in 1945 at the creation of the UN.

Today, the 15 members of the council represent only eight percent of the UN membership. Moreover, how can the UNSC be legitimate and representative, if two continents, namely Africa and Latin America, are not represented at all in the permanent category?

The Security Council remains the primary international organ mandated to promote international peace and

security. It is essential that it remains true to its mandate and moves beyond the paralysis brought on by the geo-political interests of a few member states.

The only way this can happen is if world leaders, including those that represent the permanent members of the Security Council, are bold and courageous and commit to enlarging the Security Council urgently. Failure to do so will encourage states to start acting unilaterally, with disastrous consequences for all.

### South Africa's commitment to multilateralism

The world is entering a potentially turbulent period as the era of Western primacy comes to an end, and new powers rise and compete over status and interests. It is clear that acting unilaterally and military supremacy are not the answers to preserving stability in this time of flux.

The best safeguard of our security and prosperity is to consolidate rather than erode international rule of law which

informs the exercise and limits of the use of state power, and to embed the principles of cooperation over conflict and collaboration over confrontation. The challenge before us is to transform global politics from a power-based hierarchy to a rules-based system of international society.

As President Mandela put it in 2002: "No country, however powerful it may be, is entitled to act outside the United Nations."

The United Nations was established in order that countries, irrespective of the continent from which they come, should act through an organized and disciplined body. The United Nations is here to promote peace in the world and any country that acts outside the United Nations is making a serious mistake.™

**This article first appeared in Ubuntu magazine that is produced by DIRCO. For more information visit: [www.dirco.gov.za](http://www.dirco.gov.za)**



# South Africa's health system improves

**T**he health portfolio has come a long way over the 20 Years of Freedom from inheriting 14 different departments of health to merging them into one, having the world's biggest antiretroviral (ARV) programme and building health infrastructure.

Speaking at the PSM Forum held in Pretoria recently, Health Minister Aaron Motsoaledi highlighted South Africa's remarkable achievements in the health sector.

He said South Africa had received international acclaim from organisations such as the World Health Organisation (WHO) for improving its policies on HIV within a period of five years.

The country's HIV and AIDS policy was amended in 2009, massively expanding access to state-sponsored treatment, care and support for affected groups, including pregnant women and infants who tested HIV-positive at birth.

According to Minister Motsoaledi, South Africa was the only country in the world that had the biggest ARV programme, with more than two million people receiving ARV treatment.

The Minister also reflected on damning media reports following the recent release of the 2012 South African National HIV Prevalence, Incidence and Behaviour Survey Report by the Human Sciences Research Council (HSRC).

Among other things, the media reported that the country was losing the battle against HIV. The Minister explained that more people were being kept alive by the massive roll-out of ARV treatment.

"We are the only country in the world that has put more people on ARV treatment. This means 30 per cent of people who are on ARVs globally were found in South Africa.

"If you put so many people on ARVs they will live. This is why life expectancy has increased. If these people live and you do a study on how many people are HIV positive you will find more because if you did not put people on ARVs they were going to die," he said.

He added: "In the study they confirm that mother-to-child transmission (MTCT) has decreased by 66 per cent between 2008 and now. If you go back to 2004 there were 70 000 babies with HIV. Today the figure has gone down to

8 600 and you cannot say that this is losing a battle."

He said his department was confident that by 2016 MTCT of HIV would be sitting at one per cent.

Regarding the HSRC study's findings that condom use had declined from 85 per cent in 2008 to 67 per cent in 2012, the Minister said: "The issue of condom use is something that we are working on."



Health Minister Aaron Motsoaledi.

He said he spoke to many young people on the issue of HIV. "Many young people regard using the Choice condom as not 'cool'. I have given an instruction in the department that we should excite these young people in universities and FET colleges.

"We know there are two million of them and we said let's give them coloured and flavoured condoms. We are trying to test what might work. Maybe these condoms will be 'cooler' to young people than the Choice condom."

Minister Motsoaledi said the HSRC study did indicate that South Africa was on the right track in fighting HIV but it was unfortunate that media reports had focused on the negative.

He noted that the Freedom Charter states that a preventive health scheme should be run by the State. "Free medical care and hospitalisation will be provided for all, with special care for mothers and young children."

The National Health Insurance (NHI) currently being piloted in 12 sites around the country was going to respond to the Freedom Charter and the health needs of all South Africans, he said.

He said with millennium development goals (MDGs) expiring in 2015, the world needed a new post 2015 agenda that would go to the United Nations General Assembly.



Public servants at the PSM Forum.



GCIS Acting CEO Phumla Williams thanks Minister Motsoaledi for his insightful talk.

He said some countries had agreed that the new agenda should be climate change, which was important, but he maintained universal health coverage should be one of the agendas.

“This would state that every citizen has the right to good, affordable healthcare that should not be determined by the socio-economic conditions of that individual.”

The Minister said the WHO stated that there should be six building blocks of a healthcare system, namely leadership and governance, access to medicine, health workforce, health system financing, health information and health service delivery.

“Without these six building blocks any health system would collapse.”

He pointed out that the National Development Plan states that an NHI system needs to be implemented in phases, complemented by the reduction of private medical care and supported by better human-resource capacity and systems in the public health sector.

He added that in 1948, Britain introduced their state-funded health system because British citizens were poor, sick and unemployed of which South Africa was currently in the same predicament.

Minister Motsoaledi said there were three ways of financing a healthcare system, which were mandatory pre-payment the government pays for its citizens before they get sick, voluntary pre-payment done through medical aid schemes which South Africa is doing and out-of-pocket payment.

Most developed countries such as Germany, Canada and Australia take care of their citizens when they are sick, he said.

He added that without universal healthcare it was difficult to reach the MDGs.

“The WHO recommends that countries spend five per cent of their GDP on healthcare. South Africa spends 8,5 per cent which is above recommendations and the outcomes remain poor.”

When distributing the 8,5 per cent of the GDP that is spent on health, he said five per cent goes to 16 per cent of the population and 3,5 per cent goes to 84 per cent of the population through budgets, which was not working and this is why NHI was needed.

He also spoke about some of the achievements made by the health sector over the 20 Years of Freedom saying his department had, among other things, built

1 500 clinics around the country and pushing the number of health institutions to 4 000.

He acknowledged that the health sector was experiencing human resource challenges. However, through the Nelson Mandela Fidel Castro Programme, 700 doctors from Cuba were working in rural areas of South Africa.

As a result of this programme there were currently 2 700 South African medical students studying in Cuba to increase the number of doctors in the country.

“This figure is more than the number of doctors produced in one year in South Africa, which stood at 1 200 for the past 12 years.”

The evening ended with guests more knowledgeable about the Department of Health’s achievements and programmes.

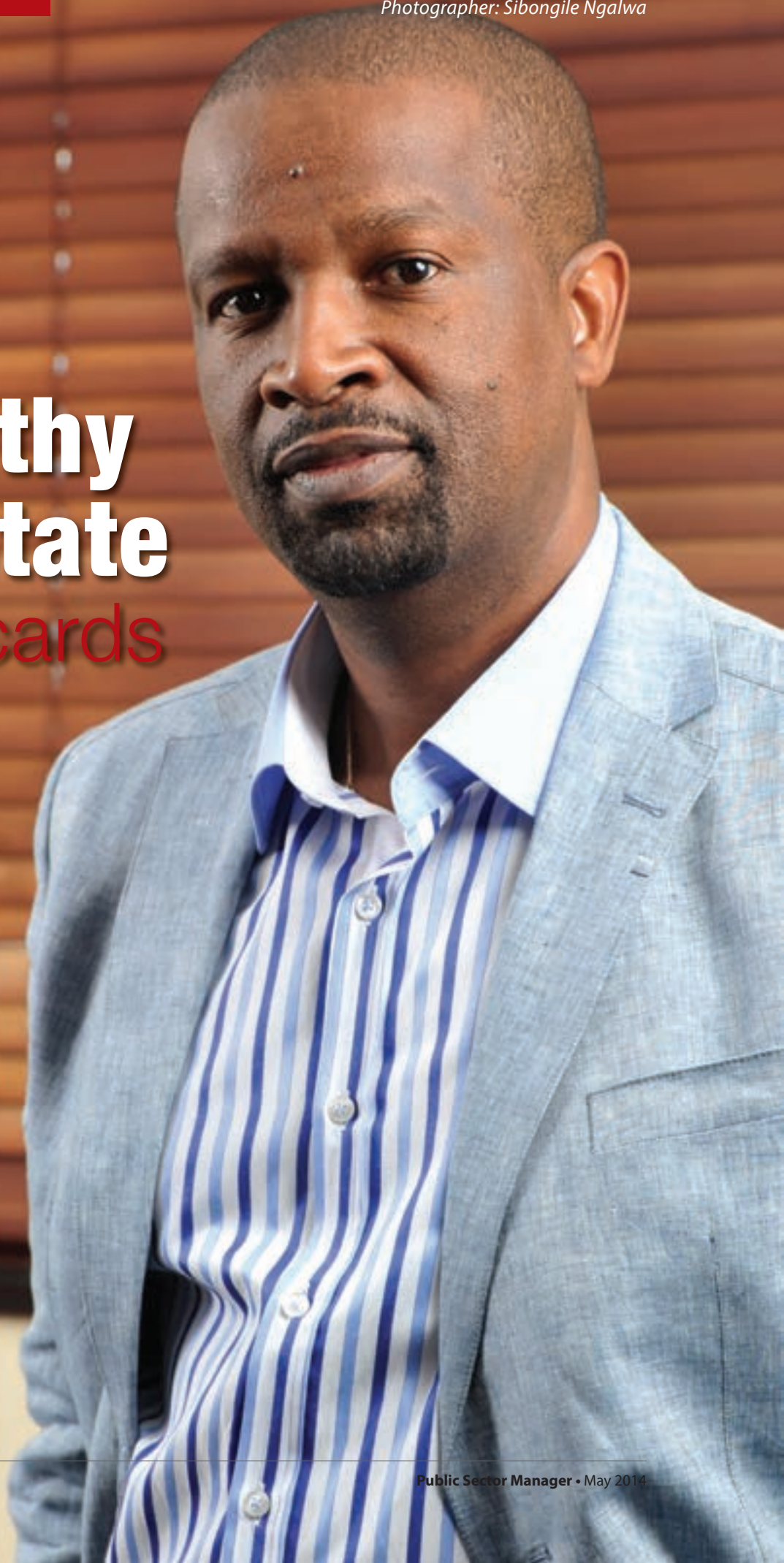
Minister Motsoaledi was addressing the PSM Forum for the second time, after being the first guest speaker of the forum in September 2011 when the event was introduced. 📷



Acting CEO Phumla Williams with Dr Kgongwana one of the speakers at the PSM Forum.



# A healthy Free State on the cards



Internationally acclaimed American author and businessman Harvey Mackay once said: "Goals give you more than a reason to get up in the morning; they are an incentive to keep you going all day."

**M**ackay's words resonate well with Member of the Executive Council (MEC) of Health in the Free State, Dr Benny Malakoane, who also has a goal in mind.

His goal is to see the Free State become one of the healthiest provinces in the country, and his department used as a model for other health departments across the country. "We want to be the standard where everyone pits against," he says with a smile.

Though he has his mind fixed on getting his department to the summit of the health chart, Dr Malakoane is not naïve. He knows that the task ahead will not be easy.

Dr Malakoane was thrust into the position of MEC of Health in the Free State last year after the then MEC Fundiswa "Fezi" Ngubentombi died in a car crash on the N1 outside Bloemfontein.

For Dr Malakoane, taking over from an acting MEC was challenging but with his experience he took to the task like a duck to water.

He boasts a wealth of experience. He is a former municipal manager at Matjhabeng Local Municipality, chairperson and Chief Executive Officer (CEO) of Bloemwater, and a former MEC for economic development, tourism and environmental affairs.

Dr Malakoane is one of only three MECs in all the nine provinces who are medical doctors. The other MECs are Dr Sibongiseni Dlhomo from KwaZulu-Natal and Dr Magome Masike from North West.

He holds an MBChB degree from the former Medical University of Southern Africa (now University of Limpopo), M Fam.Med and MDP from the University of the Free State.

He also has an OUBEP (Oxford University Business Economics Programme) and Certificate Programme in Management Development from the Municipal Finance Forum Wits Business School. Dr Malakoane says his medical background and experience from his time as a municipal manager and CEO gives him a competitive advantage to discern aspects of the task at hand that a non-medical professional may overlook. He and

his team are ready to dirty their hands in delivering quality healthcare to the province.

One of his ideas is to encourage all hospitals to have a garden where patients' vegetables will come from. "I want to see patients having a colourful plate." When he took office, he identified five aspects that rest at the nucleus of quality healthcare.

According to him, cleanliness of hospitals, staff attitude, availability of medicine, patient safety and patient-waiting times are the aspects that needs attention and will set a proper foundation for the roll out of the National Health Insurance (NHI).

He has given himself and the department two years from 2014 to ensure that the department has covered all the aspects and is rendering quality healthcare.

The service will not be only be rendered to the citizens of the Free State but to patients from neighbouring Lesotho via towns on the border with the kingdom.

### **National Health Insurance**

The Free State is also home to part of the implementation of the first phase of the NHI, through which government is building an integrated, comprehensive national service that will cater for the entire population. In 2012, the Thabo Mofutsanyane District was chosen as a pilot site.

Though the site has not yet reached the standard Dr Malakoane would want to maintain, he wants to see it operate in the NHI mode.

According to Dr Malakoane, the Free State has made progress in improving access to quality healthcare but he admits that more still needs to be done.

### **Medical male circumcision**

Government has started a national programme that encourages men to get medically circumcised. In the Free State, health authorities have made progress in circumcising men but would like to see more men getting circumcised.

"We would like to see more men and boys doing it and we have started a relationship with other government departments to assist us. >>



“In this case we’ve spoken to the Department of Basic Education to assist us when we go to schools to encourage young boys to get medically circumcised,” he says. The department has funded 23 000 medical circumcisions to date at a cost of R400 per circumcison, amounting to R9.2 million.

He says government also encourages those who prefer to do the procedure in a traditional way to do so but they will be monitored and forced to comply with regulations put in place by government and traditional leadership who are the custodians of the practice.

“We also work closely with municipalities as they play a monitoring role, while the department plays a regulation and an inspection role to ensure that conditions are proper,” he adds.

**Health infrastructure**

Dr Malakoane says for the NHI to be implemented properly, the province’s health infrastructure should be up to a satisfactory standard and he says currently he is not satisfied.

To address the situation different infrastructure development projects are underway at Boitumelo Regional Hospital in Kroonstad, Pelonomi Hospital in Trompsburg, Senorita Ntlabathi District Hospital in Ladybrand and Dihlabeng Hospital in Bethlehem.

Other facilities earmarked for improvements are the Fezi Ngubentombi District Hospital in Sasolburg, Elizabeth Ross Hospital in QwaQwa and the new Mangaung District Hospital in Bloemfontein.

Six primary healthcare clinics and three community health centres are also in various stages of completion. These include the Bolata Clinic in QwaQwa, Parys and Amelia community health centres, Memel and Senekal clinics, clinics in Viljoenskroon, Makhalakeng, Schoonkenville and Freedom Square in Bloemfontein.

**Access to healthcare**

The roll out of the HIV/AIDS and TB programme is firmly on track.



*Dr Malakoane has big health plans for the Free State.*

From 1 April 2013 some 11 804 patients, including 584 children, were initiated on the fixed-dose combination of antiretrovirals.

To date, 126 901 persons have participated in the HIV Counselling and Testing programme. Free State health authorities have distributed 10 884 000 male condoms and 203 589 female condoms.

With an improving health infrastructure, improved access to healthcare, a positive attitude by a leader of the department, Dr Malakoane has good reason to wake up in the morning and pursue his dream of making his department the best in the country. ☺

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# Tourism in South Africa

## accelerating since 1994

**T**ourism has taken its place as a vital contributor to economic growth, catapulting South Africa from a pariah prior to 1994, to one of the fastest-growing destinations in the world today.

In 1993, the country received just over 3,4 million international arrivals. In 2012, we witnessed over 13 million international arrivals, of which some nine million were international tourists visiting our shores.

The democratic elections in 1994 was a watershed moment and firmly placed tourism on an uninterrupted growth path which saw international arrivals consistently rising from less than one million per year in the 1980s to almost 13,5 million international visitors received in 2012.

The country's tourism sector has evolved from a relatively small and exclusive safari holiday destination for an elite international and domestic market, to a dynamic and modern destination with a competitive and diverse tourism offering for a broader global and domestic market.

In addition to being a valuable earner of foreign exchange for the country, tourism directly employs around 600 000 people and contributed more than R84 billion to the country's Gross Domestic Product (GDP) in 2011 (representing 2,9 per cent of total GDP).

This is significant from an economic perspective, especially in a developing country such as South Africa where unemployment remains a major developmental challenge.

Moving from an estimated R8,5 billion contribution to GDP (1,7 per cent of total GDP), and direct employment of 225 300 jobs (1,8 per cent of total employment) in 1994 to a R84,3 billion GDP contribution (2,9 per cent of total GDP) and 598 432 direct jobs (4,5 per cent of total employment) respectively in 2011, makes tourism one of the most important economic sectors in South Africa.

In 2005 South African Tourism (SAT) established a Business Tourism unit within the organisation to grow the industry by taking advantage of the international interest in the country as a business tourism destination.

Successes in this area informed a dedicated Business Tourism Growth Strategy and the acquisition of Meetings Africa as a key platform to grow business tourism to the country. As a growing business tourism destination, with three large international convention centres (ICCs),

there was a need for a dedicated and better resourced mechanism to drive future business tourism growth.

This led to the establishment of the South African National Convention Bureau within SAT. The growth in business tourism is reflected in the number of International Congress and Convention Associations (ICCA) recognised conferences that increased from 12 in 1994 (attracting 5 950 international delegates) to 97 ICCA recognised conferences in 2012 (attracting 52 587 international delegates), injecting an estimated R663 million into the South African economy.

In 1994, the first year of the South African democracy, the country hosted only 12 international association conferences.

According to ICCA, South Africa has hosted 1 290 international association conferences that met their criteria since 1994.

Some of the major events South Africa has successfully hosted include the following:

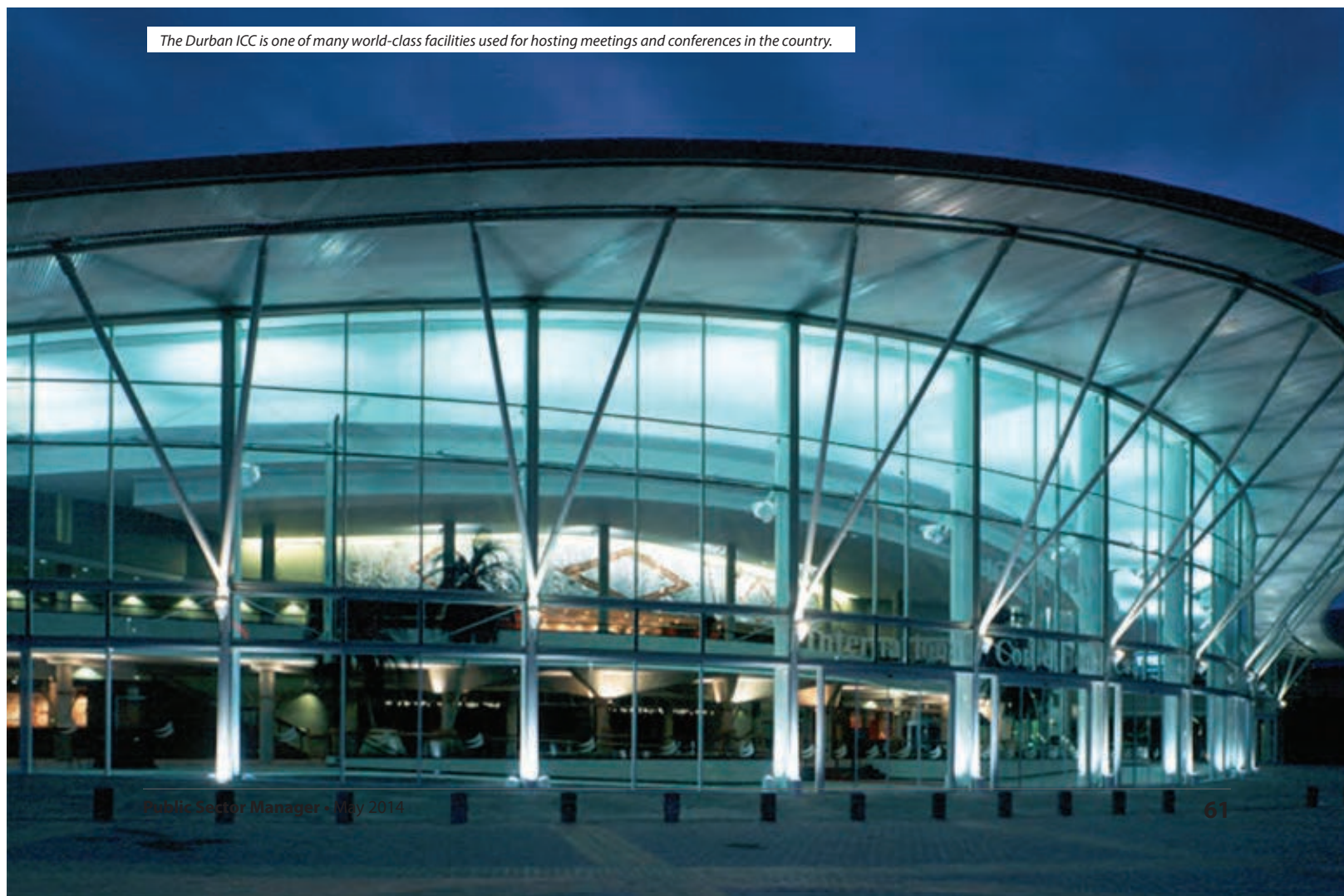
- The International AIDS Conference in 2000, which South Africa won the right to host for a second time in 2016

and will be taking place in Durban with an estimated 20 000 delegates in attendance.

- The World Summit on Sustainable Development (WSSD) in Johannesburg in 2002.
- The International Diabetes Federation conference that took place in Cape Town in 2006 – the largest association conference hosted by Cape Town to date.
- More recently, in 2011, the United Nations Framework Climate Change Conference, also known as COP 17, was hosted in Durban.
- Durban also hosted the 123rd session of the International Olympic Organising Committee (2011), the World Congress on Intensive and Critical Care Medicine (WFSICMM) with a total of 10 000 delegates (2013), and in March last year, the fifth BRICS summit.
- The 2010 FIFA World Cup™ brought over 300 000 visitors to South Africa during the tournament, and it proved an excellent catalyst for improvements in infrastructure.

Simultaneously, Internet connectivity improved, our major roads were improved and the number of hotel offerings increased, thus also increasing diversity for hosting meetings >>

*The Durban ICC is one of many world-class facilities used for hosting meetings and conferences in the country.*







South Africa has some of the best beaches in the world.

and conferences in our country. This major sporting event left a lasting legacy for the leisure tourism and business-events industries

From having no ICCs in 1994, South Africa currently boasts numerous and varied world-class facilities in almost every province.

The first to open was the Inkosi Albert Luthuli ICC (Durban ICC) in 1997, followed by the Sandton ICC (2000) and the Cape Town ICC (2003).

Most recently the Eastern Cape added two ICCs to South Africa's tally, namely the East London ICC (2010) and last year, the Boardwalk ICC in Port Elizabeth. The country also has the Council for Scientific and Industrial conference centre in Pretoria, Gallagher Estate in Midrand, as well as two expo centres at the Coca-Cola Dome and Nasrec in Gauteng.

Tourism was also recognised in the National Growth Path of 2009 as one of the main drivers of the country's economy and employment. The National Tourism Sector Strategy (NTSS), was developed in consultation with tourism stakeholders to ensure that all commitments made regarding job creation, contribution to GDP, and making South Africa one of the top 20 destinations of choice by 2020, are realised. The key focus areas of the tourism sector industry are:

- Arrivals – the strategy will direct the achievement of increased

numbers of tourists to South Africa by, among others, working towards increasing the number of foreign tourist arrivals to 15 million in 2020.

- GDP – the aim is to increase tourism's contribution to the GDP from an estimated R189,4 billion in 2009 to R499 billion by 2020.
- Job creation – 225 000 jobs by 2020.

### Education and skills development in tourism

With the rapid growth of tourism in a new democratic South Africa, demand for skilled and well-trained personnel increased.

Already in the mid-1990s tourism was introduced as a subject in the school curriculum and more tertiary institutions introduced diploma and degree courses in tourism and hospitality management.

The formation of a tourism sectoral training organisation also led to the development of the Tourism and Hospitality Education and Training Authority (THETA) in 2000, which was subsequently restructured to form the current CATHSSETA (Culture, Art, Tourism, Hospitality and Sport Sector Education and Training Authority).

The apparent skills gap in the sector as highlighted >>



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in the Global Competitiveness Project study led to the department, in partnership with the THETA and the Tourism Business Council of South Africa, hosting a conference on tourism skills development in 2006/07.

The conference led to a National Tourism Skills Audit being conducted in 2007, which in turn informed the development of the Tourism Human Resource Development (HRD) strategy.

Some of the notable initiatives that flowed from the tourism HRD strategy include the annual National Tourism Careers Expo that has exposed more than 60 000 learners to tourism training and career options since 2008. More recently, a Tourism and Hospitality Curriculum Evaluation process, in partnership with Umalusi (body responsible for quality assurance in higher education and training) and the culture, hospitality and tourism Seta towards improving the programmes offered at school level.

### Responsible tourism

South Africa was the first country to include “Responsible Tourism” as a key principle in its approach to tourism development and promotion in the 1996 White Paper on the Development and Promotion of Tourism in South Africa.

While this did not immediately change the private sector’s way of conducting their business, a growing awareness was evident around environmental, social and economic sustainability issues.

In the build-up to the WSSD in 2002, the Department of

Environmental Affairs and Tourism developed and launched the National Responsible Tourism Guidelines and a Responsible Tourism Manual in 2002.

In the same year, a conference on Responsible Tourism in Destinations was hosted in Cape Town as a parallel event to the WSSD and resulted in the Cape Town Declaration on responsible tourism being ratified by 280 delegates from 20 countries.

The responsible tourism approach also found traction through industry initiatives such as the Imvelo Awards for Responsible Tourism initiated by the Federated Hospitality Association of Southern Africa, and the establishment of the Fair Trade in Tourism South Africa programme as a non-profit organisation.

The benefits of tourism ripples far beyond the sector’s own performance as it indirectly influence other socio-economic aspects that are harder to measure.

Amongst others, the indirect benefits of a thriving tourism sector include the importance of tourism from the perspective of conserving and preserving the country’s natural and cultural heritage, and the dramatic positive impact that tourism had on transforming South Africa’s global image from an unpopular place associated with apartheid to a world renowned symbol of democracy, and a vibrant multifaceted global tourism and business destination. 🌍





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# Anything to declare?



**G**overnment is working hard to ensure that those that are employed in the Public Service maintain professional ethics at all times.

In March this year the Public Service Commission (PSC) called on all heads of department and members of the Senior Management Service (SMS) to submit their financial disclosures to their respective executive authorities by 30 April 2014.

The Financial Disclosure Framework – as contained in Chapter 3 of the Public Service Regulations – states that public servants must disclose their financial interests to the commission.

This year officials are encouraged to submit their financial disclosures both manually and through e-disclosure at [www.edisclosure.gov.za](http://www.edisclosure.gov.za).

According to the PSC, the system has been introduced to manage possible financial conflicts of interest between those who manage tenders and private companies.

The Financial Disclosure Framework currently applies to SMS mem-

bers only. In view of this, only SMS members are expected to disclose their financial interest through the eDisclosure system.

The eDisclosure replaces the paper-based manual system and allows the designated employees (SMS members) to declare their financial interests wherever they may be.

The PSC says the system is quick and easy in that there is no need for the administration of an oath. The designated employee should only make a declaration that the information provided is true and correct. This is done by the click of a button.

The disclosures are submitted electronically to various stakeholders until they reach the PSC.

This year would be the first time that the eDisclosure is used. However, the latest compliance rate through the manual system is reflected on the table below:

**Overall submission of the Financial Disclosure Forms by national and provincial departments by 31 May for the 2012/13 financial year**

NATIONAL DEPARTMENT/PROVINCE	NO. OF SMS MEMBERS	NO. OF FORMS RECEIVED	NO. OF FORMS OUTSTANDING	PERCENTAGE RECEIVED
National departments	5 425	4 413	1 012	81%
Eastern Cape	636	568	68	89%
Free State	354	299	55	84%
Gauteng	700	645	55	92%
KwaZulu-Natal	549	284	265	52%
Limpopo	494	492	2	99%
Mpumalanga	310	310	0	100%
Northern Cape	250	250	0	100%
North West	318	278	40	87%
Western Cape	391	391	0	100%
OVERALL PROVINCIAL TOTAL	4 002	3 517	485	88%
COUNTRY TOTAL	9 427	7 930	1 497	84%

Through the scrutiny of Financial Disclosure forms for the 2012/13 financial year, the PSC found that there were SMS members who, in direct contravention of the Financial Disclosure Framework, did not make full disclosure of their financial interests.

When the PSC scrutinises declarations, the information contained in the Financial Disclosure Forms is verified against databases of the Companies and Intellectual Property Commission and the Deeds Registry.

With the implementation of the eDisclosure system, SMS members will be expected to also disclose ownership of motor vehicles, which will be verified against the eNATIS (electronic National Transport Information System).

The PSC says that the eDisclosure system has been tested and piloted. So far there have not been serious difficulties with the use of the system.

The users must first register on the system using their ID numbers and the system guides the users through the registration process.

All SMS members must comply with this call and submit their financial disclosure on or before the deadline. Missing a deadline contravenes the Financial Disclosure Framework as contained in the Public Service Regulations.

In terms of the Public Service Regulations, non-com-



pliance with the Financial Disclosure Framework is regarded as misconduct and the executive authorities are compelled to take disciplinary steps against designated employees who miss the deadline. The PSC does not prescribe the penalties and it is up to departments to decide on the disciplinary steps/penalties.

**The deadline is 31 May 2014.**

To report corruption contact: the National Anti-Corruption Hotline for the Public Service: Toll-Free: 0800 701 701, fax: 0800 007 788, email: [pi@ethics-line.com](mailto:pi@ethics-line.com) ☎



# Reflections on the *Years of Freedom*

**W**hen President Nelson Mandela was sworn into office on 10 May 1994, the democratic government inherited a bankrupt economy.

Ten years before that, in the mid-80s, political unrest in townships where the economically and politically marginalised black South Africans were concentrated, led to bloodshed when the then Prime Minister PW Botha declared a state of emergency.

This meant that the already militarised security police became increasingly militant, and led to the government using excessive force against its own people.

Despite the apartheid government's efforts to hide all its savage human rights abuses from the international community by barring the media from reporting on the human rights abuses, foreign investors and trade partners were able to keep abreast of what was happening. This led to sanctions against South Africa in the 80s and a boycott of South African exports in some countries.

The international community supported the liberation movement in South Africa in demanding the dismantling of apartheid and the release of Mandela and other jailed activists.

Mandela walked free on 11 February 1990.

However, political liberation was just a small step towards the major strides that were to follow.

South Africa's economy was crippled and the 1992 global recession plunged the country's economy into a further crisis.

The chickens had come home to roost.

By 1994, the newly elected ANC-led government inherited a nightmare – declining employment and investment levels, a poorly educated workforce and large monopolies.

The economy was shaped by policies that heavily relied on mining exports.

About 60 per cent of all exports were mining products even though the sector only contributed 10 per cent to the Growth Domestic Product (GDP).

The country had low gross fixed capital formation. The fiscal deficit was -8.0 per cent as a share of GDP with total public sector debt at an alarming 64 per cent of GDP, indicative of a debt trap.

The high budget deficit contributed to high inflation and high nominal interest rates. South Africa's inflation rate averaged 13.9 per cent between 1980 and 1994 and the central bank rate remained above 15 per cent.

Savings were declining and net foreign direct investment was negative. The country's per capita growth was also negative. Low savings, high government consumption expenditure, falling rates of return, capital outflows, stagnating employment, to name a few, presented barriers to growth and investment.

The review of South Africa's economy after two decades of democracy, produced by The Presidency, is contained in government's Twenty Year Review report.

The report reviews the economy and explores what went wrong in the past two decades, how the country's liberation leaders diagnosed it, and how they attempted to transform it.

Launching the Twenty Year Review report in Pretoria on 11 March, President Jacob Zuma said South Africa was "a success story" now compared to how it was in 1994.

"We have made good progress in building social cohesion and promoting a new single





national identity, and work is continuing in this regard.

“South Africa is a success story. South Africa is a good story,” he said.

The report, which comprises eight chapters, reflects on how the country has progressed in realising the objectives of reconstruction and development since the dawn of democracy in 1994.

One of the chapters titled “Economic Transformation”, looks at how the apartheid government had by 1994 run up a substantial domestic debt that resulted in a budget deficit that was unsustainable.

The chapter states: “From the late 1970s through to 1994, the results were high levels of poverty and inequality, slow economic growth and falling investment, accompanied by rising joblessness, a poorly educated workforce and skills shortages...”

“In 1995, it was estimated that 28 per cent of households and 48 per cent of the population were living below the poverty line. Black women and youth, as well as black people living in the former ‘homeland’ areas, were particularly likely to be poor and unemployed. There were also structural inequalities in the workplace.”

### What government did post-1994

With laws designed to limit skilled work to white people, while black people were left with no choice but to work with no prospect of being promoted, this resulted in structural inequalities in the workplace.

The new government, inspired by the policy documents Ready to Govern and the Reconstruction and Development Programme (RDP), had an objective to tackle the triple threats to the economy of unemployment, poverty and inequality.

As a result, the democratic government introduced policies aimed at stabilising and transforming the economy.

In 1994, government immediately tabled a White Paper on the RDP in Parliament aimed at addressing socio-economic needs and to restore the dignity of the poor.

This programme was aimed at immediate needs of the people – including the provision of housing, distribution of clean water, electrification of communities, social infrastructure like health care and land reform, among others.

But that would not be enough to redress structural inequality that apartheid and its laws had created.

Government then resolved to introduce the Black Economic Empowerment (BEE) programme – aimed at reversing the effects of apartheid by giving privileges to previously disadvantaged people.

The programme, which has since been amended and recently expanded to Broad-Based BEE, was aimed at introducing interventions that would promote employment preference, skills development, ownership, management, socio-economic development and preferential procurement.

### Reconfiguring the economy

Following those socio-economic interventions, government introduced the Growth, Employment and Redistribution strategy in the late 1990s.

In the same period, and as domestic debt was for the first time being reduced, the tax system was overhauled and the South African Revenue Service (Sars) was formed to collect revenue and enforce compliance with tax laws.

Its vision was to be an innovative revenue and customs agency that would assist in enhancing economic growth and social development while reintegrating South Africa into the global economy in a way that would benefit all citizens.

The Accelerated and Shared Growth Initiative for South Africa in 2006 helped in the early stages of economic transition.

In 2007, government explored ways of reviving the industrial sector, and eventually introduced the National Industrial Policy Framework and the Industrial Policy Action Plan (IPAP), both of which >>



provided frameworks for improving policy interventions to stimulate industrial development

After the economy shed a million jobs in 2008 due to the global economic crisis, government introduced the New Growth Path (NGP) in 2010 to target and invest in a number of sectors aimed at boosting the economy and creating jobs.

This was to be followed by the release of the national diagnostic report by the newly-formed National Planning Commission – located in The Presidency – which was tasked to look at the structural causes of economic performance from the years of apartheid right until the dawn of democracy.

The commission later produced the National Development Plan (NDP), a policy framework that sets out to address the country's poverty, unemployment and inequality by 2030 through investment in education, health and infrastructure, amongst others.

### Recovery in investment, growth

This, along with the establishment of institutions such as Sars, the South African Reserve Bank, the Competition Commission and the National Economic Development and Labour Council, saw South Africa emerge from the pre-94 economic crisis to achieving macro-economic stability – a key achievement of the democratic government.

Work done under the three democratic Presidents – Nelson Mandela, his successor Thabo Mbeki and current President Jacob Zuma – saw the South African economy growing at 3.2 per cent a year on average from 1994 to 2012.

This has resulted in the transformation of the South African economy from a GDP of US\$ 136-billion in 1994 to a GDP of US\$ 384-billion in 2012.

There were only four quarters of negative growth between 1994 and 2012, a far lower rate than in the years before democracy.

While investment must be between 20 and 25 per cent of GDP to sustain growth, it went up from 15 per cent in 1993 to reach 24.8 per cent of GDP in the fourth quarter of 2008 – just before the recession.

The global meltdown plummeted investment to 19 per cent, but improved to 19.2 per cent in 2013, and the growth was attributed to massive public infrastructure investment.

### Looking ahead

The NDP, supported by the NGP and IPAP, sets out what still needs

to be done to achieve sustainable economic transformation. The key actions include:

- Maintaining large-scale but sustainable public investment in infrastructure to facilitate economic growth, with improved maintenance and a well-defined financing strategy;
  - Improving the quality of basic education and substantially expanding higher and further education, linked to stronger ties between enterprises and Further Education and Training in particular, to provide the skills required by a growing economy;
  - Ensuring that regulations are implemented as efficiently and cost-effectively as possible, without imposing unnecessary delays or red tape, to create a business-friendly environment;
  - Continuing to increase financing for industrial development and small and micro enterprise in the context of a strong industrial policy focused on bolstering employment and growth;
  - Improving energy security including through the development of shale gas, while continuing more generally to take advantage of opportunities and minimise costs from greening the economy;
  - Maintaining a counter-cyclical fiscal and monetary stance, bolstered by innovative approaches such as stronger local procurement and investment by state-owned enterprises;
  - Enhancing regional development through increased investment in logistics combined with the establishment of regional value chains, to facilitate regional economic growth and integration; and
  - Stronger measures to address workplace conflict, above all by working with stakeholders to address unfair inequalities and improve communication and career pathing, to create a more stable workplace environment for growth.
- The NDP further states that it is only through effective partnerships across society that a virtuous cycle of rising confidence, rising investment, higher employment, and increased productivity and income can be generated. This requires greater trust between the State, labour and business. 🌐



# MOHAIR EMPOWERMENT TRUST

## THE EMPOWERMENT TRUST OF THE MOHAIR INDUSTRY

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

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



# UKUFUYA

## INVOLVEMENT OF THE EMPOWERMENT TRUST

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

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

## WHAT THE EMPOWERMENT TRUST PROVIDES

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



## LONG TERM OBJECTIVE

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

## OUR NEEDS

- Mohair training farm
- Donor funding for projects

## CONTACT INFORMATION:

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E-mail : [bongani@mohairempower.co.za](mailto:bongani@mohairempower.co.za)





# BRICS science and technology ministers formalise cooperation



Minister of Science and Technology Derek Hanekom and Minister of International Relations Maite Nkoana-Mashabane.

The Brazil, Russia, India, China and South Africa (BRICS) grouping achieved another strategic milestone when the science and technology ministers of the five countries met in South Africa to formalise and institutionalise cooperation in science, technology and innovation (STI) under the BRICS framework.

The First BRICS STI Ministerial Meeting took place in Kleinmond, Western Cape, on 10 February 2014. Science and Technology Minister Derek Hanekom hosted his counterparts from Brazil (Marco Antonio Raupp), Russia (Lyudmila Ogorodova), India (Dr Thirumalachari Ramasami), and China (Wan Gang).

BRICS has been gaining prominence on the international economic stage since the global financial crisis in 2008. South Africa joined the world's leading emerging markets at their invitation in Decem-



From left: Russia's Deputy Minister of Education and Science Lyudmila Ogorodova; Brazil's Minister of Science, Technology and Innovation Marco Antonio Raupp; Minister of Science and Technology Derek Hanekom; China's Minister of Science and Technology Gang Wan and India's Secretary of Ministry of Science and Technology Dr Thirumalachari Ramasami).

ber 2010. Since then the country has participated in the third and fourth BRICS summits in China (2011) and India (2012) as a full member, and in March 2013 hosted the Fifth BRICS Summit in Durban.

The First BRICS STI Ministerial Meeting was convened in line with the eThekweni Declaration and Action Plan adopted by the BRICS leaders at the Durban Summit last year.

Minister Hanekom described the ministerial meeting as an important milestone which, having been achieved in less than a year, was a clear demonstration of the commitment to intensify STI cooperation between the five countries.

The BRICS countries are recognised as the future growth engines of the world economy and will, it is estimated, account for 50 per cent of global GDP by 2020. This kind of expansion will have to be accompanied by enhanced levels of technological integration into the global community and, without a doubt, will create huge opportunities for STI as critical growth and development drivers of the future.

Minister Hanekom added that the BRICS STI partnership had enormous potential to bolster the existing strong political and economic relations between the countries, at the same time contributing to sustainable global development.

Since the Third BRICS Summit in Sanya, China in 2011, BRICS member countries have established a number of working mechanisms to support the STI sector. These include the BRICS STI Senior Officials' Meeting (SOM), the STI Working Group, country coordinators and nodal points.

To date, three SOMs have been convened, in Dalian in 2011, in Pretoria in 2012, and in New Delhi in December last year. This year's high-level meeting of ministers represents the culmination of the process of putting into action the working mechanisms of the STI sector.

### **Areas of cooperation**

In the period leading up to the First BRICS STI Ministerial Meeting, areas of mutual interest and possible STI cooperation were identified and discussed at the SOMs. It was also resolved that each country would select a thematic area in which it would take the lead, based on

its comparative advantages and competencies.

South Africa is to lead in astronomy and space science, China in new and renewable energy, India in geospatial technology and its application, Russia in water resources and pollution treatment, and Brazil in natural disaster alerts and mitigation.

In his opening address at the BRICS STI Ministerial Meeting, Minister Hanekom said that there were many strategic areas in which South Africa saw "not only potential for synergies, but also real opportunities for extensive cooperation within the BRICS science, technology and innovation format."

These include biotechnology and health innovation, space science and technology, astronomy, and new and renewable energy. He said Russia had historically been a strong player in the biopharmaceutical industry and offered an attractive environment for research, development and manufacturing, as well as the benefits of a highly qualified workforce.

Minister Hanekom referred to astronomy as arguably the flagship science and technology success story of democratic South Africa. He noted that Africa, together with Australia, was hosting the Square Kilometre Array, the world's biggest radio telescope, and one of the signature global science projects of the 21st century.

He added that, "South Africa not only offers ideal geographic and climatic conditions for the construction and operation of large-scale astronomy facilities, but has developed and is rapidly expanding related science and engineering expertise."

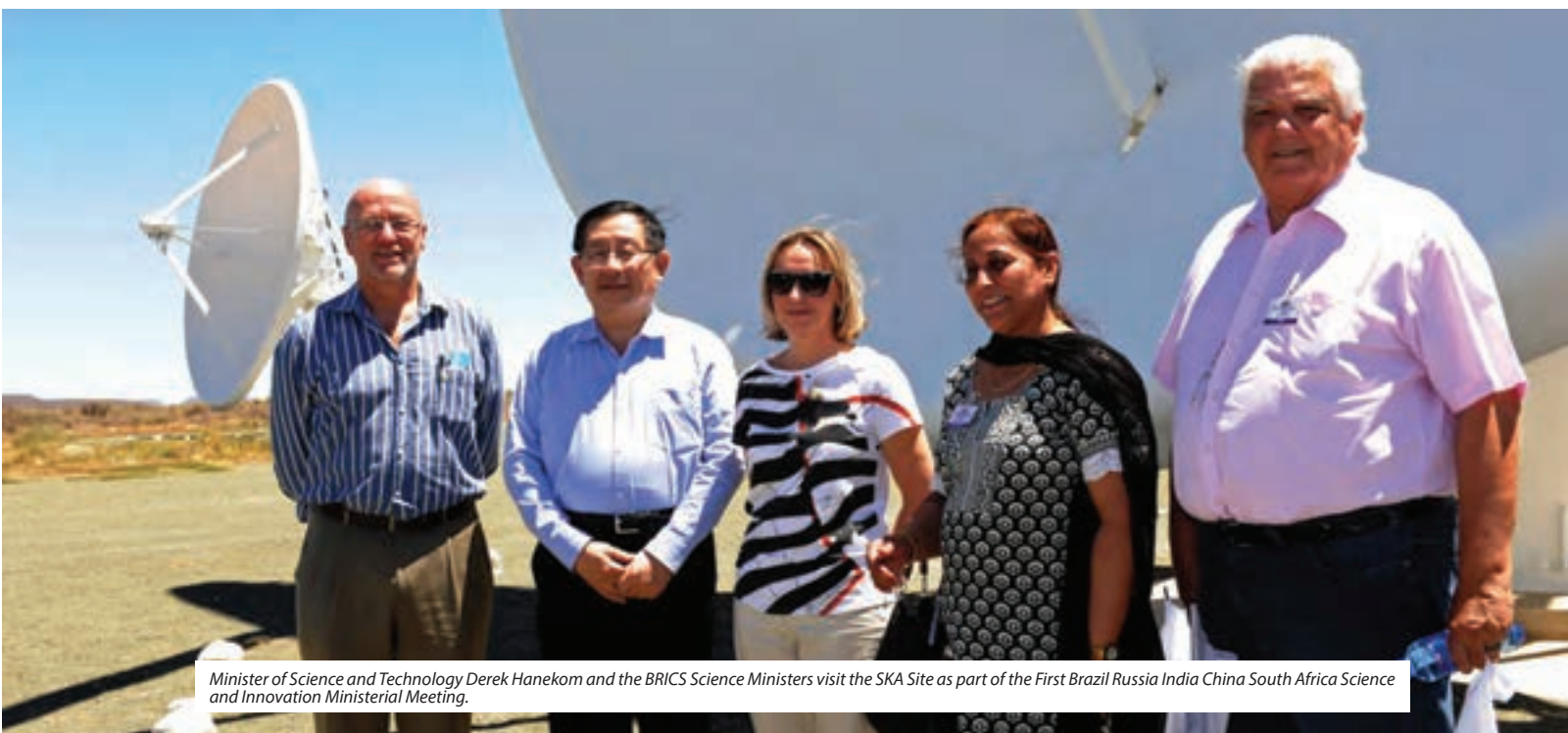
Brazil's Science and Technology Minister, Raupp, told the ministerial meeting that his country was ready to expand their bilateral and trilateral cooperation to the rest of the group.

"With China, we maintain cooperation in nanotechnology and biotechnology, as well as an ambitious and highly productive programme on joint satellite construction for earth observation, the products of which have been shared with South Africa.

"With Russia, we are making progress with dialogue on technological parks. In our bilateral relations with South Africa, there are promising prospects in the area of microsatellites," Minister Raupp said.

China's Science and Technology Minister, Gang, said that his country would share its STI resources and expand its cooperation in large research infrastructures. The country >>





*Minister of Science and Technology Derek Hanekom and the BRICS Science Ministers visit the SKA Site as part of the First Brazil Russia India China South Africa Science and Innovation Ministerial Meeting.*

was already collaborating with Brazil in earth resource satellites and with South Africa in data sharing.

China was also prepared to collaborate with other BRICS countries on geospatial information technology and astronomy. Minister Gang added that BRICS students were welcome to further their studies and research in China.

The Deputy Minister of Education and Science of the Russian Federation, Ogorodova, said her country would cooperate with BRICS in the areas of nanosystems, information and telecommunication, life sciences, energy effectiveness and nuclear energy.

India's Minister Ramasami said that his country considered the BRICS cooperation of high importance, and invested significant amounts in international STI partnerships. He said that India considered the value of science to be in its relevance and use to society.

### **Cape Town Declaration shapes future cooperation**

The meeting concluded with the signing of the Cape Town Declaration, which paves the way for STI cooperation within the framework of BRICS. Among other things, the declaration reaffirms the commitment of BRICS to a partnership for common development and stresses the importance of STI for human development.

The declaration lists the main areas of cooperation, which include STI policies; security and sustainable agriculture; climate change and natural disaster preparedness and mitiga-

tion; new and renewable energy, and energy efficiency; nanotechnology; high-performance computing; basic research; space research and exploration, aeronautics, astronomy and earth observation; medicine and biotechnology; biomedicine and life sciences (biomedical engineering, bioinformatics and biomaterials); water resources and pollution treatment; high-technology zones/science parks and incubators; technology transfer; science popularisation; information and communication technologies; clean coal technologies; natural gas and non-conventional gases; ocean and polar sciences; and geospatial technologies and applications.

The Cape Town Declaration also speaks to the BRICS Memorandum of Understanding (MoU) on Cooperation in STI, the text of which was agreed to at the ministerial meeting.

The MoU will be signed on the occasion of the Sixth BRICS Summit in Brazil later this year, and will serve as the strategic intergovernmental framework, to strengthen cooperation in STI; to address common global and regional socio-economic challenges using shared experiences and complementarities; to co-generate new knowledge and innovative products, services and processes using appropriate funding and investment instruments; and to promote, where appropriate, joint BRICS partnerships with other strategic actors in the developing world. <sup>®</sup>



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## Minister Tsenoli cracks the whip on corrupt officials

Local Government and Traditional Affairs Minister Lechesa Tsenoli is making life unbearable for local government officials who, until now, have been used to the idea that if you are fired for misconduct or resign halfway through discipline, you simply find another municipality to take you in.

Minister Tsenoli has set himself a mission to rid South Africa's municipalities of corrupt and errant managers, and he believes he has just the right tools to achieve that.

The solution, he says, lies in new municipal regulations that aim to help with the implementation of the Municipal Systems Amendment Act, which was passed in 2011. The new regulations were published in the Government Gazette in January and have since been enforceable. Speaking to PSM recently, Minister Tsenoli said gone were the days when an official would "run away" from a corruption case by resigning from a municipality, only to join another a few months later.

In 2012, a municipal manager of Bitou Municipality in Plettenberg Bay found guilty of financial misconduct was later rehired by the Sundays River Valley Local Municipality in the Eastern Cape.

Similar cases were reported in the Free State and North West where senior municipal officials, who had either been fired or had resigned due to corruption, were hired in other municipalities.

In Mkhambathini Municipality in KwaZulu-Natal in 2010, three officials, a councillor and a manager were suspended on charges of fraud resigned prior to the disciplinary hearing.

This is common practice in local government and people who find themselves in trouble simply resign with the hope of reemerging elsewhere to commit more crimes. Most suspensions in municipalities are longer than three months and the majority of officials in the Public Service have resignation notice periods of one calendar month. This means some officials resign without facing disciplinary sanctions or simply leave during disciplinary hearings before sanctions are announced.

In most instances, once the officials have served out their notice periods, the Public Service usually abandons disciplinary, criminal or civil proceedings and therefore allows implicated officials to move to other institutions of state to commit further misconduct. The situation often results in corrupt officials moving to other institutions thereby avoiding sanctioning and finding a new hunting ground for unlawful behaviour. According to the regulations, municipalities have to keep records of fired employees or those who quit before their disciplinary hearing is completed.

Government is tightening its grip on offenders and the new regulations will see those found guilty of financial misconduct being banned from local government jobs for up to 10 years.

The regulations are aimed at helping municipalities implement the Municipal Systems Amendment Act. Municipalities have to share records on fired employees or those who quit before disciplinary hearings with the Minister or relevant Member of the Executive Council within 14 days.

Local government is at the coalface of service delivery and it is at that level

that government really gets to interact with the people. The transformation of this sphere of government has been one of the largest undertakings in the entire change process since the advent of democracy in 1994.

But the State of Local Government Report produced in 2009 pointed to various institutional and administrative challenges as having impacted on the ability of municipalities to effectively perform their functions and deliver on their various obligations.

In response to challenges confronting municipalities, government developed the comprehensive Local Government Turnaround Strategy. As part of that strategy, the Local Government Municipal Systems Act of 2000 had to be amended to “professionalise” local government to ensure fair, efficient and transparent municipal administration. Minister Tsenoli says the new regulations are necessary if the State is to effectively implement the turnaround strategy, professionalise local government, and tackle fraud and corruption at the very top.

The Minister says while significant progress has been made in transforming local government, a lot of work still needs to be done to address the disparate practices and systems that prevail in municipalities.

“We are saying it is not going to be that simple any more. People are going to be properly screened and we want to make sure that they do not carry any baggage of misconduct from elsewhere; [and that] they do not have convictions of fraud and so on. We are going to be tough. We call it the eye of the needle.”

The Department of Cooperative and Traditional Affairs says while the development of a single set of regulations for all categories of municipal employees would have been ideal, it has been decided to prioritise the development of regulations for municipal managers and managers directly accountable to municipal managers.

Minister Tsenoli agrees this is the way to go and believes corrupt activities in municipalities need to be tackled at the very top.

“If you have to deal with those who are accounting for taxpayers’ money, you have to make sure that those who account are properly vetted. They have to be men and women of integrity and we are saying we will use these regulations to achieve just that.”

The regulations will also deal with the duties, remuneration, benefits and other terms and conditions for senior managers in municipalities.

They are an important milestone in the development of enforceable competence standards for senior man-

agers, says Minister Tsenoli, adding that the regulations are a direct response to challenges in some municipalities where people are employed without the relevant skills, expertise and qualifications. Lack of experience and skills has been seen as a likely contributing factor in some managers’ inability to prevent service-delivery protests in municipalities.

“Surely if you have managers that are not capable of doing their jobs you will not have an end to these kinds of protests. Our people have a right to complain when they feel that services are not being rendered. But if managers do their work and municipalities deliver we would not have these protests,” says Minister Tsenoli.

As the new regulations address weaknesses in recruitment, management and human resources, they will go a long way in professionalising the local government sector and achieving the vision espoused in the National Development Plan of a capable and developmental state.

“We undertook, after taking office in 2009, that the turnaround strategy would be put into place and acted upon. This is one area of the law where we are intervening practically. It is a crucial way to guide weaker municipalities that are not able to properly guide themselves in human resources, finance and so on. We are doing exactly that.”

Asked how the regulations will affect the authority of municipalities to act independently, Minister Tsenoli maintains that local authorities will retain their autonomy.

“It is a useful guiding template but still means that they have the authority and will act as a council without regional and provincial government intervention. So it is their responsibility to do that. What we have done is to provide them with help and guide them.”

### What the regulations say

- 10-year ban on senior managers who have been dismissed for financial misconduct, fraud or corruption, from re-employment in any municipality.
- Lesser acts of misconduct are liable to banning decrees ranging between two and five years for, among others, breaching the Code of Conduct for Municipal Staff Members.
- The Minister of Cooperative Governance and Traditional Affairs is empowered to set limits to the salaries of senior managers. While existing contracts will be honoured, all new entrants will be subject to new pay ceilings.



# Moving South Africa forward



Rainbow nation: Minister Collins Chabane, Minister Paul Mashatile, Deputy Minister Gwen Ramokgopa and DG in the Department of Arts and Culture Sibusiso Xaba release balloons at the launch of the National Communication Partnership and Freedom Month.

**G**overnment has called on all South Africans to approach the next 12 months as a period during which to celebrate South Africa's achievements since the dawn of freedom in 1994 and to contribute to making the country even better.

The ministers of performance monitoring and evaluation and arts and culture used the National Communication Partnership (NCP) event and launch of Freedom Month held in April in Pretoria to remind all South Africans of the strides that the country has made over the past 20 years.

The NCP is an information-sharing forum with participants from all sectors of society who share a vision of unifying the nation around celebrating 20 Years of Freedom in South Africa.

In his address Minister Collins Chabane highlighted that the progress made by the country is tangible around us.

"We have worked tirelessly to build a better life for all our people, especially those who were deliberately underdeveloped and sidelined by apartheid," said Minister Chabane.

He warned South Africans not to become complacent or take the freedom that many worked so hard to get for granted.

"We must never lose sight of the sacrifices of those who came before us so that we can be free today.

It is up to us to carry the torch of freedom that so many of our fellow countrymen and women fought and even died for. Let us be the generation who celebrate their legacy," said Minister Chabane.

The Minister also encouraged all communication partners to exercise their roles responsibly by projecting an accurate picture of the progress made by our country.

Launching Freedom Month, Minister Paul Mashatile said all South Africans should use the 20th anniversary of freedom and democracy to renew the pledge towards the goal of "one country; one nation; one people".

"As part of marking our twentieth anniversary of free-



*South Africa has transformed over the last 20 years. The economy has grown and more people have access to job and decent infrastructure.*

dom, all our national days and days of significance such National Youth Day, Africa Day, Mandela Day, Women's Day, Heritage Day and Reconciliation Day will be up-scaled and used to reflect on the road we have travelled since 1994," said Minister Mashatile.

He explained that all national days will be used to strengthen efforts to promote social cohesion, nation-building and reconciliation.

During the course of the day leaders from the public and private sectors, and delegates engaged and reflected on a range of topics, including 20 years of business opportunities, media and marketing and how far the country has come in social cohesion.

All delegates and panel members agreed that South

Africa has made many strides over the years but challenges still remain. This is also highlighted in the Twenty Year Review that was released in March this year.

The country has transformed significantly over the last 20 years. While the economy under the previous regime was structured to exclude the majority, the economy under a democratic state is more inclusive and sees more black people being actively involved.

South Africa has made tremendous strides in providing people with basic services. However much still needs to be done.

The country's education system has also improved for the better over the years and indeed South Africa is a better place to live.

### Everyone has a story to share

This year marks an important milestone in the history of our country as we celebrate 20 Years of Freedom.

A lot has happened in our country over the years; there has been massive infrastructure development, people of different races are able to live side-by-side, lives have been transformed and the generation that grew up during the apartheid era experienced many firsts over the years.

As part of celebrating 20 Years of Freedom, Government Communications (GCIS) has planned a "Tell your story" campaign. The campaign calls on all South Africans from different walks of life to share their experiences of apartheid and democracy. The campaign was announced at the NCP session.

"Through the campaign, South Africans would not only potentially learn of the experience of others but this could help to encourage understanding and begin to heal rifts," said Tasneem Carrim, Chief Director: Policy and Research at GCIS.

Tell Your Story Day will be celebrated on 28 May 2014 and all schools, business, government departments, community organisations and communities abroad are encouraged to take part.

As a build-up to the day, learners should use the opportunity to learn more about their history by interviewing elders and documenting them for essays or poems.

The campaign will incorporate a range of activities from events where stories will be told, through the publishing of a book, commissioning a DVD or any other activity.

Through the campaign all South Africans, young and old, will learn about the country and reflect on how life has changed for the better since the introduction of democracy in 1994.

Social-cohesion ambassadors have also been identified and will help spread the message of unity and encourage South Africans to be part of Tell Your Story Day.

South Africans will also have a chance to share their stories through social media.. .

Be on the look-out for more information on how you can be part of the campaign.





*p*RESIDENT zuma seen here with KwaZulu Natal Premier Senzo Mchunu and Minister of Human settlements Connie September.

## Cornubia housing projects – government’s pride and joy

President Jacob Zuma recently opened the first-ever integrated mixed income housing project in KwaZulu-Natal.

A total of 482 families in Ottawa, north of Durban received houses as part of the new R25-billion Cornubia Integrated Human Settlements Development Project.

The project, said President Zuma, forms part of government's initiative to integrate society by delivering decent housing and improving the lives of all South Africans.

To date, government has provided houses for more than 12 million South African families nationally. Through the successful public-private partnership, Cornubia will provide 28 000 more houses. Once completed, the project will boast homes, light indus-

trial factories, retail parks, clinics, two primary and one high school, businesses and recreational parks.

The development is expected to create 48 000 new sustainable job opportunities over a period of 15 years and a further 15 000 during the construction phase.

President Zuma also announced that Cornubia will also be linked to the new state-of-the-art Bus Rapid Transport (BRT) system. The BRT routes will link Cornubia to surrounding areas like Umhlanga, Phoenix, the Dube Trade Port and the nearby King Shaka International Airport.

## State entities receive clean audits

Three State-owned enterprises under the >>

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# IN OTHER NEWS

Department of Mineral Resources recently received clean audits from the Auditor-General (A-G) for their strict management of public finances.

State-owned minerals researcher Mintek, the State Diamond Trader and the South African Diamond and Precious Metals Regulator, were awarded for complying with the Public Finance Management Act of 1999, during the 2012 to 2013 reporting period.

Mineral Resources Minister Susan Shabangu recently received the special awards. The Clean-Audit awards, annually handed out by the Office of the A-G, urges entities to not become complacent, but to continue to maintain and improve the high standard they have set for themselves.

According to the A-G's business executive Kevish Lachman, if all such government entities received clean audits, South Africa would gain credibility and many of the obstacles involved in transforming the country would be lifted.

Lachman encouraged the winning entities to share their best practices with the rest of the sector, so others could apply the winning principles and comply as well.

## **New cost of living adjustments for senior public servants**

The Department of Public Service and Administration (DPSA) recently introduced cost-of-living adjustments for SMS members within the public sector.

As of April 2014, all SMS members on level 13 (Director level) will receive an adjustment to the cost of living of 6.2 per cent. SMS members from level 14 to 16 (Chief Director, Deputy Director-General (DG) and DG levels), will receive a 5.7 per cent cost-of-living adjustment.

The changes were made in accordance with section 3 (5)(a) of the Public Service Act of 1994.

## **New Tax Ombud's office launched**

Finance Minister Pravin Gordhan has launched the new South African Tax Ombud's office, a South African Revenue Service (Sars) office dedicated to handling taxpayers' complaints. The office is headed by the newly appointed Tax Ombud, former President of the High Court of South Africa Judge Bernard Ngoepe.



*Mineral Resources Minister Susan Shabangu shortly after receiving an award at the clean Audit awards.*

Judge Ngoepe was appointed for a three-year term, ending in 2016.

According to Minister Gordhan, the Tax Ombud is an additional and free avenue to deal with complaints by taxpayers that cannot be resolved through Sars's internal mechanisms.

The Tax Ombud's office is intended to be a simple remedy for taxpayers who have legitimate complaints relating to administrative matters, poor service or failure by Sars to observe taxpayers' rights.

For more information visit the Tax Ombud's website on [www.taxombud.co.za](http://www.taxombud.co.za), call 0800 662 837 or email [complaints@taxombud.co.za](mailto:complaints@taxombud.co.za) ☎





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# Fun-filled yet cost-effective holiday activities



**S**chool holidays are upon us and many of our readers will soon be taking some time off work to keep the little ones busy at a place nice enough for them to share the experiences with their friends when they return to school.

Such holidays or outings do not need to cost you an arm and a leg, neither do they require you to budget for plane tickets to faraway places.

Here are a few tips on how to give your children an enjoyable holiday without breaking the bank.

## Enjoy a fun day outdoors

There are many exciting things to do outdoors aside from playing ball or hide-and-seek. Most of the game reserves have game viewing, children's activities and picnic areas that are guaranteed to keep your children occupied for a few hours.

A fun day at the zoo will also keep them busy and entertained for a few hours.

Your children can also invite some friends over for a picnic in your garden.

## Get their hands dirty

Children enjoy getting their hands dirty and the best way to do this is to give them an arts and crafts experience at home. This can be a fun exercise for children of any age.



## The indoors can also be fun

If it is too cold for your children to play outside, you can keep them busy indoors with:

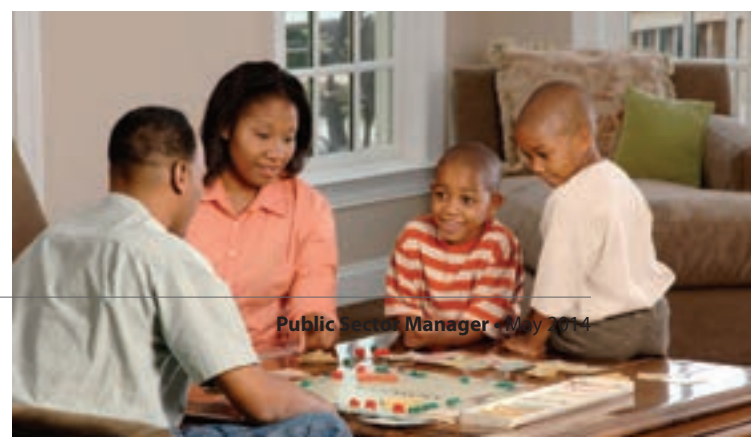
- playing dress-up (depending on the age of your child/children)
- playing board games
- baking or decorating biscuits, cakes and cupcakes
- painting
- reading
- creating a theatre experience at home by hiring DVDs, getting enough microwave popcorn and hot chocolate. But don't let them sit for too long watching television.

## Expand their knowledge

Although the children will be on holiday, it is still helpful to take them on educational tours to museums, child-friendly art galleries and other historical places in your area.

Also look out for cultural sites in your area so that they can learn more about their country's cultural diversity.

There is really no excuse for the holidays to be expensive or a bore! 🙄





**Nkidi Dinah Mohoboko**  
**Deputy Director-General: Learning Academy,**  
**Department of Home Affairs**

Nkidi Mohoboko holds a Bachelor of Public Administration degree from the then University of Bophuthatswana (now North-West University (NWU)), Bachelor of Arts (Honours) in Human Resource Development from the then Rand Afrikaans University (now University of Johannesburg) and a Master's in Business Administration specialising in Human Resources from the NWU.

Mohoboko started her career as a training officer at the Public Service Training firm in 1992. She joined the North West Department of the Premier in 1997 as Deputy Director: Transformation and Communication and was transferred to the Department of Health in North West in 2001 for MBA research purposes. In 2003, she joined the Department of Water Affairs and Forestry as a Director: Corporate Strategic Planning. In 2007, she joined the South African Revenue Service as Senior Manager: Learning and Development, the position she held until her recent appointment at Home Affairs.

At Home Affairs, Mohoboko will be responsible for centralised management, coordination and administration of learning and development, in order to build occupational and professional competence of the Home Affairs workforce.

**Michael Sass**  
**Accountant-General: National Treasury**

Michael Sass is a Chartered Accountant and a Certified Internal Auditor. He holds various qualifications, including a Bachelor of Commerce in Accounting degree from the University of Pretoria, BCompt Honours degree from Unisa and a Master's in Commerce degree from North-West University.

Sass has over 27 years' experience in both the private and public sector. He previously held senior positions with Johannesburg Consolidated Investments as Internal Audit Manager in 1994 and Tax Assessor at the South African Revenue Service in 1986, General Manager (Deputy Director-General): Gauteng Provincial Government from 2001, Grant Thornton in 2007 and Business Innovations Group in 2009. He serves as National Treasury's representative on various boards, including the Independent Regulatory Board for Auditors and the Accounting Standards Board.

Sass will promote and enforce transparency and effective management in respect of revenue expenditure, assets and liabilities of institutions in all three spheres of government.



**Malijeng Theresa Ngqaleni**  
**Deputy Director-General: Intergovernmental**  
**Relations, National Treasury**

Malijeng Ngqaleni holds a Bachelor of Arts in Economics degree from the National University of Lesotho and a Master of Science in Agricultural Economics degree from the University of Saskatchewan, Canada.

She served as Chief Director of Provincial and Local Government Infrastructure at National Treasury from 2006 and successfully facilitated the development and review of fiscal policy framework to support efficient delivery of provincial and local government infrastructure. Before this, she was the Director: Provincial Budget and Policy Analysis responsible for the administration of National Treasury's conditional grant.

Ngqaleni will be responsible Local Government Budget Analysis and Intergovernmental Policy and Planning for National Treasury. 





***There's a Tsotsi in the Boardroom,*  
by Muzi Kuzwayo**

*There's a Tsotsi in the Boardroom* takes bewildered advertisers and marketers on a guided tour of exactly what makes the South African market tick.

It's a story as old as history itself. Everyone wants to be chief – whether it's in the boardroom, Parliament, church or on the streets. Despite the odds stacked against them, many South Africans still made it, and those who didn't wait for opportunities to open up, simply broke down the doors.

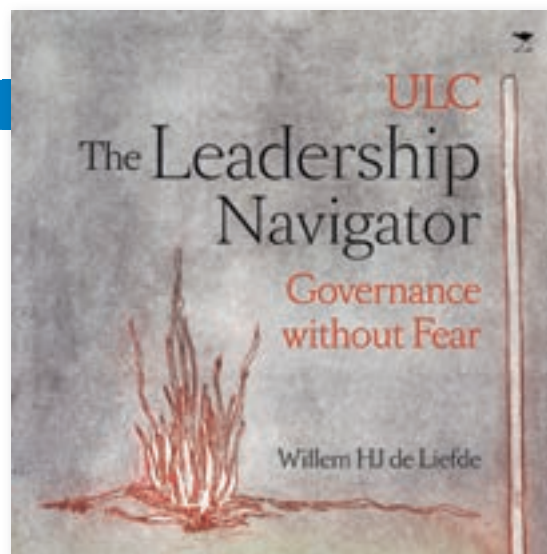
The book thrills and at times its bluntness may surprise you. In response, author Muzi Kuzwayo says: "What do you expect? I am only a product of Bantu Education. I can only tell it like it is, because my vocabulary is limited and I do not understand big words like 'diplomacy!'"

About the author: Kuzwayo the founder of the marketing consultancy The Kuzwayo Agency. He holds a BSc degree from Rhodes University, an MBA from the University of Cape Town and a graduate of the New York Institute of Photography. He is also the author of the best-selling *Marketing Through Mud and Dust*.

***The Leadership Navigator: Governance without Fear,* by Willem de Liefde**

"Throughout my life, I have discovered that I always achieve the best results when my actions are based on a combination of intuition, experience and sharing the truth. This way of living has resulted in my becoming a believer in the concept of what I call Embracing Leadership and being able to let go of the past," says Willem de Liefde.

His ground-breaking management book, *Lekgotla, the Art of Leadership through Dialogue*, changed how many managers viewed the workplace and the people who worked there. In de Liefde's latest book, *The Leadership Navigator: Governance*



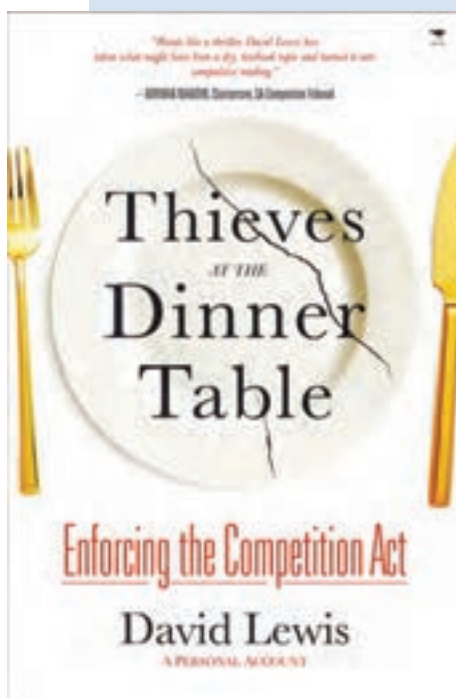
without Fear, he continues to expand his ideas of leadership and explains how compassion and forgiveness amongst leaders invariably brings both financial success and wisdom.

***Thieves at the Dinner Table: Enforcing the Competition Commission,* by David Lewis**

*Thieves at the Dinner Table*, is one of the success stories of the new, democratic South Africa, an institution that has won respect and admiration for its fearless, professional regulation of the market in the interests of the consumer and the citizen.

David Lewis was one of the chief architects of the new competition authorities set up after 1994 and then became a leading actor in their work.

The book is a personal account of Lewis's headship of the tribunal and shows an insight into the way this new body dealt with the anticompetitive practices of South African big business. This is a book for people in business and in law, for those who want to understand how a key institution of post-apartheid South Africa came to be so successful, and for all those interested in the story of how some of the country's most powerful businesses got their comeuppance after years of ripping off consumers.®



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# FASHION



Fashion designer and mentor, David Tlale staged a protest march, as he took fashion to the people in his latest collection at Mercedes-Benz Fashion Week Joburg recently.



Young design interns Nokwanda Ngcobo (left) and Ayanda Mthembu (right) with David Tlale after showcasing their collections.

Up and coming designers Ayanda Mthembu and Nokwanda Ngcobo got their big break thanks to well known designer David Tlale. The young designer got a chance to present their Joburg Fashion Week Fall/Winter 2014 collections. Tlale partnered with the KwaZulu-Natal provincial government in an initiative that seeks to nurture young talent. The interns are taken on a year long internship to give them a rich fashion experience from every angle. Each intern received the opportunity of a lifetime to present their very own collection.

The designers faced the demands and realities of the fashion world and the business of fashion.

"There's a profound difference between the theoretical work and a hands-on experience; I feel that this would give young designers an enriching practice," says Tlale. "This way they get to see us work as we build a collection from scratch," he said. "The designer will get to work behind the scenes at fashion week and catch a glimpse of the fashion week mania, as well as seeing the day-to-day running of a fashion business," he added.



## Ayanda Mthembu

As a teenager Ayanda would sketch outfits for paper dolls. Pursue this passion fulltime and he enrolled for a fashion and textiles course at The Durban University of Technology. After completing his studies last year, he heard about David Tlale's partnership with the KwaZulu-Natal Provincial Government in mentoring young designers.

"Fashion is my calling, my soul, my passion and my gift and I was created to design, so I had to apply for the internship."

Being mentored by David Tlale is a dream come true says Ayanda. "It is an amazing experience and a great opportunity to start off my career with the most amazing and talented designer in Africa."

Putting together his very first collection was exciting yet scary says Ayanda. "It was truly an emotional experience, seeing all my hard work coming to life on the runway is the most fulfilling feeling ever. It was undoubtedly the best experience of my life."

His message to the youth out there is to, "Follow your passion, work hard and believe in yourself- these are the most important principles. The future belongs to us young folks."



## Nokwanda Ngcobo

Much to her folks dismay, Nokwanda or the 8thWanda as she is now known in the fashion industry, was drawn to fashion.

After completing a National Diploma in Fashion Design at Durban University of Technology, and a Higher Diploma at the Linea Academy of Fashion, she was referred to the programme by former intern Duke Mngadi.

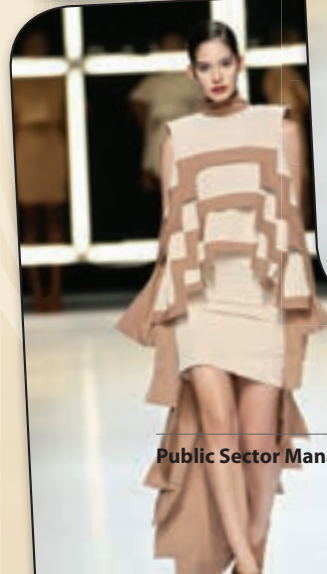
"My love for fashion is my core passion, as I believe it is a way of armouring ones personality as an expression of yourself to the world.

Having the opportunity to work with the creative, business genius David Tlale, has prepared me to run my own successful fashion empire one day.

"From day one he humbly embraced us into his family, because that is what the David Tlale team is, a family."

Nokwanda's next move is to focus on her own fashion brand, and with the help and support shown by the KwaZulu-Natal Provincial Government, young fashion designers can go very far.

"Passion and talent alone are not enough to succeed in the fashion industry, if possible young designers should try and find mentorship programmes they could join because fashion is much more than being able to illustrate and make a garment, it's not glamorous as seen on TV, its hard, hard, work, but so worth it at the end." 📸







# Table Mountain rocks!

**H**aving a brother who works overseas means that opportunities for sibling bonding can be few and far between.

So when the opportunity arose for a short holiday we decided to grab it with both hands to be tourists in our own city for a day. It turned out to be a great decision: Cape Town is a stunning city to explore, and being locals meant that there were many attractions that we had procrastinated seeing for far too long.

And so it came to be that on a beautiful summer's morning we found ourselves at the foot of Table Mountain, ready for a day of adventure.

Towering proudly 1 088 metres over Cape Town, Table Mountain is the iconic centre of the city that cannot be ignored. The mountain is actually a national park which boasts over 2 000 species of plants (more than the entire United Kingdom), many of which are endangered.

The park is a hiker's paradise, with many routes of various difficulty levels. Walkers can get to the top of the mountain from the city side (Platteklip Gorge is a steep three-hour hike), the Atlantic side (Kasteelspoort or Pipe Track) or the South side of the mountain (Smuts Track and Bridle Path are two of the more gradual ascents).

All of the hikes offer beautiful views, but hikers need to be aware that the weather on the mountain is famously fickle, and there are many steep cliffs and sudden drops (a frightening statistic is that more people have died on Table Mountain than on Mount Everest).

Being a little short of time we decided to take the easier route to the top, using the world-class cable car. With each car fitting 65 passengers, service is quick and the queues move at a rapid rate. The cable car rotates 360 degrees during the journey, so passengers get a panoramic view over the mountain and the city.

However, the trip to the top wasn't always this effortless – I was fascinated to discover that the cable car had been operating since 1929. To build the cable car, employees used a temporary pulley rope system and an open box (nicknamed the soapbox) to get between the upper and lower stations. Miraculously the entire operation was accident-free, a record which the cable car company is proud to still have intact.

Once at the top it is easy to see why Table Mountain is one of the New Seven Wonders of Nature. We picked a day where the Cape Doctor wasn't up to its usual view-spoiling self, so we managed to get some great photos out over the 12 Apostles and across Lion's Head and Signal Hill.

Out to sea we had a view of Robben Island, and on the southern aspect we had Devil's Peak. Regarding this interesting name, legend has it that a Dutch pirate named Van Hunks once challenged the devil to a pipe-smoking contest, which is still unresolved and therefore results in a steady stream of clouds pouring over the



peak during the summer months.

I would have been more than happy to walk around and enjoy a lunch at the upper station restaurant, but little brother had other ideas. A dare was soon made to tackle the abseiling activity. Needless to say sibling rivalry kicked in and the challenge was accepted. Pretty soon we were all strapped in and getting a quick introduction talk on abseiling from our guides JP and Gilbert.

Once all the ropes and harnesses had been fitted and we were ready to go JP gave each of us a bright yellow bag (our Irish parachutes) which, he went on to explain, worked as follows: if something goes wrong, blow five

deep breaths into the bag. Then hold the inflated bag above your head as you sail down and land safely at the bottom. If you are unsure, remember to read the instructions on the label.

Seeing the look of incredulity on our faces he eased our confusion by explaining that this was a bit of light humour to ease the nerves, and the yellow bags are actually used to transport our harnesses back up to the top afterwards.

Standing at the top, with 112 metres of sheer cliff behind you (and the entire city bowl spread out below that), it was pretty easy to feel weak at the knees.

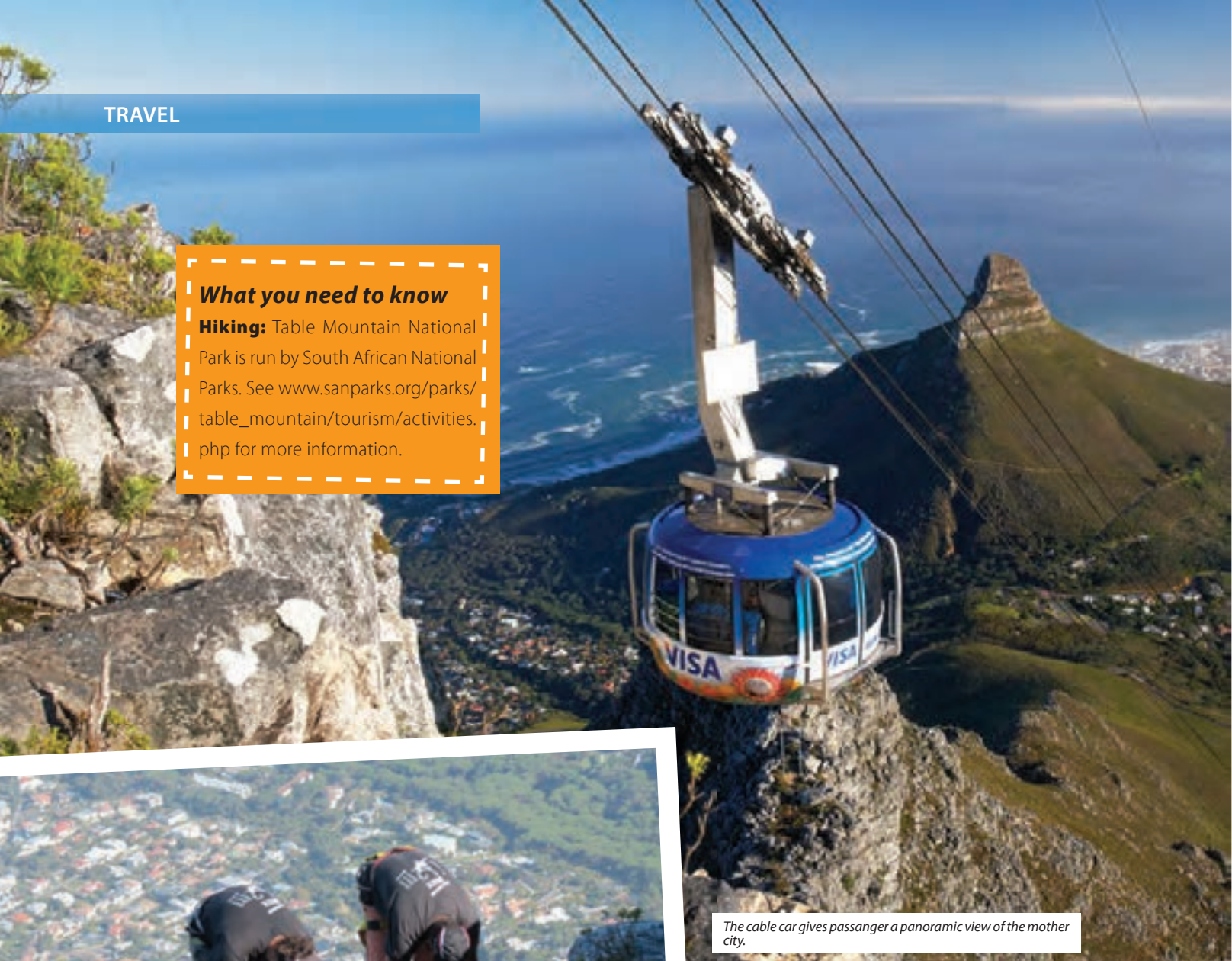
However, next up on the abseil were two British girls, so for the sake of national pride we boldly leaned back and took that first terrifying >>





**What you need to know**

**Hiking:** Table Mountain National Park is run by South African National Parks. See [www.sanparks.org/parks/table\\_mountain/tourism/activities.php](http://www.sanparks.org/parks/table_mountain/tourism/activities.php) for more information.



The cable car gives passenger a panoramic view of the mother city.



**Cable Car:** The Table Mountain Aerial Cableway Company operates between 8am to 7:30pm (weather dependant) during March. Tickets bought at the lower station are R215 return and R110 one way for adults and R105 return and R55 one way for children (slightly cheaper if bought online). Contact details: [www.tablemountain.net](http://www.tablemountain.net) or 021 424 8181.

step into the unknown. Despite my brain sending me frantic messages that this was illogical and I needed to get back onto that ledge immediately, once I'd taken a few steps the nerves gave way to a sense of enjoyment.

With JP holding my safety rope at the top, I could kick off the ledge and bounce down the cliff in giant moonwalking-like strides. Before reaching the bottom the cliff opens out into a giant cavern, leaving us dangling in the air and slowly sliding ourselves down our ropes to solid ground once again.

From there it's a short and scenic hike back up to the upper station, which is a good chance to admire the views and congratulate ourselves on our act of extreme and daring courage. 🙌

**Abseiling:** Abseil Africa operates from the Upper Station. Prices are R695 pp (excluding the cable car) or R850 pp for a guided walk up Platteklip Gorge and abseil. Contact details: [www.abseilafrica.co.za](http://www.abseilafrica.co.za) or 021 424 4760.

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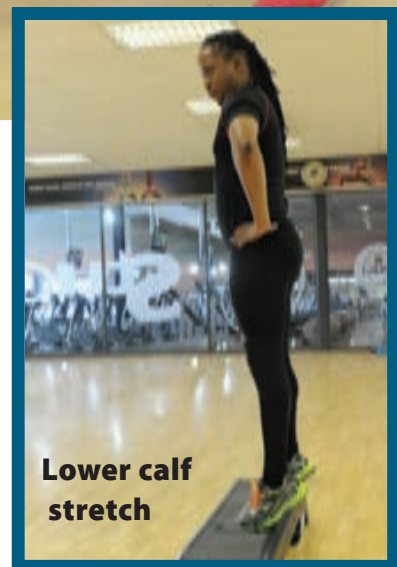
# HIIT

## a new level of fitness in 30 minutes

### Part 1



**Scissors hamstring**



**Lower calf stretch**

Writer: Noluthando Mkhize Photographer: Kopano Tlape

**H**igh Intensity Interval Training (HIIT) is the ideal workout routine for people who have less time to include exercise into their work schedule and family activities.

This is according to personal trainers Botle Kayamba and Reggie Skosana, who say the routine can be done in 30 minutes or less.

HIIT gives you a full body workout and enables the body to continue burning fat even after the exercise. It includes a cardio workout and exercises that tone the body.

HIIT includes a short warm up followed by high-intensity exercises with minimal rest and cooling down after completing the exercise.

When performing HIIT you exercise for 30 seconds and rest for 10 seconds. The exercises can be done at home – no need to hit the gym.

Kayamba and Skosana share some exercises that can be included in the HIIT routine.

### Step One

#### Warm-up – four minutes

It is important to get your muscles to work by warming up. This decreases the risk of injury and prepares your muscles for stretching. Each warm-up exercise must be done for 60 seconds.

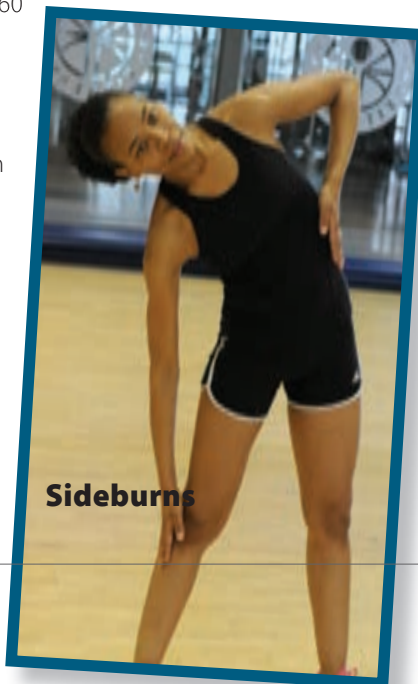
#### 1. Shoulder rolls

Standing tall and relaxed, rotate the shoulders in a circular movement.

Bring the shoulders back, then up towards the ears, and then forward and down as low as possible. Repeat this procedure.

#### 2. Sideburns

Lower the left arm towards the floor by bending towards your left. Contract the right side



**Sideburns**

of your body and straighten your body back up to the start position.

Repeat on both sides.

#### 3. Scissor hamstring stretch

With your feet together, step your right foot back. Bend forward from your hip joint, keeping your back and both legs straight. After holding for a few seconds, switch sides.

#### 4. Lower calf stretch

Drop your heel, bend your knee and push it down towards your toes. You will feel a stretch on the calf and on the inside of the lower leg. Hold for 10-15 seconds then switch.

### Step Two

#### Cardio and squats (one minute per exercise – six minutes in total)

Cardio exercises increase your heart rate and blood circulation, and also burn calories. Squatting builds muscles in the body and tones the buttocks and abdominal area.

#### 1. Marching on the spot

Stay on the balls of your feet, lift your knees high and lean back a little if it helps to lift up the knee.

## 2. Step touch

Raise your arms up to shoulder height on both sides of your body; step out to the side with one leg while leaving the other leg in place.

Return the leg and arms to the starting position. Repeat the movement to the other side.

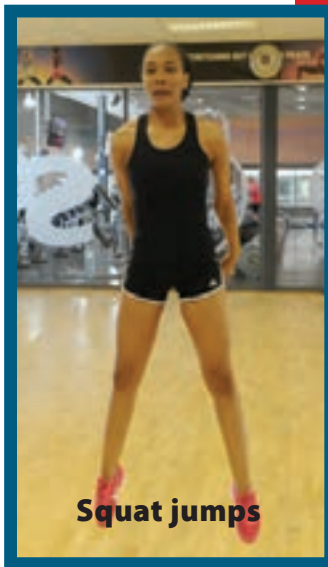


## 3. Knee to elbow step-ups

Place your right foot on a step of staircase. Lift the left leg up until the knee touches the elbow. Repeat this 32 times and then change the legs. The left foot should stay on the step throughout.

## 4. Toe steps

Begin in a lunge position and then jump into a lunge on the opposite leg, alternating back and forth using a step. Make sure that your knees stay aligned and aren't overlapping your toes.



## 5. Squat jumps

Place your fingers on your head and pull your elbows back so that they are in line with your body. Dip your knees in preparation to leap. Jump as high as you can. When you land, immediately squat down and jump again.

## 6. Burpees

Begin standing, bring your hands to the floor just in front of your feet; jump your feet into a plank position. Do one push-up, jump your feet back to your hands and from this crouched position jump up, similar to a squat jump.

Step three – lunges, squats and bridging (two minutes each exercise – six minutes in total)

Lunges support the leg muscles and the quadriceps of your front thigh while bridging strengthens your buttocks.



## Step Three

### 1. Lunges


Keep your upper body straight with your shoulders back and tighten your stomach. Step forward with your right leg ensuring that your knee surpasses your ankle. Lowering your hips until both knees are bent, make sure your other knee doesn't touch the floor. Keep the weight in your heels as you push back up to the starting position.

### 2. Squat and lunge

Step back with one leg into a reverse lunge and lower your body until your front knee is bent. Pause and then push up quickly. Change your lunging leg with each rep.

### 3. Hip bridge

Lie on your back with your knees bent and your feet flat on the floor, about hip distance apart.

Your feet should not be too close or too far from your buttocks. Squeeze your buttocks as you lift your hips high up off the mat. Ensure that your body makes a straight line and you can see your knees. 

*\*Part two of this workout routine will be featured in the June edition.*







## More power for 2014 Nissan GT-R

Nissan has released the updated version of the revered GT-R supercar in South Africa, adding a host of improvements for the 2014 model.

While staying true to GT-R's core virtues including mind-blowing power, exhilarating speed, exceptional handling and a raft of futuristic technical equipment, the new evolved version brings even more to the table – or the road – than ever before.

At the same time it maintains its reputation for being a bedroom-wall poster and one of the fastest production vehicles the world has ever seen.

The Nissan GT-R is powered by a formidable front-mounted twin-turbocharged 3.8-litre V6 petrol engine, mated to a six-speed automated dual-clutch gearbox. With power going to all four wheels, the GT-R makes use of a staggering 397 kW at 6 400 rpm and 628 Nm between 3 200 and 5 800 rpm. The eye-popping results are a 0-100 km/h sprint time of just 2.9 seconds and a top speed of 315 km/h.

The 2014 Nissan GT-R offers smoother ride comfort, better refinement and benchmark fit and finish, in the spirit of a great "GT", while delivering breathtaking performance and road-holding. Its multidimensional performance means the driver can enjoy the full depth of the GT-R's capabilities, whether navigating corners of a winding mountain road, cruising on the highway or even in an urban environment.

A host of mechanical updates have taken place for 2014. The already excellent chassis and suspension setup have received tweaks in an effort to constantly improve the vehicle. Updates include: fine-tuned suspension which is now symmetrical to reduce load fluctuation between the four wheels and allowing for better stability and more consistent grip; optimised electronic control of the shock absorber valves and modified front stabiliser spring rates to ensure more consistent tyre contact with the road; enhanced use of suspension stroke which improves roadholding for a poised and confident ride; and continued outstanding traction and a reduction in NVH (noise, vibration and harshness) for a more comfortable ride as well as better straight-line stability.

The GT-R is now also fitted with Dunlop SP Sport Maxx GT 600 DSST CTT tyres as standard (255/40 ZRF20 at the front and 285/35 ZRF20 at the rear) which offer



outstanding road holding and precise response in all conditions, thanks to stiffer sidewalls which reduce deformation and improve steering response under hard cornering. Braking calibration has been retuned for a firmer and more linear response at everyday speeds, allowing for smoother braking to be more intuitive which generates greater confidence, especially in the wet.

Fine-tuning to the 2014 GT-R's steering reduces the effort required for in-town manoeuvres while maintaining the exceptional feedback during high-speed driving. In combination with the retuned suspension, high-speed confidence is outstanding.

Maintaining its position as one of the most striking supercars in the world, significant updates to the exterior and interior for 2014 enhance visual appeal as well as safety and the driving experience.

Complementing the standard three-year/100 000 km warranty, the 2014 Nissan GT-R is available in South Africa exclusively with an optional two-year extension to five-years/100 000 km. A three-year/ 50 000 km service plan is also included as standard.

2014 Nissan GT-R Range	Retail price incl. VAT
Nissan GT-R Premium	R1 475 000
Nissan GT-R Premium (red interior)	R1 526 000
Nissan GT-R Black Edition	R1 527 000



### Chevrolet blazes trail in southern Africa

The Chevrolet Trailblazer SUV has been upgraded for 2014, with all five existing models receiving substantial specification enhancements. The Trailblazer is now set to continue finding new roads in Zambia, Zimbabwe and Mozambique, with versatility, off-road ability and on-road stability strengthening the nameplate in these growing markets.

For the 2014 model year, all Trailblazer models feature enhanced specifications which add value and class to the already well-specced range. All LTZ derivatives now feature a rear view camera as standard. All models also benefit from changes on the inside, with a new Dark Ash Grey interior colour scheme available as an option along with front side airbags mounted in the seats.

The updated Chevrolet Trailblazer also features a new, multi-information central LCD display panel which features the usual trip computer readouts as well as two new menus for additional vehicle particulars. The vehicle information display imparts critical information such as battery voltage, an adjustable speed warning, transmission fluid temperature (particularly important for off-roading), engine hours and an oil life indicator.

The additional economy gauges include an instantaneous throttle position indicator which indicates when economical driving is being achieved, as well as a historical fuel economy graph which shows fuel consumption history for the last 50 km. Both these features are geared to encourage more economical driving habits.

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*The Chevrolet Trailblazer SUV models feature enhanced specifications.*

The Chevrolet MyLink infotainment system is now available in the Chevrolet Trailblazer, fitted as standard to all derivatives. Chevrolet MyLink brings smartphone technology to the Trailblazer with a large seven-inch touch screen display and a host of media capabilities. Video and picture playback, full audio format support linked to six speakers, USB and aux integration, as well as Bluetooth for hands-free cellphone use and audio streaming, join Chevrolet MyLink's downloadable app set which allows for an increasing array of integrated media use, including Internet-based radio.

With four of the five Trailblazer derivatives featuring powerful turbocharged diesel engines, the 2014 line-up now benefits from updated outputs from both the 2.5-litre and 2.8-litre Duramax diesel motors.

The 2.5D LT model now makes use of 120 kW (up by nine per cent) and 380 Nm (up by 8.5 per cent). The 2.8D LTZ models, available in either 4x2 or 4x4 guise, also see hikes in power from the proven Duramax turbocharged diesel engine, which now produces 144 kW (up by nine per cent). Automatic 2.8D LTZ models receive further enhancement in the form of a torque increase of 30 Nm to 500 Nm.

Fuel economy from the updated engines also improves, with the 2.5D LT derivative returning an average fuel consumption figure of 8.0-litres per 100 km and the updated 2.8D LTZ models returning as low as 8.5-litres per 100 km.

The two Duramax engines are ranked amongst the most powerful and fuel efficient diesel engines available in their respective displacement classes. Both feature double overhead camshafts and an aluminium cylinder head designed to optimise combustion for enhanced power and efficiency with a reduced tendency for engine knock to occur.

Both engines make use of high-pressure common-rail fuel injection systems (2.0 bar) with turbocharged and intercooled induction systems. The clean-burn design of the induction and combustion process, aside from the power and efficiency benefits, also provides for low emissions. Both engines are Euro 2 compliant.

The tried-and-trusted 3.6-litre petrol V6 engine fitted to the range-topping Trailblazer 3.6 LTZ AT model remains unchanged. Ⓜ



# South Africa tones its sporting muscle



*Pre-1994 blacks did not get a chance to represent their country in sports such as rugby.*

**U**ntil 1994, South African sport was isolated from international events because of the country's apartheid regime.

The country was absent from international competition for 32 years as a result of international sporting sanctions imposed because of South Africa's apartheid policy.

On the home front, under apartheid, blacks did not have equal access to competitive or recreational sports opportunities at school or community levels, according to the Twenty Year Review released recently by The Presidency.

"There was little or no investment in sports infrastructure, equipment, attire, development, talent identification and/or activities for previously disadvantaged population groups," the review notes.

South African sports teams and athletes started competing globally in 1992 after the country's white electorate voted in a referendum

in favour of a negotiated settlement on the issue of apartheid and the country was re-admitted to the international sports arena. Since 1994, sport has been a unifying force in South Africa.

Sporting institutions such as the South African Council on Sport, the South African Non-Racial Olympic Committee and the National Sports Council were consolidated by building a democratic and unified sports system.

From being an outsider, South Africa is now affiliated to the Supreme Council of Sport and also participates in various international sport organisations and events, such as the Commonwealth Games, Olympic Games, Paralympic Games, World Games, World Anti-doping





*An all white cricket team pre-1994.*

Agency, the International Anti-doping Arrangement and FIFA tournaments. South African clubs also compete in continental competitions.

According to the review, from 1994 to 2005, Sport and Recreation South Africa built 744 sport and recreation facilities throughout the country. South Africa has also successfully hosted a number of key international sporting events, most notably the Rugby World Cup in 1995, the Africa Cup of Nations in 1996 and the FIFA World Cup in 2010.

“These events strengthened the glue that keeps this country together by fostering an overarching national identity as well as a spirit of camaraderie. They also contributed significantly towards developing South Africa as a tourist destination,” it adds.

Since the advent of democracy, the performance of South Africa’s national teams has been on the rise with the Springboks winning the Rugby World Cup in front of the home crowd at a packed Ellis Park Stadium in 1995. The Springboks defeated New Zealand 15–12 in the final.

The 1995 Rugby World Cup, the first major sporting event to take place in South Africa after the end »



*Former late President Nelson Mandela shares the stage with former Springboks captain Francois Pienaar after winning the 1995 Rugby World Cup.*





of apartheid, played a significant role in healing a divided nation. It was also the first world cup in which all matches were played in one country for the duration of the tournament.

At the game, former President Nelson Mandela walked onto the field to congratulate the team, in a moment that all South Africans remember with pride.

“In former President Nelson Mandela, the country had a leader acceptable to almost all groups in society and deeply respected across racial and class boundaries. In this regard, President Mandela was himself a key part of the new national identity,” reads the review.

The following year, Bafana Bafana emulated their rugby counterparts when they captured the African Cup of Nations. The 1996 African Cup of Nations showpiece was held for the 20th time and for the first time on South African soil.

Also in 1996, at the Atlanta Olympic Games, Penny Heyns won both the 100m and 200m breaststroke events.

It was the first time democratic South Africa participated in the Olympics and Heyns’ performance in the pool made her the country’s first post-apartheid Olympic gold medalist.

On the track, Josia Thugwane also did the country proud by winning a gold medal at his first attempt. Thugwane won the gold medal in the marathon becoming the first black athlete to earn an Olympic gold for South Africa.

Two years after successfully winning the African Cup of Nations on home soil, the national football team also qualified for the FIFA World Cup in 1998, held in France. Though the team was kicked out in the first round, qualifying for the tournament for the first was a huge step in the right direction.

Sport has been used as a tool to heal a divided nation as a result



of apartheid. This was evident during the 2010 FIFA World Cup, which was held on the African continent for the first time. South Africans of all races rallied behind the national team for the duration of the tournament.

The review acknowledges the important role that sport has played in uniting South Africans. “Sports interaction has contributed towards increased interaction across race and class.”<sup>60</sup>

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# Gadgets on the go

Many of us spend a large chunk of our lives behind the wheel of a car. Whether you are driving to and from work, picking up the kids or running errands, it's safe to say your car is your oasis on the road. To make sure your mobile oasis has everything you need, *Public Sector Manager* magazine has the perfect gadgets for those on the go.

## In-car mounts

The in-car mount comes in a range of different sizes and colours to suit any type of device. Simply stick the suction pad onto your windscreen, or clip onto your air vent. Making and receiving calls, or finding your way across town has never been this easy. In-car mounts are available at leading cellular accessory stores and range from R299.



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