

PublicSector

MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS



OCTOBER 2013

Social development

Minister Bathabile Dlamini walks in the footsteps of our people

Profile

The sky's not the limit for Air Traffic Navigation's Thabani Mthiyane

Dignity and land restitution

Nomfundo Gobodo Chief Land Claims Commissioner on changing people's lives

Transport Month

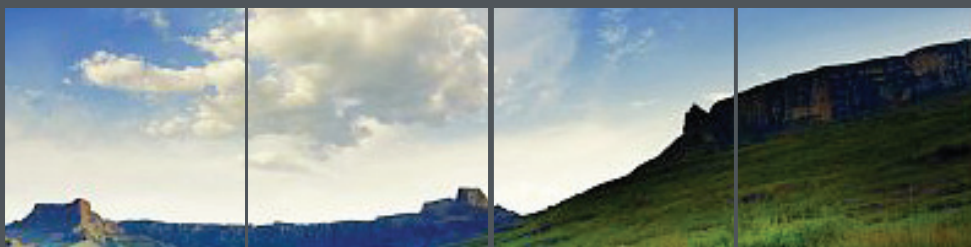
20 Years of Freedom and mobility
Gauteng's transport vision



R29.95 (VAT INCL) SOUTH AFRICA

2011-12 MFMA general report

Leadership commitment proves to be recipe for winning formula



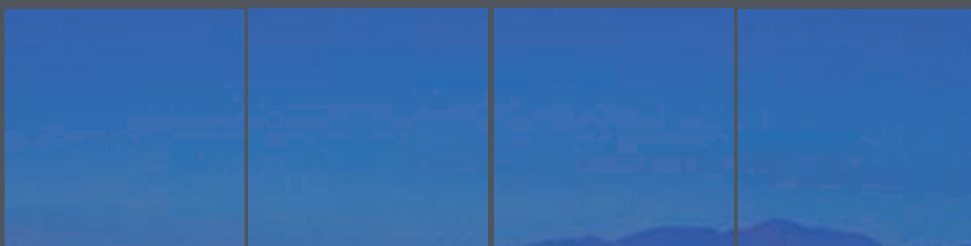
Three municipalities and three municipal entities improved their previous year's audit outcomes to progress to clean audit opinions in the 2011-12 financial year.

Releasing his 2011-12 Municipal Finance Management Act (MFMA) general report, Auditor-General (AG) Terence Nombembe said the exemplary results of the three municipalities – the Western Cape's local municipalities of George, Langeberg and Mossel Bay – and the municipal entities – Johannesburg Fresh Produce Market (Gauteng), Durban Marine Theme Park (Pty) Ltd and ICC and Durban (Pty) Ltd (both in KwaZulu-Natal) – are commendable, as they prove beyond doubt that clean administration is achievable where there is leadership commitment.

The winning formula of these auditees, the AG said, was that their leadership led by example and made concerted efforts to resolve audit matters raised in their previous year's audit reports, "and their results are a testimony that where political and administrative leadership set the right tone and work together to implement and constantly monitor basic internal controls, good governance is achievable".

He said the next step in the march towards wholesale clean administration was for these auditees to work hard to sustain their clean audit status as done by their eight counterparts – the three district municipalities of Waterberg (Limpopo), Ehlanzeni (Mpumalanga) and West Coast (Western Cape); the three local municipalities of Umtshezi (KwaZulu-Natal), Steve Tshwete (Mpumalanga) and Swartland (Western Cape); and the two municipal entities Fezile Dabi District Municipality Trust (Free State) and Johannesburg Social Housing Company (Gauteng) – which maintained the clean audit results they had received in the previous year.

Lack of consequences leads to slow progress



The AG's latest report shows that the progress towards clean audits has been slow, with the number of clean audits remaining at the same low level of 5% for the past three years, and the overall audit outcomes regressed, as 41 auditees improved, but 50 auditees regressed.

Nombembe said although his office was aware of efforts by the national, provincial and local spheres of government, as well as oversight structures, to implement actions to address the root causes and remove impediments to total clean administration, these initiatives have not yet had the desired effect on audit outcomes.

Chief among the root causes of the poor audit results were the lack of capacity in local government, which affected its ability to account for the public resources it has to administer on behalf of society. At 73% of the auditees, vacancies in key positions and key officials without the minimum competencies and skills continued to make it difficult for these auditees to produce credible financial statements and performance reports. In order to fill this gap, 71% of the auditees depended on consultants to assist with financial reporting.

At more than 70% of the auditees, the lack of consequences for poor performance and transgressions slowed down improvement in local government audit outcomes. To help local government deal with transgressions, the AG's office has compiled a booklet on the legislation to be used in dealing with the wrongdoers.

"I also call on the councillors of 76% of the auditees where I have encountered slow responses in addressing the poor audit outcomes to prioritise their pursuit of the knowledge and skills they need to perform their oversight duties and insist on support from national and provincial government for their continuous development. If councillors do not feel equipped and enabled to effectively oversee municipal administration, they will not be able to hold municipal management to account and enforce consequences for poor performance and transgressions. They must also effectively and ethically apply the leadership skills that earned them the trust of their communities and strengthen their resolve to oversee and steer their municipalities towards achieving developmental objectives, adhering to legislation and accounting for actions in a credible and transparent manner. Furthermore, there is a critical need to strengthen the municipal public accounts committees and support the important role they play, as this will further bolster the oversight mechanisms."



Discipline coupled with ownership – a trend amongst best performers

The AG said although progress towards clean audits is slow, he was encouraged by examples across the country where the commitment of leaders and officials had resulted in improved audit outcomes.

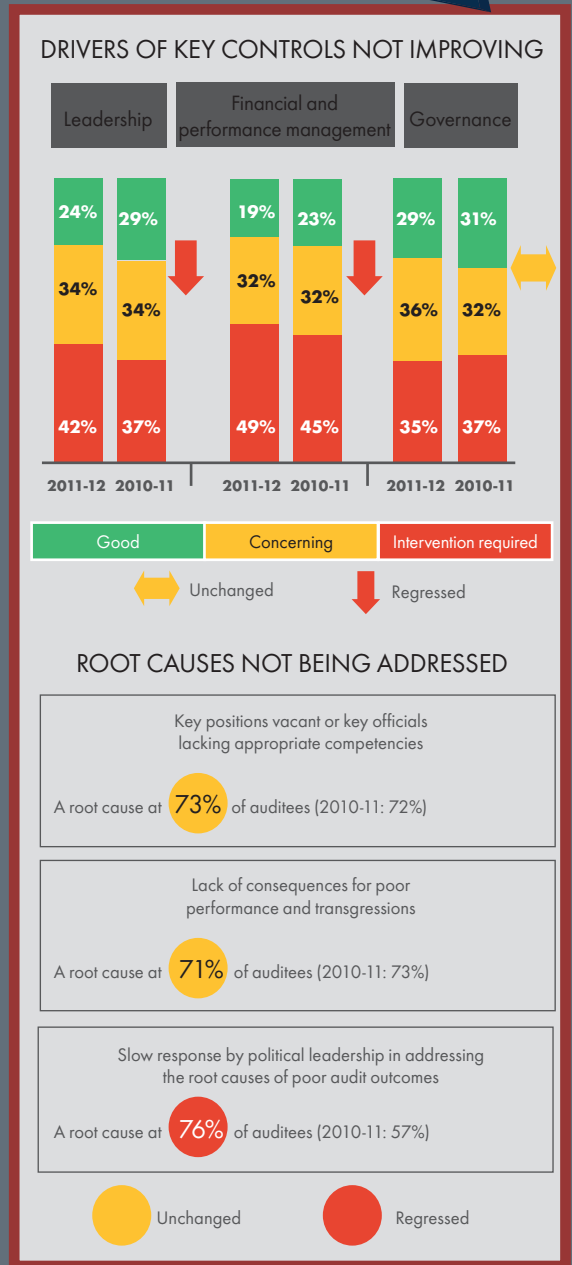
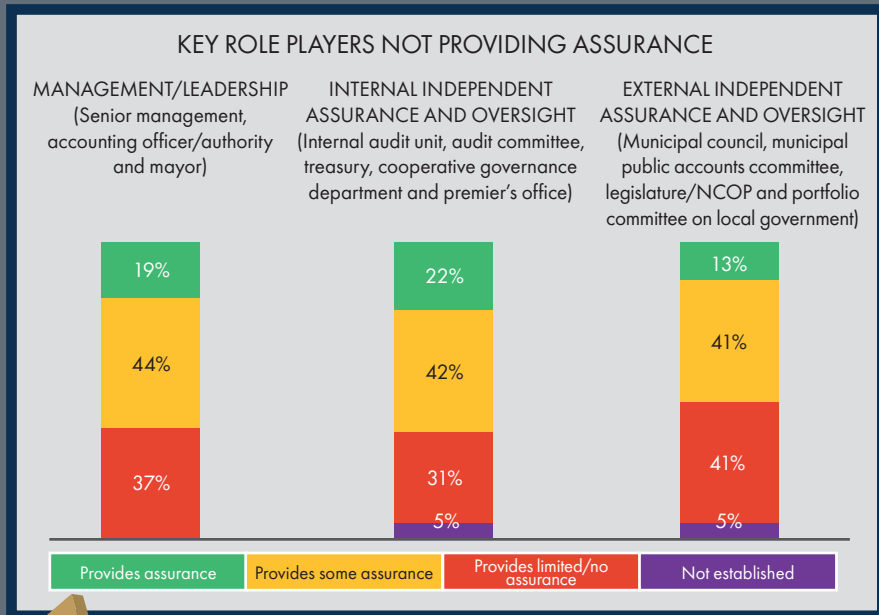
"I am confident that similar results can be achieved, from the smallest local municipality to the biggest metro. Those who progressed to, and maintained, clean audits have done so by consistently taking ownership of their municipal performance practices and insisting on adequately qualified staff and effective performance management practices. These simple basics can work for any municipality or entity – all it takes to instil these disciplines is the right, ethical leadership tone driven by a sense of duty and service to South Africans who patiently wait for services in the respective municipalities," Nombembe cautioned.

He said his office would continue to work closely with all those charged with governance and oversight as part of the drive towards the realisation of clean administration at municipalities in the country.

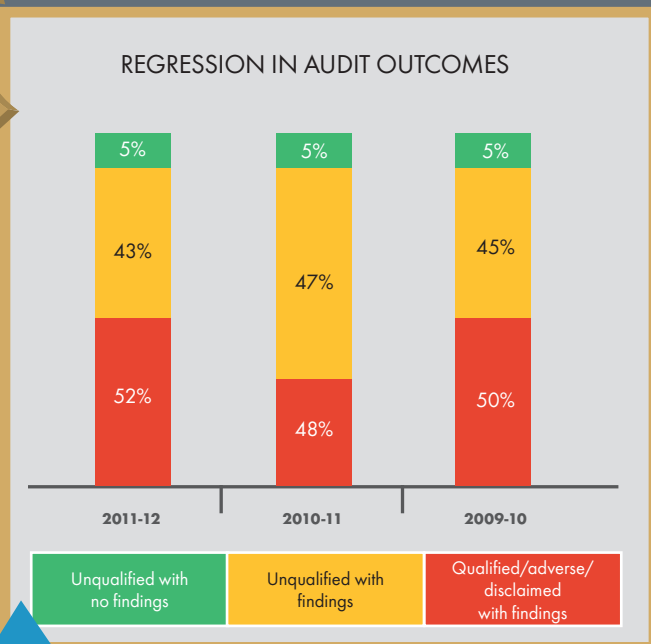
The 2011-12 picture at a glance



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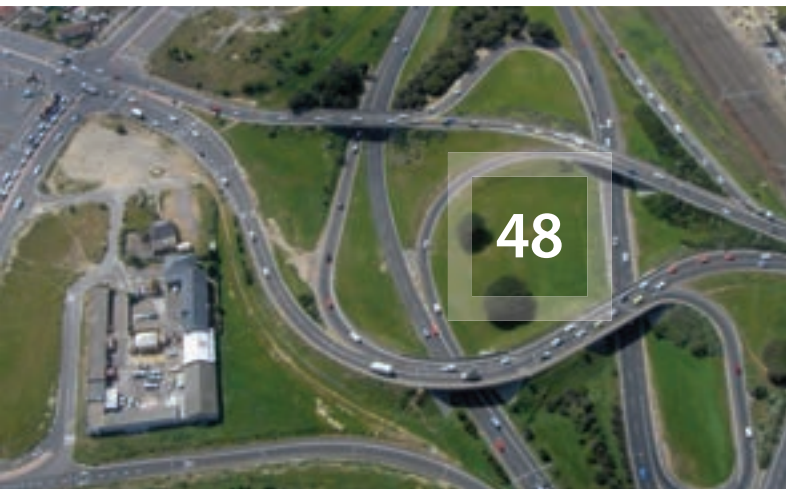
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Changing lives by ensuring a better life for all

Life has certainly changed for the majority of people since 1994. Since its inception the new democratic Government of South Africa prioritised bettering the lives of people. In 2009 the new administration actively sought to ramp up and to further accelerate the gains since democracy.

Now almost five years later there are a number of achievements that stand out. Among the most notable is the revolution in health (especially regarding increased life expectancy), the reduction in child mortality, notable victories in the fight against HIV and AIDS and TB and an overall improvement in the effectiveness of the health system.

The other major victory is the expansion of social services to the most vulnerable in our society. Government has implemented a range of social services to address the country's triple challenges of poverty, unemployment, and inequality. The impact of these services – including social grants has had a positive impact on improving the living standard of numerous households.

Social grants are a safety net that offers many of our peo-

ple human dignity by allowing them to meet essential subsistence needs. They are one of government's main poverty alleviation initiatives: the child support grant, disability grant, grant for older persons, war veteran's grant, and others ensure that persons living in poverty have a basic income.

This month is a chance to take stock of achievements thus far and to reflect on the challenges which remain.

The number of South Africans benefitting from grants increased from 2,5 million in 1993 to 16 million by mid-2013, of these an estimated 11 million are child support grant beneficiaries. These numbers are remarkable given that the programme started from a very low base of about 30 000 in 1998 when the child support grant was introduced.

Social grants bring financial security to many families with the General Household Survey (GHS) 2012 showing that it is the main source of income for 39,5% of households.

This intervention from government puts money directly in the hands of the poor, particularly women who are then empowered to make positive life choices that can improve the lives of South African children. The impact of social grants can be directly linked to an overall improvement in nutrition, better educational outcomes, healthcare and the activation of job-seeking behaviour.

However, it is about more than just numbers, Government has prioritised investment in Early Childhood Development to ensure excellence in the next generation. Our policies are aimed at addressing the things that prevent young children from reaching their full potential. At the most basic level it all begins with proper nutrition – a hungry child is unable to learn.

The National Nutrition Programme provides meals to approximately 8,8 million learners in 20 905 schools every school day throughout the academic year. In 1999 this programme reached only 4,9 million learners.

In 2011 Government started to roll out the Food for All Campaign as a measure to address incidents of extreme hunger and malnutrition. In partnership with FoodBank South Africa the Department of Social Development will distribute more than 370 000 food parcels every month during 2013/14. The Department has set up 33 Community Nutrition and Development Centres in all nine provinces which provide nutritious meals to impoverished individuals and households.

Social interventions are but one aspect of our drive to ensure a better life for all. Government has also prioritised health, and our victories in the fight against HIV and AIDS since 2009 have been truly remarkable.

When President Jacob Zuma assumed office he immediately prioritised the fight against HIV and AIDS. Prevalence amongst youth began levelling off between 2009 and 2012. This can largely be ascribed to the implementation of the HIV Counselling and Testing campaign which started in April 2010. This programme has been a massive success and by March 2012 more than 20,2 million people had undergone testing.

Before 2009 South Africa had a very limited antiretro-

viral treatment (ART) programme, however this has all changed and we are currently implementing the largest (ART) programme in the world. By February 2010 the number of people on antiretroviral treatment stood at 923 000, this has since shot up to over 1,9 million people.

At the same time the number of health facilities providing antiretrovirals has increased from 490 in February 2010 to 3 540 in March 2013. The number of nurses trained and certified to initiate antiretroviral treatment in the absence of a doctor also increased from only 250 in February 2010 to 23 000 in March 2013.

Since 2009 Government has also worked hard at further reducing new incidents of Tuberculosis (TB). Although there have been successes, this process is complicated because of high HIV/AIDS/TB co-infection rates in the country.

Notified incidents of TB decreased from 406 082 in 2009 to 401 084 in 2010. At the same time TB treatment outcomes have improved, with the TB cure rate increasing consistently from 57,7% in 2005 to 73,1% in 2010.

The national TB cure rate in South Africa has improved gradually over the past years. For the first time, the national TB cure rate passed the 70% mark in 2010 and reached 73% in 2011. Case notification for all forms of TB has steadily increased over 10 years from 188 695 in 2001 to 389 974 in 2011. The number of people who default on their TB treatment declined from 7,9% in 2009 to 7% in 2011.

The other major health focus for Government is increasing overall life expectancy, reducing the infant and child mortality rate and preventing malnutrition in young children. Both social grants and the National Nutrition Programme are helping to overcome severe malnutrition in young children.

However, our fight to increase life expectancy and to reduce infant and child mortality is still on-going. The issue of life expectancy in South Africa is further complicated by the painful legacy of the past. Life expectancy in pre-democratic South Africa mirrored the existing systematic racial and socio-economic inequalities. In 1990 life expectancy amongst white South Africans >>



When President Jacob Zuma assumed office he immediately prioritised the fight against HIV and AIDS, and Government is winning the fight.

was 69 years for males and 76 years for females. By contrast, life expectancy amongst Africans was 60 years for males and 67 years for females.

Government immediately set out changing this but the task was hampered by the fractured nature of the health system, which encompassed numerous departments of health with differing standards and working procedures.

The post-apartheid period also saw the emergence of HIV and AIDS. In 2006 Statistics South Africa (StatsSA) estimated overall life expectancy in South Africa to be 52,5 years, 51,7 years for males and 56,1 years for females. However as a direct result of government interventions to combat both HIV and AIDS and TB, life expectancy increased to 58,1 years by 2011 (Stats SA, 2013), 56,8 years for males and 60,5 years for females.

The strides we have made in increasing overall life expectancy are unfortunately yet to be fully translated to a reduced infant and child mortality rate. Although there has been a steady decline in infant and child mortality since 2004, South Africa still has unacceptably high infant and child mortality and compares poorly with other middle-income countries.

There has been a reduction in deaths per 1000 live births from 49,1 in 2009 to 41,7 in 2013. The under-five mortality rate has also improved from 68,5 deaths per

live birth in 2009 to 56,6 in 2013. Although these figures are encouraging much still has to be done to reduce infant mortality to the Millennium Development Goals target of 18 deaths per 1 000 live births by 2015.

To address the high rates, additional efforts to strengthen routine immunisation and provision of Vitamin A supplementation, introduction of the rota-virus and pneumococcal vaccines and promoting exclusive breast-feeding have been employed.

Government is heartened by its success in improving the overall health of the nation and in providing a social safety net for the most vulnerable in society.

We celebrate Social Development Month, mindful that our policies and programmes are changing lives and are helping in the fight against poverty, unemployment and inequality. As we look forward to celebrating 20 years of freedom and democracy next year, we do so confident that our goal of ensuring a better life for all is on track. 🇿🇦



Olini Gollins Chabane

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

SECURITY FOR WHEN LIFE HAPPENS

SEVERE ILLNESS COVER IS CRITICAL TO YOUR FINANCIAL HEALTH



Breast cancer is the most common women's cancer in South Africa, according to the World Cancer Research Fund. In the past, breast cancer mostly affected women over 40 years old but these days we are seeing younger and younger women affected by it.

While medical schemes provide help in meeting the medical costs associated with illness, surviving major illnesses and paying for post-event services is a whole different ball game such as loss of income while healing. With a disease such as breast cancer, the patient may be away from work for prolonged periods – if she works for a small firm the chances are slim that they can afford to keep her on. If she is self-employed, no work means no pay.

Why is it important to have 100% severe illness cover?

According to the Association for Savings and Investment South Africa (ASISA) approximately 70 – 90% of severe illness claims are from people who have suffered from one of the core diseases – cancer, heart attack, stroke and coronary artery bypass graft (CABG). The majority of these occur at the "milder" end of the spectrum.

Dr Peter Bond, chief medical officer at Old Mutual, explains further: "If you suffer from cancer, often the most aggressive treatment is directed at the early stages of the disease, with the most severe impact on quality of life. The reason for this is that the chance of survival

is greatest with the milder severities of cancer and so doctors will try everything possible to stop the disease progressing and effect a cure".

To illustrate the aggressive treatment of early stage cancer and the associated costs, Bond points out that in breast cancer, your breasts may be removed and you will require reconstructive surgery, and then further costs may include both chemotherapy and radiotherapy. We have all seen the effects of this type of therapy on patients. Recovery from this can take time and is often associated with major expenses that are not covered by medical aid.

So, a 25% pay out (as in the case of tiered benefit cover) will not be enough to pay the bills associated with lifestyle impact at early stages of illness.

This is why it is a major advantage to enjoy 100% cover, even at milder severity levels which is where more than half of claims come from anyway, and where most costs lie.

Wilson concludes: "The bottom line is that proper financial planning, which incorporates severe illness cover, can prevent economic hardship. We cannot predict the future, but we can sleep easier knowing that we are financially prepared".

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It's Transport Month, a time to hop on the bus, take a taxi, get on the train or hitch a ride to work with your mates. If you have not yet become a regular commuter, this month offers you a chance to try out our changing public transport system.

Almost 20 years into democracy, the use of public transport in South Africa is no longer the preserve of the working class.

The advent of the Gautrain and the sleek Bus Rapid Transit buses in our metropolitan municipalities has made public transport safer, more reliable and more efficient. These interventions have somewhat relieved pressure on our roads, but not nearly enough.

The improvement of our public transport system will unlock economic activity and strengthen South Africa's position as a key investment destination in the region and globally.

Government has committed to spending over R800 billion on key projects, including transport-related expenditure in the coming years. Despite these improvements in our public transport system, there is still resistance to the use of public transport, mainly because of old habits which we can change.

This year, Transport Month comes just after President Jacob

Zuma has signed into law the Transport Laws and Related Matters Amendment Bill, bringing the implementation of e-tolling closer. Freeways across Gauteng are wider and smoother, reducing traffic jams and enhancing the driving experience of all motorists. As public servants enjoying the benefits of the improved infrastructure brought about by the Gauteng Freeway Improvement Project, we should lead by example and support the drive by SANRAL to have motorists registered for e-tolls. We have a civic duty to pay for the improved roads we are using.

Transport Month also throws the spotlight on the issue of safety on the roads. South Africa is notorious for its high incidence of road accidents which result in some 40 road related deaths a day, most of which involve pedestrians. Transport Minister Dipuo Peters revealed recently that road accidents cost the South African economy some R306 billion annually, in addition to the loss of human life and limb.

In an effort to clamp down on this road carnage, the Road Traffic Management Company is this month implementing the Intelligent Traffic Enforcement Management (Item) programme which will see a more stringent enforcement of the rules of the road, including arrests and impounding of vehicles over an extended period.

But it is up to us as motorists and as citizens to change our behaviour on the roads and help realize the undertaking by government to reduce the number of road deaths by half by 2020, in support of the United Nations' Decade of Action 2011-2020.

Courtesy on the road and simply abiding by the rules will go a long way in making our roads safer. 🚗

Phumla Williams
GCIS: Acting Chief Executive Officer

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We hear you!

Dear Editor

PSM is a great source of information, often giving much needed insight and perspective on the work of the different government departments.

The public is ever so quick to judge and place blame on government's lack of service delivery, and policy implementation due to lack of information and PSM plays that role very well.

I commend the PSM team for the professional work that you are doing in putting together such an informative publication; may you continue to enlighten and inspire us.

We get enough bad publicity about our country and its so-called bad and incompetent leadership.

I am happy to know that there is a publication that is dedicated to showcase the real story and demonstrate to us and to the rest of the world that we are indeed a great, developing nation.

Well done team PSM!

Yandiswa Xhakaza, Founder and CEO of Akhani Education

Dear Editor

Firstly I would like to thank you and your team for the wonderful work that you do in compiling this wonderful read.

I would specifically like to comment on an article published in your June edition the cover story of Dr Vuyane Mhlomi dubbed the ideal public servant.

It warms my heart to see someone so young with such passion for the health sector – more espe-

cially, the dedication that he has for the Public Sector.

Yes, I agree the Public Service has a lot of problems but it's up to us to make it better and adhere to the Batho Pele principles.

I would like to say congradulate Dr Mhlomi he is a good example to us all in the Public Sector.

Tsholofelo Gonese, Department of Trade and Industry, Pretoria



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UPCOMING EVENTS

Compiled by: Mduuzi Tshabangu

GovTech 2013 21-23 October

SITA will host its 8th annual conference for all those involved with providing delivering ICT solutions to the Public Service. The three-day GovTech conference sessions will focus on innovation, with the aim of exploring the myriad of ways in which emerging technologies can be deployed to improve service delivery across all spheres of government.

GovTech 2013 will also serve as the foundation for next year's discussion on an ICT empowered government. This forms part of the four year GovTech trans-



formation model that ensures GovTech's ongoing contribution to government's priorities and support for SITA's turnaround process.

Sports and Events Tourism Exchange (SETE) Exhibition and Conference 22-24 October 2013

The third annual Sports and Events Tourism Exchange (SETE) events and conference, taking place at the International Convention Centre in Durban, is aimed at positioning South Africa as a sports tourism destination. For three days, businesses from the sports and tourism industries will collaborate, exhibit and network.

This year the conference will not only assess the progress achieved in the implementation of the 2012 strategy, but will also examine the role of local government in supporting major events, understand global sponsorship trends and access finance for major events.

The SETE is hosted by the KwaZulu-Natal Department of Economic Development and Tourism, in partnership with CATHSSETA, SASCO, Tourism KZN and Durban Tourism, and supported by Durban KZN Convention Bureau. For more information, visit www.sportsandevents.co.za



9th International Conference on Cancer in Africa 21-24 November

The African Organisation for Research and Training in Cancer (AORTIC) will host its 9th International Conference on Cancer in Africa under the theme *Cancer in Africa: Bridging Science and Humanity*. The conference, which will take place at the International Convention Centre, Durban, will offer a scientific programme covering a diverse range of topics related to cancer control in Africa. The AORTIC conference provides a unique platform to bring together leading African and international healthcare professionals in cancer care, advocates, leaders in Government, and various stakeholders, to meet and discuss cancer-related matters and proffer solutions to significantly reduce the impact of cancer in Africa and indeed around the world.



Creating better responses to social challenges



Minister Bathabile Dlamini.



Minister Bathabile Dlamini was joined by Deputy Minister Hendrietta Bogopane-Zulu, Deputy Minister Maggie Sotyu and onlookers at the opening of yet another Early Childhood Development Centre to give more learners a firmer foundation for their education.

Those who think that working for Government and being a public servant is an 8am to 5pm job should think again. It is now 8:15pm on a cold and wet Tuesday night in Cape Town, but work has not stopped, and the day is far from over for Social Development Minister Bathabile Dlamini and her team. After being in back-to-back meetings well into the evening, Minister Dlamini is finally able to meet with *Public Sector Manager* magazine.

Getting right into talking about celebrating Social Development Month this October and unpacking the department's achievements, Minister Dlamini stresses the major call to action for her department. Going forward, Government and public servants alike are making services and opportunities accessible to all South Africans.

"One of the major challenges we face as Government is not getting services to our people at grassroots level. We need to get structures in place in order for us to change the lives of the people – we are here to serve."

Despite her idea of increasing accessibility being rejected by senior leadership, Minister Dlamini did not let it deter her. Through passion and sheer perseverance, her department succeeded in recently launching its new flagship programme called Project Mikondzo,

which means 'increasing the footprints' in Xitsonga. The launch took place just in time for Social Development Month.

"During many of my visits to various districts, I hear about people who have visited our provincial offices at least five times with no assistance; I hear of social workers who have aided people without physically setting foot into people's homes. This is unacceptable. We cannot distance ourselves from the very people we serve. How can we begin to understand the plight of our people without walking in their footsteps?" asks Minister Dlamini.

The aim of the project is to extend the reach of the services that the department and its entities provide to citizens. The new project will focus on 1 300 of the poorest wards in the country, taking a basket range of services to those communities. Project Mikondzo will also pay attention to strengthening civil society organisations, through the National Development Agency, to help the department deal with the challenges of food security, early childhood development, gender-based violence, and capacity building of non-governmental organisations.

"Social Development is the nerve centre government. If the nerve centre is not accessible it means our people's lives will not change."

One of the department's biggest functions is that of providing social service grants. These include child support, older persons, disability, care dependency and foster child grants. In 1992, only about 2,5 million people received grants but today there are about 16 million grant recipients.

>>

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What is an even greater achievement, says Minister Dlamini, is that the better part of beneficiaries, approximately 11 million, are children. "This allows us as a government to build the best foundation for our children, and ensure that no child goes to school without a plate of food." The department has also made great strides in increasing the older persons grant from bi-monthly to monthly. Previously women received a grant at 60 and men at 65, we have since equalised this to 60 years old, says the Minister.

Minister Dlamini's portfolio handles the many harsh realities that thousands of South Africans still face today, such as hunger, domestic violence and abuse.

"We deal with families, problems of disintegration, families who face unemployment due to the economic downturn, families plagued by domestic violence, women and children who suffer from abuse, we deal with child- and youth-headed households, substance and alcohol abuse - these all lead us back to creating a solid foundation for children and families.

"Our focus on children and creating better families has had to shift. We cannot fix a problem when a child is already 14 years old, or when families are already disintegrated. Access to early childhood development services is at the top of our agenda.

Building needs to start in the first 1 000 days of a child's life."

The ANC agrees. It extended the developmental period of the first 1 000 days by another two years at its 53rd National Conference recently. This gives children at least four years' access to early childhood development services. It is during the

first years of life that a human being learns about their emotions, psychological and physical stability, behaviour and intellect. There are plans in place to ensure that all early childhood development centres are registered and early childhood practitioners appropriately trained.

The Department of Social Development is currently auditing early childhood development centres. The purpose is to get information on the nature and extent of early childhood development provisioning, services, resources and infrastructure to inform and support on-going policy and planning initiatives.

The audit started in the Northern Cape in August. The Western Cape, Eastern Cape and Free State were audited in September. Mpumalanga, North West and Limpopo will be audited this month and KwaZulu-Natal and Gauteng will be done in November.

Society takes development for granted; however, the harsh reality is that many factors hinder a child's growth or a family's development. To assist, the department has launched various victim-empowerment programmes. These teach parents, through the help of social workers, to assist and mould children, and to create a safe and stable family setting. Early childhood development, admits Minister Dlamini, is a pet project of hers. "I strongly believe that if we as a country and as a department can focus on children, we can take many families out of this cycle of poverty."

One of the major challenges affecting our society says Minister Dlamini, is alcohol and substance abuse. "It saddens me greatly, but this is a battle that Government cannot fight alone. It goes back to parenting, and parents have to take responsibility."

Programmes for parental training are also underway. "Most of the time when children get caught up in the wrong things, parents are quick to blame Government yet they forget about the responsibilities they have as parents. Parents need to be taught the basic fundamentals about parenting. We have so many young mothers – some as young as 15 who have no idea on how to parent, and on the other hand we have parents >>





who work and neglect their duties. Many parents do not understand the roles and responsibilities that actually come with being a parent.”

Creating good relationships with children from a young age is crucial. What children in our society lack is trust and guidance, highlights Minister Dlamini. “Parents need to build trust amongst their children and not fail them, so that a child is able to tell their parents what is actually going on around them. They should be the first one a child goes to, to report abuse or any challenges they face.”

South Africa is often criticised for creating what many perceive to be a ‘nanny’ or dependant state by, amongst others, paying out grants, but the Minister strongly disagrees with this view.

“Currently we have more than a million orphans in this country; we have families that cannot find work, children who live with their grandmothers, and children who take care of themselves and their younger siblings. Giving these children a grant is not creating a dependency; it is creating a support system to build a better foundation and a better life for these children. That is our overall goal.”

“Through creating social solidarity, we are addressing the imbalances of the past, and through the issuing of these grants, we are going to have fewer children not attending school and a lower rate

of drop outs. Through our dialogues with young people from child- and youth-headed households, we are able to address problems like lack of food. These problems look small, but to a child, and to us as a government, they are extremely important,” says the Minister.

Another huge project on the cards for her department is the introduction of a programme that will complement the child support grant and eventually take young people out of the grant system, says the Minister. Based on best practices implemented in other countries such as Germany and the United Kingdom, there is a strong consensus that young mothers or caregivers must work for a grant, and it should not just be seen as something that is free.

“We have already established an agreement and are working with the Department of Basic Education to ensure that young children attend school, and young mothers who have dropped out of school also complete their schooling.” In addition, mothers must find employment, at least twice a week, to develop their skills and enable them to find full-time employment in the long run, so that they no longer need or rely on a child-support grant.

“We are tweaking this programme a bit, despite some of the programmes starting with good intentions, they aren’t always perceived in that way by society.”

The problem that has affected the Minister the most is seeing children suffer from malnutrition. “I hate to see a child who has no food. It breaks my heart. That is why I have thrown my efforts into the early childhood development programmes. I don’t want to see children suffering or falling through the cracks. We have to make sure that we don’t lose children, because they are the future of this country.”

The only way we can turn the social system around is by creating a better life for our people, urges Minister Dlamini. The only way for us to do that is by having compassionate and caring public servants. “If we as public servants do not take the services to the people, how can we realise a better future for our people?” asks Minister Dlamini.

This Social Development Month, Minister Dlamini urges all public servants to play their role in ensuring that service delivery through a caring and compassionate government is realised. 🌐

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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Compiled by: Dorris Simpson

Health

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

- **Severe malnutrition under 5 years** has decreased from 88 971 in 2001 to 23 521 in 2011.
- **Immunisation coverage** – general immunisation coverage of infants (under one year of age) has increased from 63% in 1998 to 90,8% in 2011 with the highest coverage of 95,5% achieved in 2009.
- **TB Prevalence**
The country is doing well with regard to TB case management:



Contact Crimes rate per 100 000 of population

	2000	2000
TB Case notification (number of all types of TB cases reported to the Department of Health.)	151 239	389 974
Successful treatment rate (successful completion of treatment)	63%	79% (in 2010)
Cure rate (percentage of patients who have shown to have been cured at the end of treatment)	54%	79% (in 2010)
Defaulter rate (percentage of patients who fail to complete the full course of treatment)	13%	8%

Education

- **Class ratio in public ordinary schools** – Learner Educator ratio has stabilised from 34:1 in 2004 to 30:1 in 2012.
- **National Senior Certificate Examinations pass rate** – the overall matric pass rate has steadily been increasing. The percentage of Matric passes has increased from 61,7% in 2001 to 73,9% in 2012. Since the introduction of mathematical literacy, passes have also increased from 210 134 in 2008 to 254 611 in 2012.
- **Adult Literacy rate** has been increasing steadily over the past 10 years with females becoming much more literate. The total literacy rate increased from 69,6 % to 80,7%.

Economic Growth and Transformation

SA's social assistance programmes seek to alleviate and lessen the impact of poverty. The total number of grant beneficiaries was 15,5 million as at March 2012.

- Over the period 1996/97 to 2011/12 there was a significant increase in the number of grant beneficiaries; this was largely due to the introduction of the child support grant in 2008.
- Based on Statistics South Africa's data, 52,3% of the population still lives below the poverty line of R577 with 13,3 % in extreme poverty.
- Grant expenditure as a percentage of GDP reached its highest level of 3,5% in 2009/10, and has remained relatively stable for the financial periods 2011/10 to 2011/12 at 3,4%.

Good Governance

- **Tax register and the revenue collection:** all types of tax types increased significantly from previous years. Tax revenue collection grew from R114 billion in 1994/95 tax season to R814 billion in 2012/13. The number of registered individual taxpayers increased from 1,7 million in 1994 to close to 14 million in 2013. South Africa's efficient tax administration continues to be ranked number one among the BRICS economies for its efficiency and easing the compliance burden for taxpayers.

Source: Development Indicators Report 2012

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Keeping our skies safe and busy

*Writer: Chris Bathembu, sanews.gov.za
Photographs: Siyabulela Duda*

A few years ago Thabani Mthiyane knew nothing about aviation. In fact, he entered the aviation industry by “accident”, as he recalls, but today he manages South Africa’s ever-growing air traffic and says his main mission is to ensure the safety of the country’s skies at all times.

Even before Mthiyane was appointed CEO of the Air Traffic and Navigation Services (ATNS) in July this year, as a senior executive at the state-owned company, his role has always been that of a leader.

He played a crucial role in managing the higher than normal air planes that came in and out of South Africa during the 2010 FIFA World Cup. After leaving Eskom, where he worked as a senior engineer in 2001, Mthiyane decided to enter what was an unfamiliar territory to him a decision that would later change his life and mark the beginning of a blossoming career in aviation.

Over the years, he has acquired extensive technical and operational experience in all aspects of air traffic management.

Mthiyane is aware that many people have probably never heard of ATNS, but like traffic officers who ensure order and safety on our roads, the ATNS team of specialists work around the clock to keep our skies safe. So the next time you are cruising onboard that Boeing 737 and land safely at your destination, don’t only thank the pilots spare a thought for Mthiyane and his team.

The young executive, who is also working towards completing his World Executive MBA through the George Washington University in the US admits that each day on the job comes with its crucifying challenges. He holds a Bachelor of Engineering (Hons) in Mechanical Engineering from the University of Pretoria, a Bachelor of Science in Electrical Engineering from the University of Natal and a National Diploma in Electronic Engineering from Technikon Natal.

When he decided to leave his comfort zone as an engineer for a career in aviation, he knew it was a gamble. He had no knowledge of the industry and doubted whether he had the skills to succeed in it. >>



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

Residents of Soweto now have direct access to their 'own' world class motor retail facilities, following the development of Soweto Toyota.

A successful partnership between the Maponya Group, and Barloworld Motor Retail.

Situated in the heart of Soweto at Maponya Motor City on Klipspruit Valley Road, Orlando East.

The dealership ensures that the people of Soweto can purchase vehicles and get quality after-sales service – at their doorstep.

The new dealership was officially launched in 2012 by SA Deputy President, Honourable Kgalema Motlanthe, Chairman of the Maponya Group, Dr. Richard Maponya and the CEO of Barloworld Automotive and Logistics, Mr. Martin Laubscher.

This world class facility boosted job creation and investment efforts in the Soweto community, while providing downstream opportunities for vehicle fitment centres, service stations and related enterprises. In line with Barloworld's Green Dealership strategy, the Toyota facility has incorporated the latest energy and water efficient technologies

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But what he found at ATNS moved him. There he was introduced to the amazing world of aviation, where safety, technology and innovation take precedence over anything, an industry that is an essential component of the world economy and global security. He was quick to learn and in just 11 years, he has been elevated to the position of CEO.

Mthiyane cites God and being a religious person for his success in life. But he is aware that it also takes hard work to succeed in any industry, particularly one that has historically been a no go area for black professionals. But he is counting on his decade-long experience at ATNS and many years as an engineer to get him through.

"Being at the helm of this organisation allows me to steer the organisation towards what I've always envisaged considering my experience and what we want the organisation to do."

He notes that aviation is a global industry and one needs to be globally competitive to play effectively in this field. ATNS represented South Africa as one of the more than hundred countries that

took part at the inaugural World Air Traffic Management Congress, and the Civil Air Navigation Services Organisation (CANSO) Global Air Traffic Management Operations Conference in Madrid, Spain, earlier this year.

South Africa is the gateway to Africa and the largest economy on the continent and that comes with greater demands for travelling to the country. Every airline company wants direct flights to Johannesburg and Cape Town. Mthiyane says under his watch, ATNS will need to handle these demands without risking air traffic safety.

He's confident that South Africa will be able to meet the growing air traffic and that the country will continue to be globally competitive and respond to Africa's needs.

He believes what he has achieved in the past 10 years is proof that he can conquer any obstacle in his line of work.

But he's also adamant that for him it is no longer about the money and him growing in the career, but ensuring that South Africa sustains its reputation as home to one of the best aviation industries in the world.

This year ATNS celebrates its 20th anniversary as South Africa and Africa's leading air navigation services provider.

A lot has changed since the company was formed in 1993, says Mthiyane, and it is for this reason that ATNS continues to invest wisely to support the country's overall transport infrastructure.

ATNS was instrumental in the successful hosting of the FIFA 2010 World Cup. This success was based on comprehensive, long-term planning and preparation to ensure that there was enough capacity to support the demand of the airspace users during the event.

"A major problem for us at that time was the King

Shaka Airport in Durban, because we had very tight time constraints. We had to have the airport commissioned end of May and the World Cup was starting the following month. Our biggest threat at that time was that we couldn't test everything because it was just not possible, and as a result some of the things were switched on when we were handing over the airport on the 31st of May," says Mthiyane.

He says while ATNS's primary business focus remains air traffic management and aviation safety for South Africa, the company's scope has grown to extend beyond the country's borders to neighbouring countries and the rest of the continent.

"Being at the helm of this organisation allows me to steer the organisation towards what I've always envisaged considering my experience and what we want the organisation to do."


As one of the global leaders in technology and infrastructure, says Mthiyane, South Africa needs to be used as a guide by its peers in the continent and help other emerging traffic controllers excel in this vital industry. A skills shortage, however, remains the biggest challenge of the aviation industry in the continent.

To get young people with the right skills into the industry, he says, needs to be the main focus for both ATNS and government.

"Right now we are looking at plans of what the organisation needs to look like in 10 years' time. It should be one of the leaders, providing more services to the continent. It should be definitely larger than what it is now.

"We should become a true global partner and not only provide services for the privileged and the rich because the assumption is that these are the people who are flying. How do we make and impact and benefit the people in the rural areas will be among our focus".

Mthiyane says until now, aviation has been dominated by a few individuals and this needs to change. He cites that one of the best ways to transform the industry is to attract skills from rural areas and previously disadvantaged schools. He's confident that with the support of the government, as the major shareholder, transformation in the industry will be achieved. 🌐



Risk need not be a four-letter word

In today's complex socio-economic environment, the words 'risk management' can strike fear into even the stoutest of hearts. Managing the many risks that businesses, government departments and institutions are exposed to on a daily basis can feel like an almost impossible task. This need not be the case, though, and neither boards nor management teams should have any reason to feel overwhelmed. Like any large

undertaking, managing risk can be done efficiently and effectively if it is broken down into a series of well-defined tasks, beginning with the development of a detailed risk management plan.

This process should begin with a risk assessment of the entity in order to establish exactly what risks it is or may be exposed to. These include such risks as fraud, corruption, IT system failure, hacking, identity



Sharmila Mungal,
Technical Manager at
professional services firm
SekelaXabiso, considers
the management of
business and
organisational risk



“The role of risk management has, of course, come under a keen spotlight since the global financial crisis began unfolding in late 2007. For it has become evident that improperly managed risk does not just affect companies, shareholders and employees; fallout can affect the national and global economies too, and can impact on social stability as a whole.”

theft, interest rate fluctuations, labour unrest, loss of key personnel and natural disasters. And with new risks emerging all the time, as well as the fast pace at which change occurs and technology advances, businesses and institutions need to be proactive about managing them.

Listed companies, state-owned entities and large institutions are, of course, expected to constitute risk management committees, which are sub-committees of the board. These boards are tasked with overseeing a fully resourced risk management programme, as well as with liaising with other assurance providers to identify and manage all of the risks the organisation might have to face. It is this committee which is responsible for ensuring that appropriate risk management policies and procedures are in place, and that exposure to risk is carefully managed.

The role of risk management has, of course, come under a keen spotlight since the global financial crisis began unfolding in late 2007. For it has become evident that improperly managed risk does not just affect companies, shareholders and employees; fallout can affect the national and global economies too, and can impact on social stability as a whole.

In fact, in its 2013 Global Risk Report, the World Economic Forum (WEF) emphasises the importance of building resilience to risk at national level, taking the concept of risk management into a whole new arena.

Resilience is defined as the ability to maintain a functional system, so it is clear how failure to build resilience can affect every aspect of socio-economic life, from the viability of the corner store to the effectiveness of the country's water management systems and the functioning of the National Treasury.

In corporations, it has therefore become standard to draw on best-practice risk-management

frameworks such as King III, COSO and the ISO framework to protect the enterprise against risk. These encompass such processes as risk identification, risk analysis, risk evaluation, risk management and risk treatment, and take into account both internal and external factors that may influence the level of risk to which the business is exposed.

Needless to say, the skills and capabilities of the people involved are vital to the effectiveness of any risk management programme. Many boards and management teams have come to feel that the business and regulatory environment is now so fluid that this aspect of risk management needs to be in the hands of knowledgeable and competent personnel. Human error in identifying and managing risk is, in fact, one of the greatest risks any organisation faces.

The inherent risk of human error is also one of the reasons that large corporations often use a top-down approach, with the board being directly responsible for all risk management decisions. This methodology offers centralised control over risk, and enables the board to ensure that the company's risk management programme is aligned to its strategic and operational objectives.

Whatever the lifecycle stage of the business, a solid risk management policy, a well-resourced risk management programme and regular risk reviews are essential to both good governance and sustainability. Even new companies should begin by establishing a baseline framework, which can be developed as the business grows. This is a discipline that creates a risk-resilient culture; one which regards and manages risk holistically.

In the contemporary socio-economic environment, both boards and management teams need to be proactive in order to ensure that risk is well managed, and that the organisation remains both sustainable and competitive.

SekelaXabiso

For further information on SekelaXabiso, visit www.sekelaxabiso.co.za

Setting the tone for a new landscape

Nomfundo Gobodo's laughter is infectious and resonates from the depths of her soul. One cannot help but laugh along with her.

She has a degree of self-confidence that not many people possess and it's a sign that she's sure of herself and her abilities.

Appointed Chief Land Claims Commissioner for the Commission on Restitution of Land Rights last year she has the daunting task of aiding people displaced by the 1913 Natives Land Act.

Her ability to ensure that human rights are upheld comes naturally to her. Gobodo is a qualified attorney with 14 years' experience.

"I've been doing this for as long as I can remember. Even when I was in high school, I knew I wanted to be an attorney. I suppose for me, it was about justice. Even though I didn't know what it meant, I knew it was about helping people," she says.

When Gobodo took up her new role, she had to hit the ground running. While she knew that it would be a challenging new environment, knowing that she would be changing people's lives motivated her.

"I knew it was going to be different. I knew there were issues in terms of settlements and finalisation of land claims. But I think that it's probably been bigger than I thought it was going to be. But I'm ok with that. For now, I think it's a challenge that still excites me", she says with a smile.

Nomfundo Gobodo.

This year, the Department of Rural Development and Land Reform published the Restitution of Land Rights Amendment Bill.

The Bill proposes amendments to the Restitution of Land Rights Act of 1994, allowing for land claims to be submitted again despite the cut-off date having passed long ago. The new period for lodging claims will be until 31 December 2018.

"Remember, there was a cut-off date of 1998. So now this Bill seeks to extend the opportunity for people to lodge beyond that date.

"We're literally extending the opportunity for a bigger pool of people to lodge. Don't forget that restitution is a rights-based process in the sense that it's about people whose land was taken away from them.

"We would still be dealing with people whose land was taken away from them after 1913. It's just that they didn't have an opportunity to lodge but it doesn't take away the fact that their land was taken away."

Experts have warned that the new period for submissions will open up an avalanche of new claims, but Gobodo believes that the new process, once the Bill is passed, will be better and different.

"We've acknowledged that there will be a lot of people who are going to claim, but we've analysed the current land claims process so that we learn from the mistakes that we made in the first process in an effort to do things differently and better in the second process.

"In the new process, once the Bill becomes law, we want to have an electronic lodgement system. That means we're not going to release claim forms to communities," she explains.

Gobodo says once a claimant's information has been captured, they will be issued with a bar-coded letter.

"It's a five-year lodgement process, so we are going to communicate with communities to urge them that there will be enough time to lodge their claims," she says. "We are going to have lodgement sites in all the provinces and mobile units as well, where we will go to the deep rural areas and help communities with the lodge process.

"We are trying to integrate all systems that we have in the department so that we work much better. We will also have backup systems of manual lodgement forms which will have security features."

An information booklet on how to lodge a claim from beginning to end has also been created, says Gobodo.

The National Rural Youth Service Corps (NARYSEC) will do knock-and-drops in rural areas so that people know about the process.

"Our communication is going to be very vital," she says. "We will let communities know that plans are in place, that we will come to them and also that this is a five-year process."

In June this year, Minister Gugile Nkwinti announced that since the inception of the restitution programme in 1995, 79 696 claims had been lodged and 77 334 had been settled of which 59 758 had been finalised.

"Land acquired by the state amounts to 4 000 land parcels, or 1, 443 million hectares; 137 000 beneficiaries are female-headed households, and 672 are persons with disability. So far, a total of R16 billion has been spent on the programme in settling 77 148 claims and R10 billion has been spent on land acquisition, and R6 billion for 71 292 financial compensation claims which would have acquired 1,9 million hectares, had we bought land," said Minister Nkwinti at the time.

For Gobodo, the land restitution process is about giving dignity back to those who were displaced.

"When you talk about the land restitution process, I think it's about giving dignity back to those whose dignity was taken. I say that people must contextualise the issue of restitution for them to understand why we are doing what we're doing.

"These are actual stories of dispossession, it's not a story that you're reading about in history books. The process makes you respect the work that you do. This is real and there are people waiting to get back what was taken away from them in a horrible, brutal manner." >>



SMIT AMANDLA MARINE: DELIVERING VALUE TO THE STATE

In a niche market, it is the people we employ who deliver a value proposition to our Government clients in South Africa, which is why our partnership with employees is so important. Maritime skills – with the associated extended lead time for development – are both experience and qualification based – and ensuring that a talent pipeline is in place is a priority for the team at Level 3, black empowered marine services company SMIT Amandla Marine.

FROM CADET TO CAPTAIN

In the maritime industry, the ingredients for talent development are a combination of hands on experience, mentorship, constant training and time and then, as the old adage goes, it is about “preparedness meeting opportunity”. In 2002, Knowledge Bengu joined SMIT Amandla Marine’s Cadet Training Programme. Cadet Training is in essence apprentice training – the fast tracking of young people holding the necessary secondary education qualifications to take up junior officer positions at sea. Our cadet program is a registered learnership program and as such it qualifies for the receipt of sea time remissions (reduced experiential training time), thus making this the quickest way for a person to qualify as a junior officer, which Knowledge did in 2004. In 2012, he attained his Master Unlimited Certificate of Competency. Currently serving as Master on the Department of Environmental Affairs Antarctic Supply Vessel *S.A. Agulhas II*, Captain Bengu will command his first voyage of this newbuild vessel in December, on the first leg of the annual Summer Cruise. And he is not alone in his journey from Cadet – for we also acknowledge the many graduates of the Cadet scheme who offer their expertise in

service aboard our vessels across Southern Africa – mariners such as Second Engineers Daniel Krwabasini and Brian Ndimbane, Second Mates Philane Mthalane and David Mathunjwa, Third Engineers Michael Mkhonzo and Charlton Allie, Third Mates Nathaniel Pepino and Steven Paulse, Chief Mate Ryan Smith and Fourth Engineer Simthembile Kave, amongst others. We’re partnering with the state, clients and employees to ensure the sustainability of our industry into the future.

Affirming our company’s market relevance and commitment to transformation and skills development, the Department of Transport recently awarded a 3 year contract to SMIT Amandla Marine for the services of the standby tug *SMIT Amandla* as part of the National Pollution Prevention response. Managing Director Paul Maclons: ***“This award signals a vote of confidence in our people and their ability to providing a world class service to the State. We look forward to utilising this contract award as a catalyst for the continued transformation of the South Africa Maritime sector and the development of maritime skills.”***



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This year, the country marks 100 years since the passing of the 1913 Natives Land Act. In July, the department also launched the 1913 Natives Land Act Exhibition.

The exhibition titled Reversing the Legacy of the Natives Land Act of 1913 told the story of the act, its role in shaping South Africa's history of segregation and the measures being taken to reverse its unjust legacy in the present. With South Africa also celebrating 20 years of Freedom the nation will be celebrating gains made in the land restitution process.

"What we are doing is making our own history for the next generation. We're marking 100 years since the 1913 Natives Land Act and, at the same time, we're saying we're reversing the legacy. It's going to take a long time, but what continues to inspire me is knowing that we're doing the right thing."

Gobodo acknowledges that while the department focused on giving people back land and it did not necessarily have a strong plan in terms of supporting them to ensure that the land was viable and how to use it, she says things are now turning around.

Programmes such as the Recapitalisation and Development Programme were introduced with the aim of increasing agricultural production, guaranteeing food security and job creation, and graduating small-scale farmers to commercial farmers in the agricultural sector. "As the department we have various branches that are responsible for various things. All these branches work together. We're very clear now. We do an assessment on what's possible on that land and the need in the community.

"We then prepare a business plan that gets implemented through the various branches that we have. It's not just about restoration, it's about food security, it's about creating a vibrant and equitable and sustain-

able rural development. It's a comprehensive approach now," explains Gobodo.

She works hard to instil team spirit within her team. "I allow people to shine in their spaces and also to acknowledge when they've done well. When they have not done well [I have] to

be able to sit them down and tell them what needs to be fixed. If I do that and acknowledge people for their work and give them opportunities to show how much they can do, you find that they usually want to achieve more.


"I'm proud of my team. I call them Team Restitution. I've realised that I've got a team of people who work very hard under difficult circumstances. They're committed and continue to do their work. That is what inspires me because they are a group of people who want to work.

"Last year we spent 100% of our budget. We met almost 97% of our targets, so we are moving in the right direction. I've got a lot of support from the Minister, the Deputy Minister, Director-General and my counterparts. I'm hoping that after

my contract comes to an end, I would have made a significant impact, especially with the opportunity to reopen claims, lessons learnt and being able to do things differently", she smiles. Who inspired this native of Mthatha? She says her mother is her main role model. "My mom is an amazing woman. She doesn't give up, she doesn't take no for an answer. At the same time, I think her humility inspires me.

Being a mom to two daughters, 14-year-old Mbasa and 12-year-old Nqobile, has taught her to treasure every moment she has with them and while her career operates 24/7, she knows that moments with them are precious.

"They keep me pretty occupied," she smiles. "And they're also very opinionated," she says.

While Gobodo juggles motherhood and the boardroom, one thing is certain: the future of those displaced so many years ago is in good hands. 

Fact file:

Nomfundo Gobodo's previous position was that of director of the Legal Resources Centre, Johannesburg, which she joined in 2008 after working as an attorney at the legal resources centres in Durban and in Johannesburg.

She has worked with the Department of Justice and Constitutional Development and worked on matters of land, customary law, non-profit in organisations, access to justice and children's rights.

She has also worked for the Human Rights Commission and the Community Law Centre at the University of the Western Cape as a legal researcher. She has a keen interest in human rights and looking after the rights of the most vulnerable in our society.



Dorette du Plessis is passionate about inspiring youngsters about science.

Young scientist is growing an army of ant researchers

Scientist, outdoor enthusiast and nature lover Dorette du Plessis is using the study of ants to attract learners to the great big world of science and technology and using the learners to help to monitor biodiversity and identify environmental change.

Du Plessis is Outreach Manager at the Department of Science and Technology and National Research Foundation's (DST-NRF) Centre of Excellence for Invasion Biology (CIB).

Born in Stellenbosch, Du Plessis travelled a lot and had to adapt to various new towns and situations due to her father's work. After matriculating from the Hoër Meisieskool in Bloemhof she completed her bachelor's degree in Agricultural Science at the University of Stellenbosch.

Soon after graduating, she decided to work on an American cruise liner and got to see amazing cities and meet interesting people across the Mediterranean, the Baltic and the Caribbean. Once back on dry land, she decided to continue with her postgraduate studies and pursue a master's degree in Conservation Ecology. She then spent a year working on several conservation research projects while teaching conservation modules to undergraduate students at the Cape Peninsula University of Technology. In 2009, she joined the DST-NRF.

As Outreach Manager, Du Plessis says her main responsibility is the management of the CIB's flagship outreach programme, the limbovane Outreach Programme. limbovane, meaning ants in isiXhosa, is a science education programme that teaches Grade 10 learners and educators from disadvantaged communities about biodiversity through research projects.

The project shows learners how to study and research the patterns of ants in natural and undeveloped areas. As part of their practical work learners do vegetation



Dorette du Plessis takes science to the heart of the communities through the limbovane Outreach Project.

surveys and set pitfall traps around their school grounds to collect ants. The project currently includes 18 schools dotted across the Western Cape.

Why study ants? Du Plessis says the purpose of the programme is to educate Life Science educators and learners about biodiversity and environmental science, and to show them first-hand how science works. Secondly the programme aims to provide the scientific community with long-term data on the diversity and distribution of various ant species in the region.

In South Africa alone, it is very important to have projects like the limbovane Outreach Project to take science into the heart of the communities where science and scientific research are unheard of. Through these projects learners are able to discover a new world of science and are exposed to science as a career path. >>

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According to Du Plessis, South Africa needs more students to qualify in science and technology. The main challenge is still to encourage learners to continue with science after school. The most effective way to get someone interested in anything is to get them actively involved, she says. "A learner might take a brochure at an open day but give a learner the opportunity to ring his own bird with an ornithologist (bird watcher) and they will remember that experience forever."

limbovane makes a difference to the lives of the learners by bringing them into contact with the natural environment and real biodiversity. In doing so, limbovane helps to change the learners' attitudes towards nature. Apart from working with the learners, the project also gathers valuable data for the scientific community. Ants play a vital role in the fynbos ecology but unfortunately little is known about the variety of ants and their distribution over time and space. limbovane is set to continue for the next 10 years and will provide scientists with extremely valuable long-term data about the distribution of ants in the Western Cape.

The highlight of her job, says Du Plessis, is to make learning about biodiversity and environmental science an experience for the learners. "Knowing that I have contributed to a learner's understanding and awareness about the environment, makes my job extremely rewarding."

"From a young age, my parents exposed us to the wonders of nature with regular hiking and camping trips. Also, by growing up in the Northern Cape plains and fynbos-covered Western Cape, I developed an appreciation and interest in the natural environment. The nail in the coffin was a very eccentric and enthusiastic physical science educator in high school, when I had to decide on a career path for myself, there was no doubt."

Aside from her research she says inspiring youngsters about science is her passion. "Making learners experience science for themselves is the best way to open a door for them and to encourage them. If learners ask me about why I chose to study science, I explain to them that science allows me to be creative, curious and to continuously learn something new.

"My greatest day on the job is every time I work with learners. I am touched when their eyes light up after I have shared some fascinating fact about biodiversity or the environment with them. I might not convince all the learners to pursue a career in biodiversity science but I know that giving them the experience of taking part in real research will remain with them for life."

She lives her life based on an African proverb: "If you think you are too small to make a difference, try sleeping in a closed room with

a mosquito." "This is so true. No one is too powerless to make an impact or difference," says Du Plessis.

"My optimism and enthusiasm for my project allows me to add value to the lives of the learners I work with, and that in itself is the greatest reward."



The most important lessons I've learnt during my career

Teamwork is key to the success of the project. Being part of and also the leader of the team, I have learnt that each person has value to add, irrespective of their position or status. Each person has their own thought process, opinions and ideas. Listen to the ideas of others, respect their opinions and aim to bring out the best in your team members.

What makes you proudly South African?

Because of our rich biodiversity, our diverse landscapes from the vastness of the Karoo to the cliffs of the Drakensberg and most importantly the warm-heartedness and generosity of South Africans, I am excited to be a part of the young South Africans who are proud of the country and who will take this country into the future.

To unwind, I...

Run. Nothing beats a long trail run in fynbos-covered mountains and being a girl from the Cape Winelands, I enjoy a glass of wine with old friends.

The one word that describes me is...

Enthusiastic.

From dropping out of school, to peddling drugs, Kelvin Joel struggled to make ends meet. Today he is the first ever black pastry chef and is one of the most respected chefs in South Africa. His love of food has led him to being described as one of the most talented pastry chefs in the country.

From a young age, Joel had to cook to earn his keep and this is where his passion for cooking ignited. "In South Africa, there aren't a lot of schools just specialising in pastry and I saw the demand in the industry." Together with his wife Jarlyne, he decided to open the Johannesburg Culinary and Pastry School, at Johannesburg's Maboneng Precinct, formerly known as Arts on Main, for aspiring chefs and food lovers.

Pastry chef Kelvin Joel shares his mouthwatering signature chocolate cake recipe with *Public Sector Manager*.

Life is a
piece of cake



Pastry chef Kelvin Joel made an appearance on Master Chef SA.

When did your passion for food begin?

I have been cooking since I was 12 years old. When I was 16 I met Rudi Liebenberg, a chef at the Parktonian Hotel who taught me a lot. I also worked at the Hyatt Hotel in Rosebank and learnt so much from Chef Linda Kotze.

Where did you train?

I went to Parktown College in Johannesburg and specialised in hospitality management. After obtaining my three-year diploma, I started my apprenticeship at the Parktonian Hotel in 1999, where I discovered a my passion for making pastry.

My highlights include

In 2001 I visited Atlanta, in the US, and spent three months doing an internship in pastry. A few years later I became the first black pastry chef to work at Sandton Sun, and then joined the South African team that partici-

pated at the Culinary Olympics in Germany last year. From 54 countries that took part, we won silver and bronze medals.

What inspired you to open a culinary school?

It has been my dream for a very long time. Our school offers short courses in among others, cooking, baking, pastry, to aspiring chefs at affordable rates. We also run classes at corporate functions and during team-building sessions. The business has given me a sense of independence and ownership. It's a legacy I want to leave for my children.

What are the qualities for a successful chef?

Perseverance, hunger for knowledge, creative impulse, open-mindedness and a willingness to make mistakes and learn from them.

The most famous person I have cooked for?

My hero and celebrity chef James Khoza.

»



Kelvin Joel's famous Dark Chocolate Cake, with butter icing and chocolate ganache

Ingredients:

For the sponge:

- 72g cocoa powder
- 375ml hot water
- 180ml oil
- 15ml vanilla essence
- 525g sugar
- 360g flour



- 30ml baking powder
- 9 eggs, separated into yolks and whites
- For the butter icing**
- 250g butter, cubed, at room temperature
- 450g (3 cups) pure icing sugar, sifted
- 60ml (1/4 cup) milk
- For the chocolate ganache**
- 250g dark cooking chocolate, chopped
- 1/3 cup cream

Method:

The sponge

Mix cocoa powder and hot water together, and leave to cool. Add in the yolks, oil, sugar and vanilla essence. Mix in all the dry ingredients and mix until smooth. Whip the egg whites until they are stiff peaks and fold into the mixture. Line the 23cm cake tin with greaseproof paper. Bake in a pre-heated oven at 180. Celsius for approximately 25 - 30 minutes. Poke the cake with a skewer. If it comes out clean, it is ready. Leave on a baking rack to cook, and then ice with the butter icing and chocolate ganache.

The butter cream

Place the butter in a large mixing bowl. Use an electric beater to beat for 2 minutes or until very light and fluffy. Gradually add the icing sugar and beat until the mixture is very pale and fluffy. Gradually add the milk and beat until smooth and well combined.

The chocolate ganache

Combine chocolate and cream in a heatproof bowl over a saucepan of simmering water. Stir with a metal spoon until smooth. Remove bowl from heat. Set aside at room temperature to cool, stirring occasionally, until ganache is thick and spreadable.

Once your sponge has cooled, spread the butter cream icing over it first, and then layer with the chocolate ganache. Decorate with chocolate pieces and strawberries. 🍰



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Developing and sustaining new businesses is critical to South Africa's economic future. That's why at SAB, we do everything we can to help small businesses and entrepreneurs create wealth, jobs and financial sustainability. And we have been doing so for decades.

Our flagship initiative, SAB KickStart, provides training and assistance to budding entrepreneurs between the ages of 18-35 during the crucial business set-up phase. Now in its 18th year and with an investment of over R63 million, the programme has empowered more than 23,000 young entrepreneurs and helped set up around 3,200 small businesses.

Taking job creation one step further, the SAB Foundation invests in non-profit organisations, co-operatives and micro-businesses by providing growth capital, coupled with solid business skills training and mentorship. The Foundation funds community initiatives with a special focus on women, the youth, and people with disabilities, and particularly disadvantaged South Africans in rural areas.

For over 118 years we've been part of the fabric of South Africa. We always have, and always will, work for our society, our customers and our consumers.

Tomorrow Starts with Us



New era for public service delivery and accountability

The launch of the Service Charter heralds a new era for public service accountability. We launch the Public Service Charter with a fervent intent to professionalise and encourage excellence in the public service and to improve service delivery programmes.

A commitment between the State as the Employer and Labour, the Public Service Charter stems from a 2012/13 to 2014/15 wage agreement which includes a resolution that the Employer will “review the Remuneration Policy of the Public Service” while parties (Labour and Employer) will enter into a service charter for the public service. The charter thus introduces service standards in the Public Service with a call to public servants to meet and exceed them.

The adoption of the Public Service Charter outlin-

ing the commitment of the state, public servants and the citizenry is a necessary historic collaborative effort that will build a foundation that will ensure the rendering of quality services. It will also ensure that the public service is professionalised, trained, capacitated, effective, efficient and development-oriented.

The National Planning Commission (NPC) points out significant areas requiring the attention of the public service. One of the observations of the NPC is that South Africa has a progressive constitution, and a body of laws designed to protect and advance citizens’ rights yet there is often a significant gap between the aspirations set out in official policy and what happens on the ground.

The absence of consciousness within the public service which recognises that public servants are there to serve the people and which therefore results in lacklustre performance by public servants in rendering services to the



public is cited as one of the shortcomings.

Against this backdrop, the Public Service Charter will serve as a guiding tool for good governance, democracy and sound working relations between the State, public servants, sectors in civil society and the general citizenry.

Based on the partners' recognition that citizens are at the centre of service delivery, as recipients, providers and custodians of public services, the Charter is a statement of intent that enables service beneficiaries to understand what they can expect from the state and forms the basis of engagement between the government, citizens and organs of civil society.

From a disenfranchised citizenship that had no political or economic power and no influence over decision-making to improve the quality, quantity, accessibility, affordability or efficacy of public services that were made available to them by the government of the day, through the Charter we are advancing to a culture where citizens are proactive in enforcing their role in public service delivery.

The Public Service Charter reflects the services provided by the state, clearly articulating the service standards, rights and expectations of citizens, as well as the obligations of citizens.

The Charter commits public servants among other things to serve the public in an unbiased and impartial manner to create confidence in the public service; to provide timely services to promote the development and upliftment of all South Africans; to respect and protect every person's dignity and rights as contained in the Constitution; to not engage in any transaction or action that is in conflict with or infringes on the execution of official duties; to act against fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest; and to demonstrate professionalism, competency, excellence, transparency and impartiality in the performance of official duties.

Through the Charter all partners undertake to uphold the constitutional responsibility of the state clearly ar-

ticulated in the Bill of Rights to respect, protect, promote and fulfil these rights and to deliver services to the citizenry commensurate with their hopes and aspirations.

In seeking to create an environment that will ensure we thrive as the public service, the state commits to create an enabling environment and provide adequate resources and tools of trade, within the confines of what is available, for public servants to perform their duties. We shall implement conditions of service that will fairly reward public servants, including; adopting and implementing health and wellness policies and programmes that secure the health and wellbeing of all public servants.

Discipline management remains a key priority to us. We will therefore implement a discipline management system that corrects misbehaviour. We will, among other interventions, implement skills development and mentorship programmes and policies to support career pathing in the public service; implement human resource management and development programmes that ensure the recruitment of suitable candidates into the public service; introduce modern and innovative procedures and systems for the delivery of services; implement information and communication technology policies and programmes to support and improve the delivery of services; implement governance systems that optimise the management of resources, risk management and audit management; and simplify procedures and ease formalities related to access and delivery of services.

The state also commits to implement service delivery improvement programmes; introduce systems and processes that facilitate citizens' access to government services; and institute national accountability and integrity systems to promote value-based societal behaviour and attitudes as a means of preventing corruption.

The stability and effectiveness of the public sector greatly depends on the commitment and devotion of its staff. Therefore it is imperative for the state to provide an enabling environment. Our expectation of public servants is for everyone to embrace discipline in implementing our priorities, compliance with norms, standards and statutes, compassion for all employees and the public we serve, and efficiency in performance. ⁽⁸⁾

"The stability and effectiveness of the public sector greatly depends on the commitment and devotion of its staff. Therefore it is imperative for the state to provide an enabling environment."

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

YOUTH ENTREPRENEURSHIP

DEFUSING THE TICKING TIME BOMB

“Let youth be strategists in a drive to defuse the ticking time bomb caused by unequal wealth distribution and high levels of illiteracy as far as entrepreneurship is concerned.”

**Thembaletu Mkhize, 2011-2012 University of KwaZulu-Natal
SIFE President**

Writer : Sarah Strauss

According to the International Labour Organisation (ILO), of the 202 million unemployed people globally, 40% are under the age of 24. In relation to this, South Africa fares even worse. Population and census studies have revealed that youth face significant challenges in the South African labour market. According to Statistics South Africa's 2011 Census, 65% of youth aged 15-19 and 49% of youth aged 20-24 are unemployed. This is considerably higher than the national unemployment rate of 40% of the population during this period.

If Youth unemployment rates continue to soar, it could result in an 'economic and social disaster' and a 'lost generation' of youth. This is not something to be taken lightly. Note the concern expressed by ILO's Assistant Director-General for Policy, José Manuel Salazar-Xirinachs:

The long-term consequences of persistently high youth unemployment include the loss of valuable work experience and the erosion of occupational skills. Moreover, unemployment experiences early in the career of a young person are likely to result in wage scars that continue to depress employment and earnings' prospects even decades later.

It is clear from Salazar-Xirinachs' statement above that something needs to be done to increase employment opportunities for youth before things get out of control. Some of the strategies that have been developed in other countries in order to reduce the youth unemployment rate range from the creation of apprenticeships enabling young people to enter the workplace, to government funding for small SMME firms who hire young people. An excellent opportunity (almost a secret that many

young people do not consider as an option) is that of becoming an entrepreneur.

The University of KwaZulu-Natal (UKZN) is a leader in promoting youth entrepreneurship. One of the success stories of UKZN is SIFE (Students in Free Enterprise). SIFE UKZN has won the annual national entrepreneurship competition in 2006, 2008, 2009, 2011 and 2012, representing South Africa at an international level. Through SIFE, students develop and sustain different projects that improve the quality of life and living standards for communities in need, by applying business and economic concepts in an entrepreneurial approach.

The former SIFE UKZN president Mr Thembaletu Mkhize (quoted earlier) had this advice for budding entrepreneurs:

Growing a business takes time; it's more like a growing baby. First it starts crawling, and then taking one step at a time, but over time is able to walk. Similarly when you are working on a business, or starting a business, it's not a quick get rich scheme, but rather it takes a lot of time and determination.

The University of KwaZulu-Natal is actively engaging with the public sector to reduce youth unemployment. One such example is the Nutrition Advisor Programme (NAP) that was designed and sponsored by the KZN Department of Health. This programme trains community care givers in nutrition, HIV/AIDS, malaria, TB and various other diseases affecting their everyday lives.

All 397 graduates of the 2012 programme were offered posts at clinics across the province, resulting in better service delivery and job creation.



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Public servants off to school

It's off to school for public servants as the new National School of Government (NSG) opens its doors this month.

The school will be a compulsory training ground for new public servants and for those wishing to advance their careers.

Minister of Public Service and Administration Lindiwe Sisulu has punted the school as a critical intervention in efforts to change the public service ethos and to build effective and professional public service cadres. The NSG will play a pivotal role in government's fight against corruption, fraud and unethical conduct. By instilling a sense of national pride and civic duty, the school promises to produce a Public Service cadre who acts with diligence and in the national interest at all times.

It will replace the existing Public Administration Leadership and Management Academy (PALAMA). PALAMA employees will be transferred to the NSG. For now, the school will operate from PALAMA premises in Pretoria. Academic buildings for the new school will be constructed in due course.

Unlike its predecessor, the new school will not outsource training but will create internal capacity to offer various academic programmes customized for the Public Service. PALAMA was set up in 2008 to replace the South African Management Development Institute. >>

Chairperson of the Advisory Task Team on the National School of Government, Professor Job Mokgoro says the school seeks to build capacity in the public service and contribute towards building a developmental state.



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Chairperson of the Advisory Task Team on the NSG Professor Job Mokgoro said the school seeks to build capacity in the public service and contribute towards building a developmental state based on a culture of ethos and service. He conceded though that to succeed, the school would have to tackle the enormous challenges facing the Public Service. "There are systemic challenges which confront government. These challenges are interrelated in a cause and effect relationship. They must be tackled holistically."

The Advisory Task Team will develop and manage the design of curricula, the delivery of training, and performance monitoring and evaluation, especially measuring the impact of the training and development.

According to Thami ka Plaatjie, member of the Advisory Panel to Minister Sisulu, the school aims to equip public servants across the spectrum with the same sense of duty and diligence. "The NSG seeks to standardise the manner in which its servants provide a service to the public across all sections of society. A citizen of Cofimvaba can expect to be treated the same as a citizen of Clifton in Cape Town."

The NSG will offer:

- Compulsory induction and orientation
- Customised and selective training and development programmes
- Training and development on a large scale

Instructors will be people who have had experience of working in the Public Service.

The teaching methods will encompass contact tuition, distance learning and e-learning, says Plaatjie. "The curriculum will be based mainly on the theory of public administration, government policies, the NDP and related forms of macro policies."

The NSG will be more embedded in the culture and practice of the public service than PALAMA. The school will draw extensively on service delivery case studies and practical application.

The plan is for a fully functional NSG to direct training, education and development opportunities to professionalise the Public Service, in support of sustainable growth, development and service delivery, by 2018.

Heading of the National Development Plan

The NSG was set up in support of the National Development Plan (NDP) vision to develop "a Public Service immersed in the



development agenda but insulated from undue political interference".

The NDP envisages that with the transformed Public Service, "staff at all levels will have the authority, experience, competence and support they need to do their jobs".

The school will thus formulate long-term skills development strategies for senior managers, technical professionals and local government staff.

The NDP also calls for the Public Service to set up a formal graduate recruitment scheme which provides for mentoring, training and reflection.

It also provides for the use of:

- assessment mechanisms such as exams, group exercises and competency tests to build confidence in recruitment systems.
- placements and secondments to enable staff to develop experience of working in other spheres of government.

In this way, the NSG will support the achievement of national developmental objectives; contribute towards the development of the public service cadre; direct and set policy, standards and norms for Public Service training and education; conclude strategic partnerships; and become an intellectual hub of government.

The NSG will work in partnerships with other institutions of higher learning in an effort to provide innovative and research driven capacity. ^(S)

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Gauteng Transport and Roads Member of the Executive Council, Dr Ismail Vadi.

A makeover for Gauteng transport

The people of Gauteng now have a well-coordinated and integrated transport system thanks to the provincial government's revamping and modernisation of public transport and roads in the province.

Before 1994 Gauteng lacked a convenient, safe and reliable public transportation system.

During that era, most people depended on overcrowded commuter trains and the fast 'Zola Budd' (township slang) minibus taxis named after Zola Budd, a South African-born British Olympic track-and-field competitor.

Today, that is history. The complete makeover of the public transport system in Gauteng started the moment Nelson Mandela was inaugurated as the first democratically elected state president of South Africa.

The Gautrain

The lives of many of Gauteng's residents changed for the better with the introduction of the world-class high-speed Gautrain and its bus

feeder network system in June 2010 to reduce the number of privately-owned vehicles travelling on the extremely busy Ben Schoeman highway between Pretoria and Johannesburg.

The Gautrain buses operate within a 15 kilometre radius of Gautrain stations and are linked to the City of Johannesburg's Rea Vaya Bus Rapid Transit (BRT) system and the Metrorail at the Pretoria, Centurion and Hatfield stations in Tshwane and Park Station in Johannesburg.

This means commuters can transfer seamlessly between municipal buses in their suburbs, and the Gautrain using what is called an intermodal system.

The Gauteng Transport and Roads Member of the Executive Council (MEC), Dr Ismail Vadi, singles out the Johannesburg Park Station 'inter-modality' as an excellent example of what a future system should look like. Rea Vaya, Metrorail, Gautrain and the taxi rank connect to it.

Since the opening of Park Station in Johannesburg there has been a dramatic increase in the use of the Gautrain and its bus services. This has reduced the number of vehicles travelling between Pretoria and Johannesburg, says Vadi.

The Passenger Rail Agency of South Africa (Prasa) is now constructing a modern upper food court near the Park Station precinct. The food court will house popular restaurants, retail shops and banks. The upper food court is scheduled to be completed in October 2013.

"The Gautrain is one of the biggest projects undertaken by government in the last 20 years and we are very proud as the Gauteng provincial government that we were able to pull that off successfully.

"The latest figures of people using the Gautrain daily show an increase from 42 000 to 52 000, meaning 1.2 people use the Gautrain every month.

"We are quite convinced that this growth is still going to continue", says Vadi, adding that the number of commuters on the bus feeder network has also increased.

The Gautrain not only connects Pretoria and Johannesburg with one another; it also links them to the OR Tambo International, via Sandton.

Rea Vaya BRT

The Rea Vaya BRT service began operating in August 2009 in Soweto, with its first trunk route running between Thokoza Park southwest of Johannesburg and Ellis Park in Doornfontein, on the eastern side of Johannesburg.

The second trunk route which will operate over 18.5 km between Noordgesig in Soweto, Empire Road and Parktown in Johannesburg is to launch soon.

It will run through the Johannesburg Central Business District (CBD), where it will meet the Phase 1A trunk route. It will also include feeder and complementary

routes travelling from Yeoville, Roodepoort, Soweto, Cresta and Parktown.

Vadi says Rea Vaya is proving to be a great success, with up to 40 000 passengers now using it.

"We are planning to extend the BRT to the cities of Johannesburg, Tshwane and Ekurhuleni.

"When the three systems are completed, we will have close to 1 000 km of rapid bus transit network in what we call the Gauteng Province City Region," he says.

In Tshwane, the construction of the Tshwane Rapid Transit (TRT) A Re Yeng, (Let's Go) bus system is under way, is expected to be operational in April 2014. Some 11 000 people will be employed during the height of construction. The first phase of A Re Yeng will run from Nana Sita Street, past University Road, to the suburbs of Arcadia and Hatfield.

This will be followed by the simultaneous construction of lines one and two. Line 1 will run from the CBD to Rainbow Junction and on to Kopanong, with Line 2 splitting from the inception phase at Jorissen Street, moving into Lynnwood Road, Atterbury and on to Mamelodi.

A Re Yeng trunk services will operate every three to five minutes at peak time, with feeder services running at 15-minute intervals. Stations will be located in the middle of the road between driving lanes, eliminating the need for bus stops on either side of the road.

Inland port

That's not all though. "We've already started planning for a very large inland port just off the N3, near Heidelberg and Vosloorus," says Vadi with excitement.

"We are looking at a new logistic hub, which will be the major logistic hub for Gauteng. You will begin to see the actual >>



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construction work around 2017 because what we are doing at the moment is planning and preparatory work which also covers the environmental impact assessment.

"We are also looking at upgrading the highway network, while Transnet is looking at the rail linkages.

"It is a multi-billion project. It is a partnership with the private sector... 20 000 jobs will be created in the construction phase of setting up the hub," predicts Vadi.

OR Tambo International

Vadi says OR Tambo is one of their biggest and most important projects from a transport and aviation point of view. "What is very good about OR Tambo now is that we've also created an intermodal facility; we've connected air and rail through the Gautrain.

"In the next 15 to 20 years, we will begin to develop the area around the airport to ensure that it reaches the standard level of major world airports which have been transformed to offer a wider range of services to air passengers, such as cinemas, theatres, museums, food courts and tourism centres," he said.

Bicycle lanes

"Increasingly the emphasis will be on non-motorised transport. At the moment people say it is not safe. Yes it's true, but you have to redesign your streets in the same way as the Europeans and Chinese who have dedicated lanes for cyclists and pedestrians.

"People will see the City of Johannesburg launching a number of new cycling lanes. Tshwane was hoping to launch new cycling lanes in October but that is running late. They will be closing four major roads in the city centre and turning them into pedestrian and cycling lanes as part of their upcoming TRT system," he says.

Fatal crashes and rooting out corruption

Vadi is concerned at the increased rate of fatal crashes on roads across the province. He says this needs a combination of initiatives which include regulating driving schools to intensify the fight against corruption "because people are paying bribes to get driver's licences, but they are not fit to be on our roads.

"We will be taking a no-nonsense approach to all those violating our traffic rules," he says.

Vadi says young South Africans are the most reckless drivers in the world compared to their equals in 18 other countries, according to a study by an international tyre company.

"It is not just taxi drivers who are aggressive and reckless on our roads. Most motorists seem not to have realised that a car can be an instrument of death," he says.



The Gautrain is one of the biggest projects undertaken by government in the last 20 years.

The future of transport

The MEC released a 25-Year Integrated Transport Master Plan (ITMP25) in Ekurhuleni in August to ensure province-wide mobility in future for all residents.

The ITMP25 prioritises public transport with the rail system being the backbone of the network. This will enable a shift from private vehicles to public and non-motorised transport that will reduce congestion, enhance efficiency and promote sustainability.

A main focus of the ITMP25 is the role that rail plays in keeping the economic heart of South Africa beating. In line with the ITMP25, the Prasa Master Plan prioritises Metrorail and also has plans for developing a "super rail corridor," which includes the Mabopane-Pretoria; the Pretoria-Germiston-Johannesburg, and the Johannesburg-Soweto corridors.

A major component of the Prasa Rail Corridor Modernisation initiative is the revitalisation of the ageing train fleet. The first new train sets are expected by 2015 and will be deployed on the priority corridors. It also includes the improvement of access to stations and the upgrade of station facilities and amenities.

A number of these station upgrades include joint project development with the Gauteng Department of Roads and Transport and local municipalities to create fully integrated, intermodal facilities at stations.

Prasa is also set to introduce an electric high-speed train fleet in 2015 which will offer faster journey times and greater reliability

Vadi knows very well that good roads play a significant role in economic development and in ensuring easy movement of both goods and people. That is why his Department will be upgrading dilapidated roads constantly and building world-class freeways.®



GETTING GAUTENG

moving forward

Managing the only province that boasts a high-speed rail system, Roads and Transport MEC, Dr Ismail Vadi has much to be proud of. But juggling the buses, taxis, trucks, normal speed trains and private cars with the ailing public transport infrastructure, degenerating roads, increasing volumes of road users and the challenge of reducing congestion, travel times and costs for the average citizen, also means that Vadi has his work cut out for him.

Every day the country's economic hub has 2.2million cars on its roads during peak hours, over three million train commuters and hundreds of thousands of taxi and bus commuters. Vadi is under no illusion.

He is first to admit that currently Gauteng does not have a fully developed integrated public transport system. He does however believe the province is taking significant steps to get there. Simply put, Gauteng's transport system is a "work in progress", says Vadi, on the eve of the country celebrating October as Transport Month.

"I wish I had a magic wand so that I could do this thing overnight. But to roll out public transport infrastructure takes time." Assessing the past five years and plans for the next five, the government has made a substantial investment in the urgent development of public transport systems and infrastructure.

To date, the province's flagship project, the Gautrain, which seamlessly glides between Johannesburg and Pretoria in 36 minutes, has cost R30 billion.

Not far behind is the Bus Rapid Transport (BRT) system, which is estimated to cost R12 billion across the three municipalities. And Metrorail has recently begun an estimated R20 billion injection in Gauteng, which will continue over eight years.

"In a 10-year timeframe, we are about to invest almost R80 billion in public transport infrastructure. This is not small change that we are investing." The gains however are worthwhile.



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“In a 10-year timeframe, we are about to invest almost R80 billion in public transport infrastructure.”

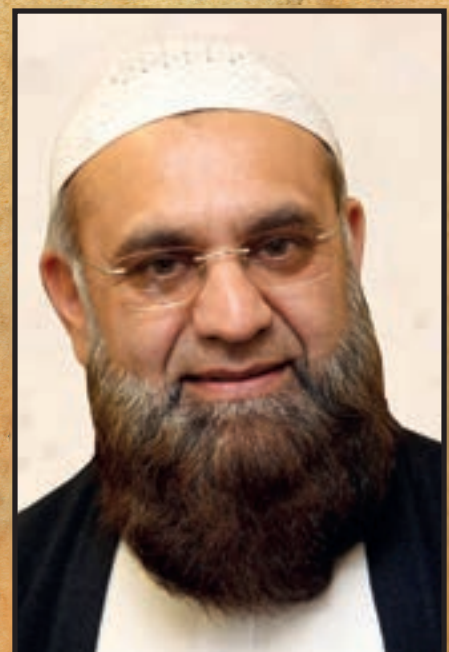
The Gautrain, says Vadi, stands out as a model of what can be achieved in public transport. The project took a decade to conceptualise and build and although the government is still giving a ridership guarantee two years in, the indications are that its popularity is steadily increasing. It kicked off 22 000 passengers travelling on the train each day. Today there are 52 000 passengers daily and 1.2 million passengers each month.

Rea Vaya, the BRT system in Johannesburg, has become an integral part of the transportation spider around the city's CBD. With phase one, which runs between Thokoza, Soweto and the CBD

fully operational, the second phase will be launched in October with phase three's construction starting next year.

In Tshwane, A Re Yeng, the municipality's BRT system, is set to be rolled out next year. The Ekurhuleni Municipality is still in the planning phase.

Moving onto trains, Vadi reveals that Metrorail is currently rolling out new fibre optic cabling for their entire network, this after the 50-year-old copper cabling has become outdated. The renovation will include a new control room, and the upgrading of 11 stations will follow. Over the next two years, the first five stations



MEC Ismail Vadi
Department of Roads and Transport



K55 Project



“Researchers say the population will increase to 18.7m in 25 years time. With no changes to the road network, the average peak hour traffic speed in 15 years time will be 10 km/h.”

to be prioritised are Vereeniging, Germiston, Krugersdorp, Roodepoort and Pienaarspoort before the 2 800 coaches are purchased. The first new coach will go online in 2015.

These renovations will be paralleled by the development of two of the six freight hubs on the periphery of the urban edge. One of these hubs is City Deep, where the whole road network will be redone in the next two or three years. The other, in the Tambo Springs area along the N3 highway, it is hoped will become the biggest inland port in South Africa. This will aid the KZN/Gauteng freight rail link and help lessen the almost 2 000 trucks that travel between the two provinces each month.

Vadi is also immensely proud of the upgrades taking place at Park Station. “Many people don’t know this, but Park station is the second biggest station on the African continent. In terms of commuter usage, it is only rivaled by Cairo,” he says. The station serves as an important intermodal facility linking Rea Vaya, Gautrain, and Metrorail, Southern

African taxis and buses and South African taxi and buses. A food court will be opened at the station next month and moves are afoot to upgrade the taxi rank, which is not in a good condition.

But it’s not only the next five years that Vadi is interested in dealing with. The MEC is the brains behind the Integrated Transport Master Plan 25 (ITMP25) – an ambitious 25-year transport plan, which proposes a redesign in the public transport system. In this plan, rail will become the most important form of public transport, followed by the BRT system, then secondary buses and taxis within the municipalities.

Should it be approved, the current 85 km Gautrain network will receive an additional 125 km network which will run from Cullinan in Pretoria to Roodepoort. Spatial planners, says Vadi, have suggested that the new economic development nodes are OR Tambo and Lanseria airports, which need to be densified. This would mean citizens will not live 30 to 40 kms from their jobs and costs

of travelling will decrease from the 20% the working poor currently spend to the international standard of 10%.

Vadi’s ITMP25 has been released for public comment and has received substantial input. By December 2013 it should be finalised. Although there may be changes, it will guide transport planning for the future.

The MEC is not however only motivated to create an efficient transport system. His plan extends to mainstreaming non-motorised forms of transport such as walking and cycling. Despite Gauteng geographically being the smallest province, it is the fourth largest contributor to carbon gas emissions on the continent. “We will have to move away from fuel-based transport systems to alternative fuels and rail. We have to begin to look at environmental protection.”

The City of Gold’s current population sits at 12.5 million people with 20 000 more people coming in every month. “There is massive ‘in-migration’. Researchers say the population





“Should it be approved, the current 85 km Gautrain network will receive an additional 125 km network which will run from Cullinan in Pretoria to Roodepoort.”

will increase to 18.7m in 25 years time. With no changes to the road network, the average peak hour traffic speed in 15 years time will be 10 km/h.

“As a political head of transport, I can’t wait for that moment. We have to plan for that. We have to start changing the mindset about that,” says Vadi. His argument is that those who travel short distances, should use alternate transport. Children should walk to school. Students should cycle to university.”

To avoid being all talk and no action, early next year four streets in Pretoria will become pedestrianised. The move, he says, is to promote a culture shift - by force if needs be - arguing that in Europe, ministers and mayors were using bicycles from meetings. To show how serious he is, next month Vadi will personally partake in the 94.7 Highveld Cycling Challenge.

While a non-motorised system will mean that the road furniture would have to change to accommodate pedestrians, cyclists, private

motor use, buses and taxis, the question remains: where will the money come from to support such changes? “This is why the President’s decision to sign the bill for tolling is so significant,” says Vadi.

Tolling has been met with much unhappiness from motorists, who have even blockaded highway opposing the move. But Vadi explains the province’s stance: “We cannot afford the total infrastructure costs that are associated with our developments. The life span of a highway is 25 years. All these highways at the moment are more than 30 years old. We have no choice but to rehabilitate and upgrade these highways. If we don’t it will degrade further and it will cost us more to reconstruct.”

While initially, he was skeptic about tolling the roads, he has since done a turnaround and supports the “user pays” principle.

Sanral’s road upgrade on 200 km of the 565 km network cost R23 billion. The remaining 365 kms will cost in excess of R30 billion.

“If we don’t toll where is the money going to come from?” asks Vadi.

“The fuel levy cannot be increased as it’s not fair that other provinces pay for Gauteng roads. I don’t take derived pleasure from charging motorist another extra cent but we must look at the broader picture. There are also new highways that need to be built and will also have to be funded.”

Vadi’s most ambitious future project is an airport city around OR Tambo International Airport. He is also pushing for Lanseria and Wonderboom airports to be declared international airports. The master plan is still being developed, says Vadi, and will only come into fruition - if approved - within two decades.

Looking to the immediate future however, the MEC hopes to launch the Gauteng Transport Commission later this month. The commission, which will ensure connectivity between the different modes, is an important step in creating an unified transport system in Gauteng.

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G20 grapples with growth



President Zuma with world leaders at the G20 Summit.

Though the continuing political crisis in Syria threatened to overshadow deliberations at the G20 summit held in St Petersburg on 5 and 6 September 2013, leaders did their best to focus discussions on economic matters.

As a result the Syrian issue was handled largely on the margins and in side meetings, much to the frustrations of those who tried to rally support for a military air strike in the civil war-torn Syria.

The relationship between developed and developing nations is a very complex one and often characterised by tension. As expected these tensions played themselves out in St Petersburg. But, many say what mattered was the unity and the commitment to solve the current global economic troubles that leaders demonstrated at the end of the two-day meeting.

South Africa was happy about the outcomes of the

G20 summit which took place amid reports that the US government was to wind down its monthly stimulus programme. The Federal Reserve was expected to reduce its \$85 billion a month bond-buying. Though the prospect of a cut in the stimulus programme has depressed some stock markets, especially in emerging economies including Johannesburg, St Petersburg produced some solid economic outcomes. There were also commitments in tackling tax evasion by major corporates while leaders also spent amounts of time on investment and creating jobs, among other issues.

This statement by President Jacob Zuma summed up Pretoria's reaction to the summit outcomes: "We are happy, generally there was an agreement on many issues, I think the outcome has been absolutely good ... all of us converged on the need that the World Trade Centre Ministerial Conference that is coming should



break the deadlock on some of the issues. Trade will be an important catalyst for us to move forward”.

The issue of international trade has always been contentious at G20 summits and in St Petersburg leaders agreed that a successful outcome at the World Trade Organisation Ministerial Conference in December should include progress on trade facilitation and some elements of agriculture and development.

Finance Minister Pravin Gordhan agreed that the world was in a much better economic position than it was a year ago. He said although there are still key areas of concern, the G20 had a crucial role to play in the coordination of the world’s economy.

Minister Gordhan said that we live in a truly interdependent and interconnected world and as a result there’s a crucial need for the G20 to take a more active role compared to recent years. He pointed out that it

was necessary to attempt to find greater areas of cooperation between the different members so that the more advanced nations could better use the signs of recovery and emerging market economies could remain as important drivers of global growth.

A lengthy declaration at the end of the summit and its various action plans set out a number of significant initiatives.

Tax evasion

It was agreed that cross-border tax evasion and avoidance undermines public finances and people’s trust in the fairness of the tax system. The South African government has been the strongest supporter of any measures to quell tax evasion with Minister Gordhan embarking on various initiatives to end the practice here at home.

President Zuma said on the matter: “There were many views put across on this issue ... we all felt that we need to do something and probably countries as individuals needed to do something to look at ways to end tax evasion and help the economy perform better”.

Leaders at the G20 endorsed plans to address these problems and committed to take steps to change rules to tackle tax avoidance, harmful practices, and aggressive tax planning.

“We have agreed and are implementing a broad range of financial reforms to address the major fault lines that caused the crisis. We will pursue our work to build a safe, reliable financial system responsive to the needs of our citizens”.

It was also agreed that the G20 must strive not only for strong, sustainable and balanced growth but also for a more inclusive pattern of growth. This is an area in which South Africa, as the only member of the G20 from the continent, has played an important leadership role. Pretoria went to the summit gunning for regulatory reforms and promoting the interests of emerging markets in Africa.

The G20 summit concluded that to address the current challenges and place the global economy on a stronger, more sustainable and balanced growth path emphasis should be placed on the St Petersburg Action Plan. It is designed to boost economic activity and job creation, support the recovery, and address near-term risks to the outlook, while strengthening the foundations for strong, sustainable and balanced growth through ambitious and well-targeted reforms.

The immediate focus will be on creating the conditions to increase growth and employment with timely actions that build on the signs of a recovery in advanced economies to make it durable to the benefit of the whole global economy. [®]

Understanding the impact of government's policies

If you are a Public Sector manager then you need to familiarise yourself with the content in the Development Indicators Report 2012. These are the sentiments of Dr Sean Phillips, Director-General at the Department of Performance Monitoring and Evaluation in the Presidency. He was speaking at the monthly *Public Sector Manager* Forum held in Pretoria recently.

The 2012 report is a source of hope and spurs us as South Africans across all sectors and backgrounds, to sustain and add to the momentum we have gained, even though economic conditions remain tough. The indicators are invaluable in aiding an understanding of the effect of government policies and initiatives. "Senior managers can use the indicators to evaluate government's impact and progress since 1994," said Dr Phillips.

One of the reasons why the Development Indicators are produced is to provide information for public service managers to do monitoring. It's a very rich source of information that managers can use. "Most of the indicators rely on impact and provide information on progress made, particularly on issues that citizens are interested in such as education, health and so on."

The Presidency has compiled and published the development indicator reports

annually over the past six years. The information in the report comes from data sourced

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

According to Phillips, the development indicators report assists in understanding the impact of various government policies and service delivery initiatives and promotes debate on the challenges our country faces. The indicators also act as markers that help define milestones in the journey of social change.

Over the years, the quality of the data has improved and the publication has started including extensive disaggregated data on trends in provinces by gender, sector and other variables.

"The data comes from various sources, including data systems of government departments. We are also looking at working on a smaller publication that will be province-specific."

Each theme contains a narrative that gives background and context, particularly describing what the status of these areas

was in 1994. "For the reader, it's important to look at this kind of data in context because if you look at information of where we are now, it can be misleading if we don't know where we come from," said Dr Phillips.

For the most part, the development indicators paint a positive story of progress, but there are some worrying trends in some sectors. The general picture is that economic growth is favourable. Also although the number of people employed has increased, it hasn't increased quickly enough to absorb all the new entrants into the labour market and for that reason, unemployment has not come down.

The general picture that one gets across all the indicators is that of a lot of progress, albeit quicker in some areas than others. Things are generally improving, but there are some worrying areas. For example, in the indicators, public perception on corruption carried out by independent bodies found that public perception is that the level of corruption has increased and this is a worrying trend.

One of the worrying indicators relates to social cohesion. The number of people who believe race relations are improving has come down quite significantly.

In a few months' time, South Africa will be celebrating 20 years of Freedom. In this regard, the indicators trace progress since the advent of democracy in 1994. While life has changed since 1994, much more needs to be done to improve the quality of life of all South Africans.

"We need to improve government so that it becomes more business-like. What that means is that in the private sector they tend to use information and data more than Public Sector organisations often do to assist them with their work. It helps to have accurate data. For instance, how many managers in the Public Sector know what it is costing them to deliver each unit of service they deliver and how many of them are measuring the ability of the units to be able to produce?"

Dr Phillips concluded by saying that there is room for improvement by learning from the private sector and by becoming more interested in collecting and using data for improvements. ®



Dr Sean Phillips Director-General at the Presidency.



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FEATURE

President Jacob Zuma took to the dance floor with some of the elderly.



President Zuma rolls out the red carpet for the elderly

The elderly received blankets and small goodie bags at the launch of Older Persons Week.



President Jacob Zuma with the 130 year old mama Johanna Ramatse (right) and her 95 year old daughter (left) Welheminah Phiri at the launch of Older Persons Week.



It was a day of joy and laughter at the Sefako Makgatho Presidential Guest House when President Jacob Zuma hosted South Africa's elderly men and women for lunch to mark the start of Older Persons Week. The elderly arrived from all nine provinces of the country - some aided by walking sticks and others on wheelchairs - dressed up in their Sunday best.

Among the guests was 130-year old Johanna Rametsi, reputed to be the oldest person in the world. It was a festive occasion, which saw the President take to the dance floor with some of the elderly, with music by the South African National Defence Force band bringing back memories of youthful days. President Zuma used the occasion to call on South Africans to respect the dignity of older persons. "We get to-

gether this time each year to reaffirm that our citizens are important to this country and should be taken seriously." This year, Older Persons Week was celebrated from 29 September to 6 October under the theme 'the future we want, what older persons say'. The President came bearing gifts - including chocolates, blankets and bathing products - to thank the elderly for their contribution to South Africa bringing smiles to his guests.



CELEBRATING THE 2013 OCTOBER TRANSPORT MONTH

A-M Consulting Engineers is an engineering company with expertise in Civil Engineering, Structural Engineering, Traffic and Transportation, Project Management and Programme Management.

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Democracy keeps South Africans on the move



Rea Vaya Bus Services has changed the way that people travel in Gauteng.

It has become easier, safer and more affordable for South Africans to travel since the dawn of democracy.

This was said by Transport Minister Dipuo Peters at the launch of Transport Month.

The Minister said the transport infrastructure provided by the democratic government over the past 20 years, such as the refurbished road and rail network and the overhaul of the aviation, maritime and public transport facilities, had improved social life and boosted economic development. "Our programmes and interventions seek to address ways to stimulate the economy and enable our people to live comfortably."

Informed by the theme for Transport Month, "Celebrating 20 years delivering efficient, reliable and safe transport services", the Minister highlighted the major achievements of government in improving the transport infrastructure since the dawn of democracy, but also admitted to challenges that needed to be addressed. The theme, she added, sought "to highlight the advances we have made at the same time taking stock and focusing on the transport challenges that are ahead of us."

The road travelled

Minister Peters said in its endeavor to improve transport infrastructure, government had to overcome many hurdles, including the legacy of

apartheid spatial development. "Prior to 1994, public transport was not an item on the government agenda, yet the majority of South Africans were supposed to depend heavily on it."

She added that the 2010 FIFA World Cup had served as a catalyst for developing world-class transport infrastructure in the country.

Among the flagship projects singled out for praise by the Minister is the Bus Rapid Transit network in some cities, the Gautrain, the Gauteng Freeway Improvement Project and the Business Express trains. These projects, said the Minister, had helped to ease congestion, especially in Gauteng, and revived the urban space.

"Across some of our cities, including Johannesburg, Cape Town, Nelson

Mandela Bay, Rustenburg and others, we are seeing investments in transport infrastructure, such as the Bus Rapid Transport system which is a catalyst for urban regeneration, reconnecting isolated nodes and bringing disconnected communities closer to economic opportunities."

In addition to this, said the Minister, the rail network

has also undergone a major revamp in recent years. "Over the past five years, Prasa has invested over R40 billion in passenger rail infrastructure and services in South Africa. This involved R23 billion in the Gautrain project and almost R13 billion on rehabilitating Prasa coaches and signaling system."

Minister Peters cited the Bridge City station in Durban as a sterling example of an integrated public transport network. "Construction work on the R1,3-billion, 3.5 km new dual Bridge City rail link north of Durban has been completed. The new Bridge City station includes a bus and taxi interchange." The Minister was particularly pleased that Bridge City, which is 17km from Durban, had integrated local communities by "bridging the communities of Phoenix and Inanda, Ntuzuma and Kwa-Mashu (INK) and linking them into the urban system".

Charting the future

The Minister set the following goals for her department:

- local economic development and regional integration
- safety in all modes of transport
- skills development
- job creation and poverty eradication
- redress apartheid spatial development

To achieve these goals, she added, the department would be guided by the major plans adopted by the present administration. "The alignment between the National Transport Master Plan and the National Development Plan which sets out critical national policy goals to be achieved by 2030 will enable South Africa's transport infrastructure development and services."

Government will continue to invest in transport infrastructure this financial year. "In 2013/14, over R5 billion will be spent on 13 cities on planning, building and operating integrated public transport networks."

More municipalities are working on implementing integrated transport networks. "Buffalo City, Ekurhuleni, Mangaung, Msunduzi and Polokwane will complete their public transport network development planning and service contract designs during the course of 2013/14 and will commence with network development in the 2014/15 financial year."

Focus over the next year will fall mainly on:

- maintaining road infrastructure
- upgrading the rail infrastructure and services and



President Jacob Zuma and Transport Minister Dipuo Peters at the official opening of the R81 Road between Polokwane and Giyani, Limpopo.

- constructing and operating public transportation infrastructure
- Minister Peters says rail transport is on the brink of a major overhaul. "Over the next 20 years, Prasa is implementing a bold plan to transform and modernise passenger railways in preparation for a modern, safe and reliable passenger service starting by 2015 through the New Rolling Stock Acquisition Programme."

The Minister said her department would prioritise the Durban-Gauteng-Free State logistics corridor in line with the NDP.


Bumpy road ahead

Despite these achievements, the Minister warned that the country still faced the two challenges of congestion and accidents.

Minister Peters said the carnage on the roads and continued to cast a dark cloud over government efforts.

Minister Peters said government would step up efforts to curb road accidents from this year. Under its 365 Programme of Action, the department would clamp down on reckless driving and on un-roadworthy vehicles. The goal is to cut the number of accidents by half in line with targets set by the United Nations Decade of Action for Road Safety.

Minister Peters admitted that many of government's projects to upgrade the transport network concentrated in urban centres. "Whilst we have achieved a lot in transport in many parts of the country, we are still concerned that there are still many South Africans outside the modern transport networks.

"They still depend on untarred roads and some have to walk long distances to access public transport." 



FLISP **FAST TRACKING** HOUSING DELIVERY

The Gauteng Department of Human Settlements last year launched the Financial Linked Individual Subsidy Programme (FLISP) which is a new housing programme aimed at fast tracking and enhancing the delivery of houses to the gap market.

By gap market it is meant that those people who don't qualify for RDP houses because of their high salary level, but also don't earn enough for a bank housing loan.

When MEC for Human Settlements, Ntombi Mekiwe launched FLISP last year she said the main objective of the programme was to reduce the mortgage loan amount so that the monthly repayments were affordable.

"It is important that as government we continue to demonstrate that we care about our people, that we will work tirelessly to

restore their dignity through giving them access to human settlement opportunities. This programme is a demonstration of our ability to respond to housing challenges in Gauteng" said MEC Mekiwe.

FLISP provides down payment assistance to qualifying households who have secured mortgage finance to acquire an existing house or a vacant residential serviced stand linked to a house construction contract. It caters for people who earn between R3 501 to R15 000 00 per month and these are the people who do not qualify for RDP houses because of their income.

The aim is to reduce the initial mortgage loan amount to render the monthly loan repayment instalments affordable over the loan payment term with a housing subsidy of between R10 000 to R87 000. One can also

obtain vacant serviced residential stand which are linked to house-building contracts with home builders registered with the National Home Builders Registration Council (NHBRC).

The Department has already signed implementation protocols with the National Housing Finance Corporation (NHFC) for FLISP. Approximately 800 FLISP applicants have already been approved and their subsidies have been transferred to the NHFC for the 2013/2014 financial year. The programme will be rolled out in various sites in Gauteng province, which include Cosmo City, Alexandra, Fleurhof, Nellmapuis, Danville, Jabulani and Lady Selbourne.

MEC Mekiwe extended an invitation to qualifying citizens who previously could



"The objective of the programme is to reduce the initial mortgage loan amount to render the monthly loan repayment instalments affordable over the loan payment term."

not afford their own home to explore this opportunity. "This is the time to enjoy the fruits of democracy. I would also like to thank the banks for working with us so that we can increase access to housing for our people", said MEC Mkgwe in conclusion.

WHAT IS FLISP?

- The Finance Linked Individual Subsidy Programme (FLISP) provides down payment assistance to qualifying households who have secured mortgage finance to acquire an existing house or vacant residential serviced stand linked to a house construction contract, or projects that are accredited by the relevant Provincial Human Settlements Department
- People will qualify for a subsidy amount of between R10 000 to R87 000
- The maximum purchase price for a property to be financed is R300 000.

WHY DO WE HAVE FLISP?

The objective of the programme is to reduce the initial mortgage loan amount to render the monthly loan repayment instalments affordable over the loan payment term.

HOW CAN YOU BENEFIT?

FLISP assists qualifying beneficiaries who wish to obtain mortgage finance from a lender to:

- Acquire ownership of an existing improved residential property;
- Obtain vacant serviced residential stands which are linked to house building contracts with home builders registered with the National Home Builders Registration Council (NHBRC); or
- Construct a new residential dwelling assisted by a homebuilder registered with the NHBRC, on a serviced residential stand, that is already owned by the beneficiary.

WHO CAN APPLY?

Anyone earning between R3 501 and R15 000 who has never before owned a house or benefited from any government housing subsidy programme.

MEC Ntombi Mkgwe started her political activism during her teen years, participating in the Congress of South African Students (COSAS) while in high school, and subsequently extended her activism to the ANC Youth League.

At the dawn of democracy, she was elected as Mayor of the Nigel Transitional Local Council serving from 1995 to 2000. When the Ekurhuleni Metropolitan Municipality was established, she was elected as a ward councillor as well as the Speaker of the Ekurhuleni Metropolitan Municipality Council from 2001-2006. She was subsequently re-appointed as the Speaker of the EMM Council in 2006, a position she held until July 2008.

She was serving as Executive Mayor of Ekurhuleni Metropolitan Municipality, having been elected in July 2008 until the time she was appointed the Gauteng MEC for Health and Social Development in November 2010. In July 2012 her excellence in working with the public saw her being



Ntombi Mkgwe
MEC, Human Settlements

moved to the Department of Local Government and Housing.

Her sterling performance has earned her an award for being the Best Woman Councillor in Local Government in Gauteng in 2007.

She remains a dedicated and active member of both ANC, and the Women's League where she served as Regional Secretary. She has served as a chairperson of the Regional Executive Committee in Ekurhuleni. In May 2010, she was elected as Provincial Treasurer of ANC in Gauteng.



FLISP Workshop.

For more information about the FLISP subsidy and accredited development projects contact the NHFC on:

0860 011 011
www.nhfc.co.za



GAUTENG PROVINCE
HUMAN SETTLEMENTS
REPUBLIC OF SOUTH AFRICA



Sanral is about more than e-toll

When engineers spend time debating policy and funding issues instead of looking after roads, we are heading for trouble, writes **Vusi Mona***.

No roads, no growth. It's as simple as that. This lies at the heart of what drives the SA National Roads Agency Limited (Sanral).

It plans, designs, constructs, operates, rehabilitates and maintains South Africa's national roads. That is our mandate.

The funding of these is the responsibility of South Africans and the methodology is a matter of government policy. Frankly, as a primarily engineering outfit, we would rather stay out of policy and funding-methodology debates.

South Africans must tell us what projects they want us to deliver, give us the money and hold us accountable to that. When engineers spend time debating policy and funding issues instead of looking after roads, we are heading for trouble.

The Urban Land Institute and Ernst & 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.

In South Africa there are three types of road networks: national, provincial and municipal. The total length of all roads is about 750 000 km. Sanral only looks after the national road network, a total of 19 704 km, made up of both toll and non-toll roads.

Of this total, the non-toll roads account for 84%, which are financed by the national fiscus. That leaves only 16% which are tolled using funds raised from the capital markets.

Although the proposed toll roads in Gauteng have been in the news more in the recent past due to the debate around e-tolling (the method of collection), Sanral has also been making huge infrastructure upgrades on its non-tolling portfolio across all the nine provinces.

National Treasury funds the entire non-toll portfolio through the annual budget allocations. This alone makes nonsense of the sensational headlines that the agency is broke.

At any rate, according to the Sanral Act, which I suspect many commentators and critics of the agency have never read, Sanral can only be liquidated through an act of Parliament.

Sanral has made strides in introducing technological innovation on South Africa's road network. Its freeway management system (FMS) is operational in Cape Town, Gauteng and KwaZulu-Natal.

The system provides real-time freeway traffic flow conditions, including details of any incidents, to local radio stations that inform many hundreds of thousands of motorists each day.

Accurate and comprehensive incident data has been analysed to highlight accident trends and high-risk locations.

Sanral's non-toll portfolio includes the upgrading of sections of the road networks, including interchanges, construction of pedestrian bridge crossings, widening of freeway lanes and resurfacing, as well as routine road maintenance (RRM).

Sanral operates RRM contracts on every kilometre of road network that it manages.

Some of the non-toll projects that Sanral has undertaken include:

- Construction of the N8 Interchange and Overpass at ThabaNchu in the Free State;
- Improvement to the Chota Motala Interchange in Pietermaritzburg;
- Innovation on the Northern Cape Road Project;
- Labour Intensive Construction of Pedestrian Walkways in East London;
- Construction of Access Roads for Mpophomeni Village in the Eastern Cape;
- Umthatha bridge project;
- Periodic Maintenance (Reseal) between Khathu and Kuruman; and
- Improvements between Melkbos Intersection and Atlantis Intersection.

Although the road agency's capacity is under pressure as the roads under its control expand, it welcomes the challenge.

Last year, Sanral took over 2 000km of Eastern Cape

roads. It is the agency's same capacity and expertise that saw the North West provincial government appoint Sanral to take over 1 400km in the province.

It is an expertise that led the DA's Ian Ollis, one of the agency's fiercest critics, to describe the agency as a "world-class project manager" in a recent article in the media.

The need to improve the road infrastructure is great

As far back as 2000, the Automobile Association indicated that there are three major consequences of the deterioration of the road network:

- The cost to repair the roads is seven times higher than it would have been if adequate maintenance had been done;
- The backlog in funding grows;
- Road user costs are twice as high on a road in poor condition compared with a road in good condition.

In 2010, the road maintenance backlog stood at R149 billion. South Africa has to contend with this backlog with limited funding available directly from the fiscus.

Tolling and private sector involvement make it possible to find funding sources outside the fiscus and to use future revenue streams to build and maintain infrastructure on the tolling side.

The country is currently rolling out massive infrastructure developments and Sanral plays a crucial and ongoing part in this.

The Development Bank of Southern Africa reported last year that "infrastructure lies at the heart of government's stimulatory fiscal package and is a pivotal component of the New Growth Path, accounting for just less than 8% of GDP in the 2012/13 fiscal year".

For Sanral it is about roads – good roads that are well maintained. But where there are budgetary constraints, these well-maintained roads will have to be built through selectively using tolling.

The South African government is not about to declare tolls on the 19 704km that Sanral is responsible for.

As a matter of fact, the e-tolled roads that have occupied headlines form only 201km of the national road network.

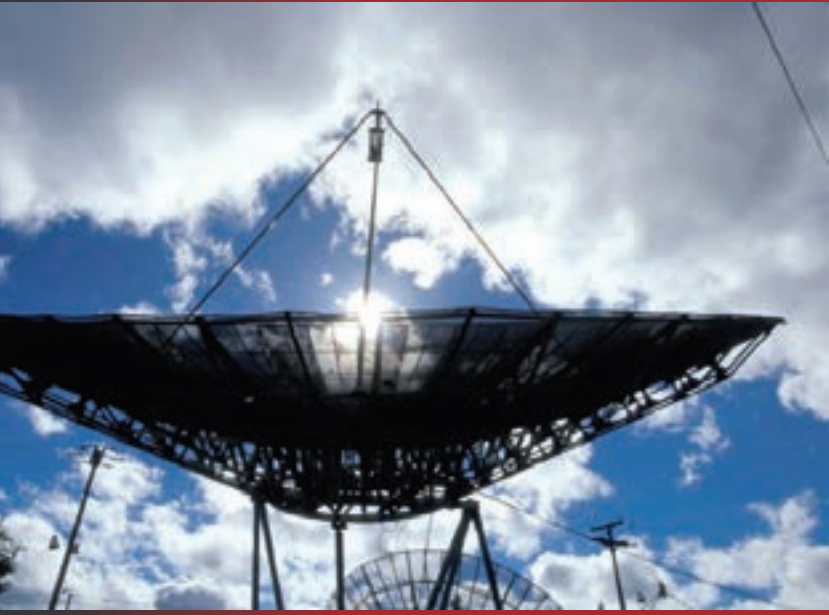
Ultimately, for Sanral it is about growing the economy and moving South Africa forward – a point that is sometimes lost by those who are obsessed with the e-tolling debate.

Sanral is about more than e-tolling. ☺

***Vusi Mona is the head of communications at Sanral.**



IN OTHER NEWS



Science and Technology takes the lead

The Department of Science and Technology has topped the list as the best managed national department in the country. This was revealed as part of the State of Management Practices in the Public Service—a report which assesses the way departments are managed within the Public Sector.

According to Minister Collins Chabane, there have been some improvements in the standards this year, as compared to last year. The finding revealed that departments improved this year on

strategic management and financial management, and beefed up processes to pay suppliers within 30 days.

However, average scores for departments on human resources management, governance and accountability were lower in 2012/13 than in 2011/12.

The report covers all national and provincial departments and aims to assist departments to improve their management practices. In order to be evaluated each department had to submit self-assessments against 29 management standards, which included, among other things, compliance with governance rules, payment of suppliers on time and whether proper recruitment practices have been adhered to.

Other top managed departments include Trade and Industry, Environmental Affairs, National Treasury and the Government Communication and Information System. The report also found that the best-run provincial departments were in the Western Cape, Mpumalanga and the Free State. The North West and the Eastern Cape were at the bottom of the list. Minister Chabane indicated that despite progress being made, departments must do more to improve management practices.

Rea Vaya launches new phase

It's been four years since the Rea Vaya Bus Rapid Transit (BRT) transformed the inner city of Johannesburg. The project began operating in August 2009 in Soweto, and started with the Phase 1 routes, running between Thokoza Park in the southwest of Johannesburg and Ellis Park in Doornfontein, on the eastern outskirts of the city.

In celebration of the four-year milestone, the new Phase 1B will begin operating this month (October) and will run from Soweto and pass through Noordegesig, New Canada, Pennyville, Bosmont, Coronationville, Newclare, Westbury, Westdene, Melville, Auckland Park and Parktown and link to the CBD.

The faster, safer and cost-effective Rea Vaya bus service has been exceeding its daily target of transporting 80 000 passengers daily. Rea Vaya is the first BRT system to be implemented in South Africa, instituted by the City of Johannesburg to improve the quality of life of its citizens. Not only has it created jobs but it has improved travelling and commuting for many residents and visitors.



Compiled by: Samona Murugan



President of International Markets for MasterCard Worldwide, Ann Cairns presents South African Social Security Agency (SASSA) CEO Virginia Peterson with a commemorative award to acknowledge SASSA's world-leading social grants payment programme.

New SASSA Debit Mastercard empowers recipients

The South African Social Security Agency (SASSA) and MasterCard have issued 10 million SASSA Debit MasterCard cards to grant beneficiaries throughout the country. This milestone marks the conclusion of the re-registration phase of the project, with social grant beneficiaries having received their new Debit MasterCard cards with biometric functionality, issued by Grindrod Bank in association with SASSA and Net1 UEPS Technologies (Net1). Just under 22 million social grant beneficiaries have registered onto the new biometric system introduced by SASSA to minimise fraudulent grant applications and collections and reduce grant administration costs by distributing all grant payments electronically.

The new biometric functionality identifies social grant recipients using unique identifiers such as fingerprints, voice and other personal information, which means that the SASSA cards cannot be used by any person other than the approved beneficiary to collect his or her grant. By simply moving all grant payments from largely cash payments, which were costly, cumbersome and riddled with inefficiencies, to electronic payments, the new system has already saved SASSA a considerable amount in grant administration costs. Between April 2012 and June 2013, over 150,000 grants were cancelled, which has led to a massive saving of R150

million per annum for Government.

As part of the SASSA re-registration process, each recipient has a bank account opened for them, which offers no monthly charges by Grindrod Bank. Grant recipients can deposit funds into their bank account and use their SASSA Debit MasterCard to purchase groceries and other items wherever the MasterCard cards are accepted.

New umbrella body for military veterans

The Department of Military Veterans has established an umbrella body to unite all military veterans associations.

The body, launched last month, is a response to Section 7 of the Military Veterans Act which directs the department to establish a body for all military veterans nationally. The new body will include old associations such as the Ciskei Defence Force Military Veterans Association, Transkei Defence Force MVA, Bophuthatswana Defence Force MVA, Venda Defence Force MVA and Apla Military Veterans Association.

Director-General in the Department of Military Veterans Tsepo Motumi said the department would ensure the new body is fair, inclusive and accountable. He called on all military veterans and their associations to cooperate with the department to establish a "vibrant" umbrella body that will help accelerate the delivery of benefits to military veterans. Regarding the process of verifying veterans the department had undertaken earlier this year, out of the department's database of 57 000 veterans, about 14 000 had so far been verified. More than 4 000 military veterans have access to free medical care while 200 veterans and their dependents are receiving bursaries to further their studies. ☺

Public servants given a tool to improve management practice

Public Sector managers are now equipped to learn from one another about running their departments more effectively, using a management tool developed by the Department of Performance Monitoring and Evaluation.

The department hopes that its Management Performance Assessment Tool, now in its second year, will help create a more capable state by assisting heads of department to identify and overcome management weaknesses.

The 2012 State of Management Practices in the Public Service, released in September, reveals that though there were some improve-

ments in 2012/13 compared to 2011/12, departments have to do more to improve management practices.

Improvements made by departments were mainly in the area of strategic management and financial management, including a slight improvement in paying suppliers within 30 days.

However, departments performed worse in the area of human resource (HR) management and of governance and accountability.

The latest report covers all 156 national and provincial departments (while 2011/12 covered just 103). The results were gleaned from officials in departments themselves who carry out self-assessments against 29 management standards.

The standards include compliance with governance rules, paying suppliers on time and adherence to proper HR practices.

Among other things the latest report found that:

- 80% of departments were not compliant with service charters, service standards and the submission of service delivery plans to the Department of Public Service and Administration
 - 88% didn't meet HR requirements such as the submission of HR plans
 - 64% didn't comply with the legal requirements for fraud prevention
 - 60% didn't have processes in place to detect unauthorised expenditure.
- The Minister in the Presidency Responsible for Performance Monitoring and Evaluation, Collins Chabane, explains that the aim of the tool isn't to discipline underperforming managers, but to help them to see their shortcomings, so that they can then make the necessary improvements.

"It is not for us to stand on top of the mountain to shout; it's for us to begin to look for ways to improve the system. Because standing on top of the mountain to shout over one million public servants doesn't work."

Instead, a collective effort is required from all public servants to learn from one another and from their shortcomings, says Minister Chabane.

The case studies attached to the latest report detail >>



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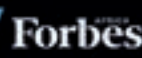


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practices put in place by well performing departments from which managers in the public service could learn.

Following the release of the last report it's now up to directors-general and heads of department to implement improvements.

In this way the assessment process is designed to build the capacity of departments to carry out internal monitoring and self-evaluation by involving senior managers in the process.

Says Chabane: "We are doing these assessments because we believe some of the weaknesses in management practices are the cause of some service delivery problems.

"These may include for example the textbook delivery problems that have occurred in some provinces, the occasional shortages of anti-retrovirals (ARVs) in some provinces, and the un-

dermining of our small business development policy through non-payment of suppliers within 30 days," he says.

The Presidency is evaluating a number of government programmes. Once this has been concluded Chabane believes it will be possible to tell to what degree problems in management practices are linked to service delivery problems.

Certain departments have already transformed following management interventions. The South African Revenue Service (Sars) and the recent turnaround of the Department of Home Affairs are evidence of this.

SARS transformed from an unwieldy set of internal directorates to an integrated and autonomous body which led to greatly increased revenue collection. Today it has a consulting division that is helping other government

departments improve their systems.

The turnaround at Home Affairs is evidence of how increased accountability and simplification of processes can lead to major improvements. While it was once common to wait up to a year for an ID book, it now takes less than six weeks to obtain one. In 2011 the department achieved its first unqualified audit opinion in 16 years.

Chabane points out that his department's latest management report found a strong relationship between the stability of senior management in departments and good management assessment scores, but the results of the report don't support the perception that the management of provincial departments is worse than that of national departments.

The report reveals that the best-run provincial departments were in the

Western Cape, Mpumalanga and the Free State, with the North West and the Eastern Cape at the bottom of the list.

The Department of Science and Technology (DST) tops the list as the best-managed national department. The other top-placed national departments (after the DST) are Trade and Industry, Environmental Affairs, National Treasury and Government Communication and Information System (GCIS), respectively.

The national department with the worst management practices is that of Women, Children and Persons with Disabilities, followed by Public Works and Water Affairs.

Ismail Akhalwaya, the deputy director-general of outcomes facilitation in the Department of Performance Monitoring and Evaluation, says some departments had already made improvements by using the first 2011/12 standards to help them identify management weaknesses.

However he says it is difficult to compare last year's results with those of this year's survey as the first report contained only self-assessment, whereas the second one also contained moderated assessments.

"I think for us the next assessment will be quite critical because then we would be able to compare moderated scores with moderated scores and I think we would be in a much better position to look at real improvements," he says.


Minister Chabane says The Presidency benchmarked the standards against Canada's management accountability framework, adding that the experience there revealed that it took at least two to three years before improvements became evident.

The department's Director-General Sean Phillips points out that in many cases departments were doing badly in management issues not because they didn't want to comply or work smartly, but rather because they often didn't know where they were going wrong.

"There often is a view among top management of departments that some of these things are little things, that they're minor administrative things ... They might seem like minor things but in the end they're important. For example paying a supplier within 30 days of invoicing involves

minor administrative processes and if they're not right the supplier is unlikely to be paid within 30 days," he says.

Commenting on the poor results by departments in HR management, Phillips surmised that departments were performing poorly in this area because in the past HR had been viewed as a routine administrative function rather than as a strategic function.

Akhalwaya adds that another problem is that the time required in terms of the Public Sector's policy to resolve disciplinary cases is often too short, leading to many departments scoring badly on HR management. 

How MPAT works

The Department of Performance Monitoring and Evaluation's Management Performance Assessment Tool is different from the Auditor General's annual audits of departments as the management tool goes beyond mere compliance, says the department's Director-General Sean Phillips.

"The whole emphasis of this is on getting departments up to level four ... where management actually uses that compliance to improve performance and service delivery," says Phillips.

Why was it developed? The management tool was developed after a Cabinet decision in June 2011 to mandate the Department of Performance Monitoring and Evaluation to implement annual management performance assessments for national and provincial departments.

How are departments scored? Departments are given one of four levels in each of the 29 management standards. A department which scores at level one or two for a particular management area has failed to comply with the minimum legal prescripts of that particular management standard. A department which scores at level three is fully compliant with the legal prescripts in that management standard, while a level-four department is fully compliant and operating smartly in terms of its management practices.

How are scores derived? The management tool uses a three-step process. In each department the senior management team first grades its own level of performance against certain management standards. This takes only a few hours. Departments are then required to provide evidence to back up their ratings and this evidence has to be validated by the internal audit units in each department. Most of this is information which departments are already required to have. For the 2012/13 assessments, an additional step of peer moderation was introduced, to independently review and confirm or amend scores based on the availability of appropriate evidence.

Sharpening the performance of public servants

Public servants will soon have to stick more closely to certain Public Sector standards and ensure they abide by government compliance notices when a new Government unit dedicated to boosting performance becomes fully operational.

The Office of Compliance and Standards, located in the Department of Public Service and Administration under its governance branch, is being piloted under the department's former Director-General Mashwahle Diphofa.

The unit aims to sharpen the performance of public servants and identify weaknesses in the Public Sector, and in so doing help build a more capable and developmental state as envisaged by the National Development Plan (NDP). The Public Administration and Management (PAM) Bill, presently before Parliament, provides for the establishment of the office to promote and monitor compliance with minimum norms and standards determined by the Minister of Public Service and Administration Lindiwe Sisulu.

What is the state of the Public Sector?

Recent reports by the Auditor-General (AG), Public Service Commission and the Department of Performance Monitoring and Evaluation on the Public Service paint a glum picture. The 2012 State of Management Practices in the Public Service, released by the Department of Performance Monitoring and Evaluation in September (see accompanying story) revealed several management challenges in provincial and national departments. And in May Minister Sisulu told the National Council of Provinces (NCOP) in her budget vote speech that last year just 117 out of 536 audited government entities received a clean audit and that national and provincial governments

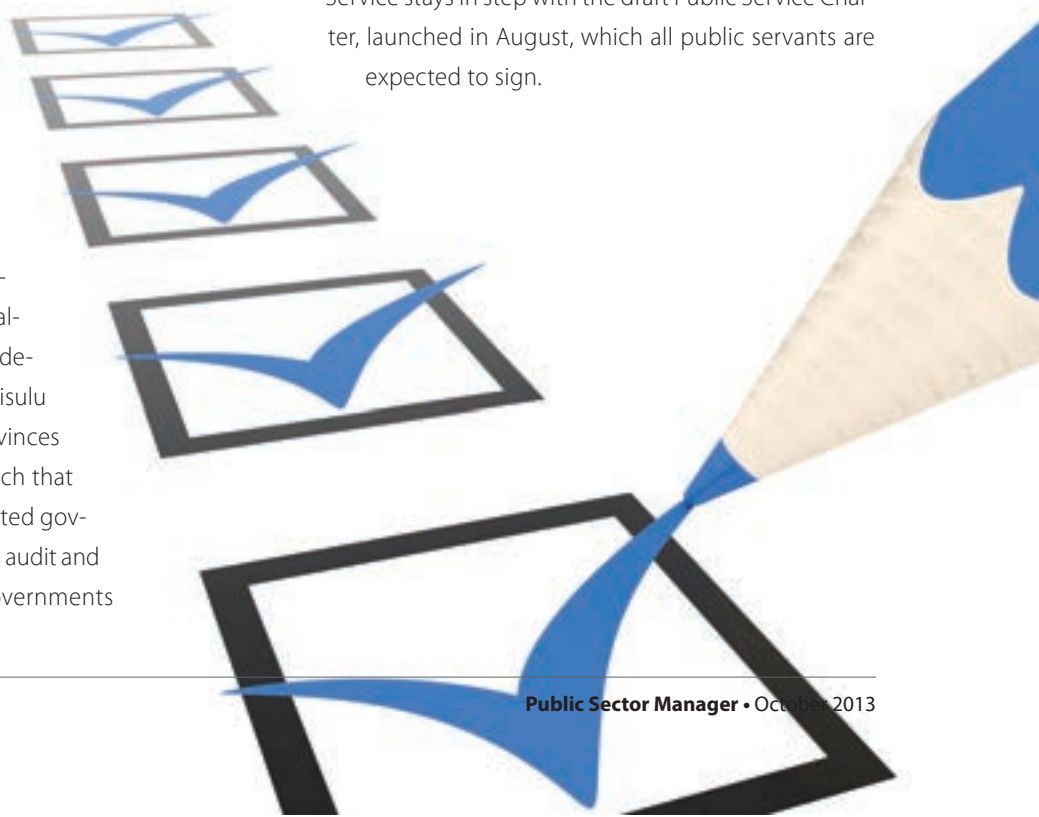
spent R102 million on consultants over three years.

What are the functions of the office?

Under the PAM Bill the office must also promote and monitor compliance with regulatory prescripts and monitor and promote quality assurance audits in service delivery as well as audits of skills, systems and processes in the Public Service. Further to this, the office must also co-ordinate interventions in terms of Section 100 of the Constitution – which permit national government to intervene in ailing provincial departments to remedy any major problems – and provide intervention support services and develop and review policy for the Department for Public Service and Administration.

What standards will the office oversee?

Section 52 of the PAM Bill allows the Minister to set standards in a number of areas. These include personnel and public administration practices and procedures, organisational structures, capacity development and training, health and wellness, electronic communication, ethics, the use of contractors and transformation measures. The office will also ensure that the Public Service stays in step with the draft Public Service Charter, launched in August, which all public servants are expected to sign.





Minister of Public Service and Administration Minister Lindiwe Sisulu.

What inspections does the office intend to carry out?

The office aims to carry out inspections of service delivery sites such as schools and hospitals and it will be able to issue compliance orders. It will also establish and coordinate a forum for Sectoral Offices of Standards, issue reporting guidelines to sectoral offices, and source periodic reports. The unit will also co-ordinate capacity such as securing the necessary skills and systems to ensure better service delivery from departments.

What is the aim of the early warning system?

Over the next three years the department also wants the unit to implement an early warning system on public service delivery, while also promoting the development and application of norms and standards in sector departments, such as education. The department's spokesperson, Ndivhuwo Mabaya, said the unit would, for example, be able to pick up supply-chain problems before they developed into serious under- or over-spending problems.

How far is the pilot?

Earlier this year the office spent six weeks supporting the National Treasury's Section 100 intervention in Limpopo, cleaning up Persal, the government's payroll system and removing 20 570 unfunded posts. In August Minister Sisulu reported that charges of corruption had been laid against 47 public servants in Limpopo since the start

of the national government's Section 100 intervention in Limpopo in 2011. She said disciplinary procedures against officials had been fast-tracked. The specification of a core set of norms and standards that can be used to monitor and enforce compliance is now in progress.

When will the Persal clean-up be completed?

The office is clearing up the Persal system across the country by verifying that every position is funded against each department's approved structure. Mabaya says the department aims to complete the intervention by the end of the current financial year.

Who else has the office consulted?

The office has also completed consultations with the Office of Standards Compliance: Health, the AG's office, the Public Service Commission and the Department of Performance Monitoring and Evaluation. The AG's office agreed to share and allow access to the office's electronic management information system which contains quarterly departmental dashboard reports on drivers of internal control. The office also plans to use Performance Monitoring and Evaluation's annual Management Performance Assessment Tool (MPAT) reports, which assess how well provincial and national departments are doing in the field of management. The reports reveal that the greatest gap is in the area of enforcement.

When can the office become fully operational?

The Department of Public Service and Administration believes the office can be established without delay within the current provisions of the Public Service Act (Sections 7A and 7B) while the legislative processes for the PAM Bill are being finalised.

How much will it cost?

The department expects the annual cost to run the office to come in at R17,6 million. In all R1,8 million has been set aside for the pilot. [Ⓜ]

More growth, less inequality



Black Economic Empowerment (BEE) is an idea that resonates with many South Africans, but despite its known successes, government has had to explore ways of making it benefit a broader pool of the historically disadvantaged South Africans.

Since it was conceived in the late 1990s, BEE has helped increase black participation in many boardrooms and in the Johannesburg Stock Exchange (JSE), but business has been less than enthusiastic in implementing BEE.

The ownership of JSE listed companies by black South Africans doubled from about 10% in the 1990s to about 21% in December 2012, according to research released by the JSE. This figure indicates just how slow BEE implementation has been.

Business has also dragged its feet in implementing other areas of BEE like skills development, preferential procurement, management control and enterprise development.

After two decades, the dream of getting the economy to ultimately reflect the demographics of the country remains largely deferred, prompting government to tighten up loopholes and speed up its implementation.

It's partly because of this and to root out fronting that the Department of Trade and Industry (Dti) last year introduced the BBBEE Amendment Bill.

The amended draft BEE codes will, once approved, create a new element called supplier development, placing more emphasis on buying from and supporting small black firms.

The amendments aim to boost black suppliers and grow black entrepreneurs. This is vital if the country is to grow the economy and reduce inequality.

Many owners, few employees

While in 2011 just under half of shares owned by South Africans on the JSE, were in black hands, according to a study for the JSE compiled by Chandler & Associates, black people make up the overwhelming majority of the country's business owners – 92% according to the Finscope 2010 Small Business Survey.

Yet most these businesses are informal-sector firms that have few assets and employ little more than the owner of the business themselves.

Where almost 14% of businesses owned by white people employ five or more people, just two per cent of black-owned firms have five or more employees. With a greater number of formidable black-owned >>



palama

Public Administration Leadership
and Management Academy
REPUBLIC OF SOUTH AFRICA

Towards the National School of Government

The Public Administration Leadership and Management Academy is a mandated training institute of Government and is responsible for providing training needs for the public service.

As the Minister for Public Service and Administration, Minister Lindiwe Sisulu once quoted:

“Professionalisation of our Public Service is an important part of establishing a capable and competent public administration. Institutionalising professionalism within the Public Service is thus innately one of our key priorities”

In her call to professionalise the public service and building an empowered and skilled cadre of public servants, Minister Sisulu announced that through PALAMA, there will be an establishment of a School of Government which would address challenges within public administration.

The goal is to have the School of Government as a centre from which public sector training is coordinated, curriculum and training standards directed, and a hub for training and development opportunities to professionalise the organs of State and develop required competencies, in support of service delivery that is driving sustainable growth and other development goals.

The launch of the National School of Government will be in October this year, and the Public Service will train and develop new recruits and re-orientate and educate all currently employed public servants. In order to achieve this goal, the School will be different from the current PALAMA by:

- Being a pro-active and corrective vehicle to provide solutions to address the systemic and perennial challenges of public service delivery
- Ensuring that State institutions are functioning with skilled public servants who are committed to the public good and capable of consistently delivering high quality services – fostering a sense of professional common purpose.
- Tapping from the experience of those that have served in different levels in the hierarchy of government to enrich training and development interventions
- Building a professional service ethos and competence across all levels – thus responding to where the next generation of public servants comes from.

A team of seven Advisory Body members has been established by Minister Lindiwe Sisulu and the Body will be responsible for the development of curriculum for the new school amongst other things.

For further monthly updates on the School of Government visit PALAMA website.

Web address: www.palama.gov.za
e-mail: contactcentre@palama.gov.za

Training Contact Centre: +27 12 441 6777
Switchboard: +27 12 441 6000
Fax: +27 12 441 6054

companies, wealth could be spread more evenly.

It's something Lionel October, the director-general (DG) of the Dti, believes in very strongly, adding that if the state does not help expand the base of black entrepreneurs in the economy the country will never grow.

Incubation for growth

The department hopes to foster more black entrepreneurs through the amendments to the codes and through incubation by getting its Small Enterprise Development Agency (Seda) to open new incubators and by incentivising the private sector to get more involved in incubating black suppliers.

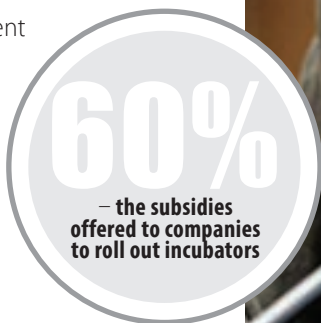
To encourage the expansion of incubators and such programmes, the department last year launched the Incubation Support Programme (ISP), which offers companies and organisations subsidies of up to 60% to roll out and run new business incubators or incubation programmes to support small enterprises.

But the department has signalled that however much the country badly needs to transform and widen its entrepreneurial base, the state won't just fund any black entrepreneur. Those it funds will have to help contribute to the productive capacity of the country.

In August, following the controversy over a R34 million National Empowerment Fund (NEF) loan issued to luxury boutique Luminance – co-owned by Khanyi Dhlomo – the Minister of Trade and Industry, Dr Rob Davies, issued a new directive to its agencies stating that government funds are not to be used to help import finished goods and services.

Affirmative action in Malaysia

South Africa can perhaps be forgiven for the slow progress and mistakes it has had to learn from in implementing BEE, as few countries have carried out affirmative-action policies that are comparable. The possible



Minister of Trade and Industry Dr Rob Davies.

exception is Malaysia, where such policies have been only partially successful.

Malaysia never suffered from institutionalised racism the way South Africa did, but the Chinese came to dominate the economy.

By 1970 indigenous Malay held less than two per cent of the economy despite making up over 60% of the population. Much of the economy was held by foreigners and Chinese Malaysians.

Following deadly race riots, Malaysia launched its New Economic Policy (NEP) in 1970, which aimed to have 30% of the country's wealth in Malay hands by 1990.

However, though the policy helped greatly increase the number of Malay professionals, artisans and company heads, the 30% equity target was never met and Malay ownership of shares >>



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CONTINENTAL
 OUTDOOR MEDIA

on the country's stock exchange has remained fixed at 20% since 1990.

Perhaps the biggest disappointment was that the policy did little to encourage more Malays to run their own businesses which

is something the architect of modern Malaysia, former Prime Minister Mahathir Mohammed, has often acknowledged himself.

Chinese Malaysians, who make up a quarter of the population, still dominate the economy, holding about 40% of listed company shares and accounting for the overwhelming majority of factory owners. On top of this the NEP and its subsequent policies have been criticised for having fuelled rent-seeking behaviour by Malay entrepreneurs.

Yet there are signs that things are changing in Malaysia. A new breed of more innovative Malay entrepreneurs is emerging because of the push by state funds to develop more high-growth entrepreneurs.

One could say South Africa is therefore on the right road in shifting the focus of BEE away from shareholder deals and towards helping foster the emergence of more black-owned businesses.

However, as in Malaysia, policymakers will have to continually review the performance of BEE and adjust it to guard against the policy's unintended consequences.

Unintended outcomes

Chief among these is that BEE has increased the number of regulations with which firms must comply and the cry from businesses is likely only to get louder.

About 40% of the executives and managers from over 1 000 firms (mainly large and medium-sized firms) surveyed by KPMG in their 2012 BEE Survey believe that the new codes would have a negative effect on their ability to create jobs, while 32% said it would have a positive impact. In addition, 24% expected no impact.

Another problem is that BEE is often used to demean the group it is supposed to help as black people are made to believe the only reason they got the job or won the contract was because of their colour.



Minister Rob Davies and DG Mr Lionel Octobertalks about the tariffs dispensation for poultry industry at the rescent media briefing.

Vuyo Jack, co-founder of BEE rating agency Empowerdex, believes, black professionals should stand up and be counted by engaging in a mass movement that calls for more focus on merit over skin colour.

Jack however is very much a proponent of BEE, after all he helped craft the initial BEE codes 10 years ago.

He believes BEE has already had a positive impact in that it has changed the mindset of the business sector. Today there's not a single company that doesn't take BEE into account.

But he is disappointed that the business sector has not been more involved in transformation, with most opting to do as little as possible despite the codes awarding additional BEE points for those that do more to transform their firms.

He admits that though he did expect the codes would encourage wealth creation through BEE deals, he never expected it to have such a distorting effect on the economy – with many black professionals and business owners opting for passive stakes in companies rather than starting up their own firms.

He's confident however that the amended codes will help foster more black-owned businesses run by black entrepreneurs who are hands-on. ☺

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French, Cadeau – Gift

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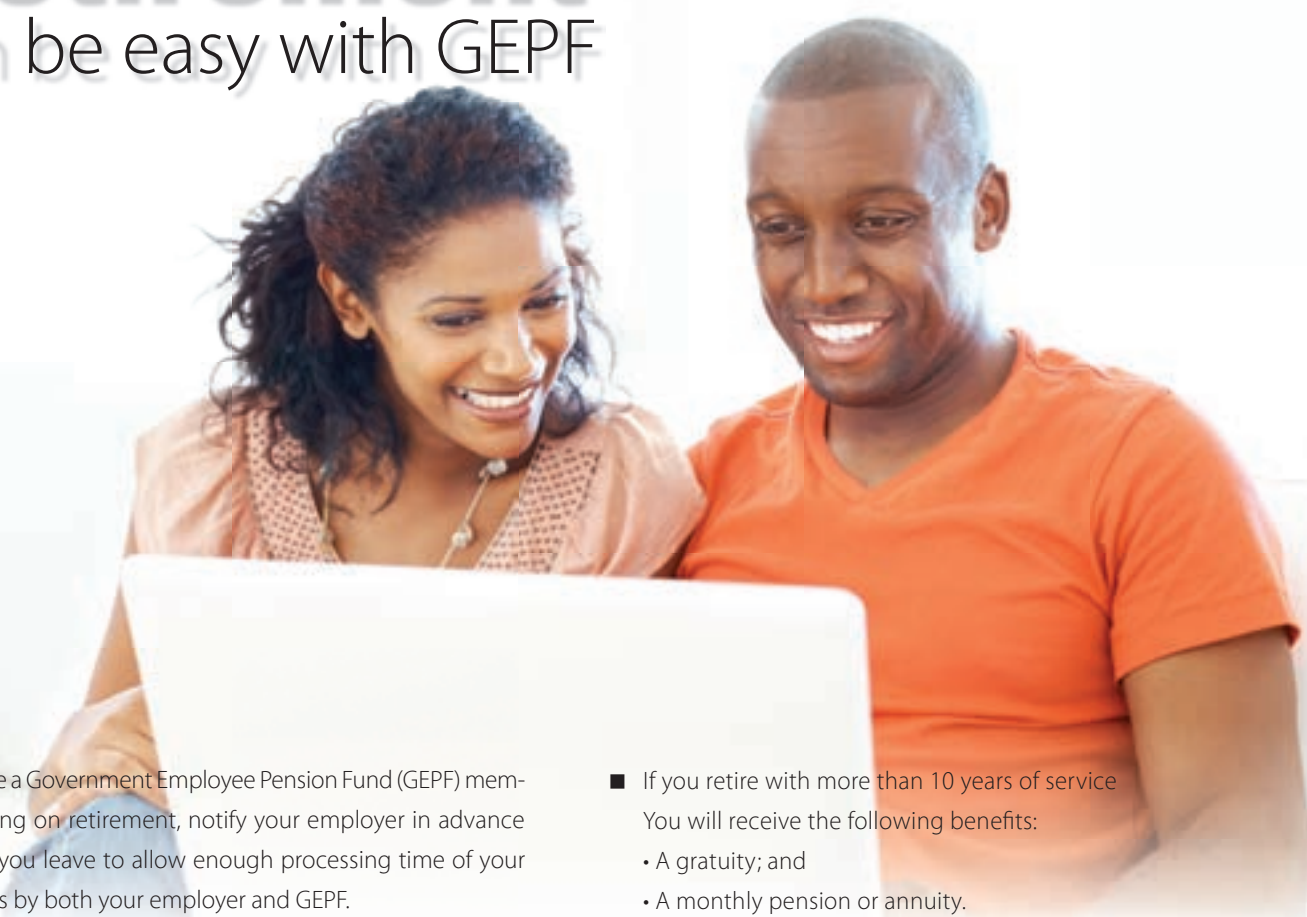
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Retirement can be easy with GEPF



If you are a Government Employee Pension Fund (GEPF) member going on retirement, notify your employer in advance before you leave to allow enough processing time of your documents by both your employer and GEPF.

What benefits can you expect on retirement?

■ If you retire with less than 10 years of service
You will receive a once-off lump sum or gratuity. This gratuity is equal to your actuarial interest (the value of your benefits in the Fund, based on a formula).

■ If you retire with more than 10 years of service
You will receive the following benefits:

- A gratuity; and
- A monthly pension or annuity.

Usually, when a GEPF member dies, his or her spouse is entitled to receive 50% of the monthly pension that the member would have received. However, the member can increase this monthly pension from 50% to 75% on retirement. To increase the spouse's pension to 75%, you must reduce your gratuity or annuity by completing the Pension Choice form.

These forms need to be completed or co-signed by your HR department

Form/documents	Explanation/information
Z894 Updating of bank particulars form	To be completed by the bank
Certified copy of bar-coded ID	Certification stamp must be original and not older than six months
Retirement choice form	Only if the member has more than 10 years of pensionable service and is married
Z864 Updating of personal particulars form	Only if the member has more 10 years of pensionable service
Certified copy of marriage certificate	Only if the member is married
Z583 Medical subsidy form	Only if the member has more than 15 years of pensionable service, has contributed to a medical aid for at least one year, has a medical membership certificate and wants to continue as a member of a medical aid and is eligible for this benefit
Medical choice form	Only if the member has more than 10 years of pensionable service; has contributed to a medical aid for at least a one year; has a medical membership certificate and is eligible for this benefit
WP 1002 Nomination of beneficiaries form	Important for members to nominate their beneficiaries
Z102 (Withdrawal From Fund Application form or exit request)	

NB: If you are retiring before the age of 60, GEPF needs an approval letter from your employer.

Additional information that GEPF may require from you or your HR department:

1. Last salary advice (pay slip)
2. Proof of service termination - Persal print out (your employer will have this on record)
3. Proof of admission date - this can be found on the member's pay slip or may require other proof

Departmental debt

You need to finalise outstanding debt with your employer to avoid any deductions being made from your pension when you retire.

What about tax?

Tax issues must be sorted out with SARS before you retire to make the process run smoothly.



GEPF HEAD OFFICE: 34 Hamilton Street, Arcadia, Pretoria	
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FREE STATE: No. 2 President Brand Street Bloemfontein	MPUMALANGA: Block A, Ground Floor 19 Hope Street Ciliata Building Mbombela
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Dr Batandwa Siswana**Director: Foreign Branch: State Security Agency, Department of State Security**

Dr Batandwa Siswana holds a Bachelor of Administration Degree as well as a Master's Degree in Public Administration, specialising in Public Policy and Management, from the University of the Western Cape. His other qualification includes a Doctor of Philosophy in Public Affairs from the University of Pretoria, specialising in Public Finance. Previously, he was the Chief Operating Officer at the Presidency providing operational support for the implementation of strategic business plans. He was also Deputy Secretary to Cabinet. His main area of interest is governance and he has provided advice to a number of executives in the Public Sector. He worked at the Development Bank of Southern Africa before being seconded to The Presidency as a special adviser on governance to the President in 2010, responsible for departmental processes and systems, Cabinet processes and departmental monitoring and evaluation.

**Zukisa Nduneni****General Manager: Stakeholder Relations, Road Accident Fund (RAF)**

Zukisa Nduneni holds a Bachelor of Social Science – Communications from the University of Fort Hare, a Post Graduate Diploma in Government Communications & Marketing and a Master's Degree in Management in Public Development Management, both from the University of Witwatersrand.

Before joining RAF she was a Regional Manager at the Department of Economic Development, Environment and Tourism in Eastern Cape. Prior to this she worked in the Eastern Cape Provincial Legislature as a senior manager: strategy and communications from 2008-2013. Her career in communications started in 2000 at the Department of Housing, Local Government & Traditional Affairs. In 2001, she moved to the Ministry of Sports and Recreation as a Communication Officer responsible for coordination of parliamentary questions, media monitoring and events management. From 2002-2004 she was Assistant Director: Communications and Media Relations at the Eastern Cape Youth Commission. She was then appointed Deputy Director: Communications at the National Youth Commission for a year. In 2006, she was employed by the Department of Correctional services as Regional as head of communications and stakeholder relations.

Mr Dennis Thokozani Dlomo**Coordinator for Intelligence: National Intelligence Coordinating Committee, Department of State Security**

Mr Dennis Dlomo joined the Ministry for Intelligence Services in 1995, working in various capacities such as within the Intelligence Academy, National Intelligence Coordinating Committee, and as head of Ministerial Services. He was appointed executive secretary of the Committee of Intelligence and Security Services of Africa in 2005 and returned to the Ministry in 2010. Mr Dlomo was acting Director-General Department of State Security before his new appointment as Coordinator for Intelligence: National Intelligence Coordinating Committee. He holds a Bachelor of Arts (Hons) degree in Political Science and Public Administration from the former University of Durban-Westville, and has a Master of Security Studies Degree from the University of Pretoria. He is the recipient of various awards, including recognition by the Committee of Intelligence and Security Services of Africa in Brazzaville, Republic of the Congo in 2010.





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Writer: Ashref Ismail

Ushering *greater* performance for the new generation

The A 45 AMG sees Mercedes-AMG embarking on a new era. For the first time in the company's history extending back over more than 45 years, Mercedes-Benz's performance brand is offering a fascinating high-performance vehicle in the compact class. The A 45 AMG is representative of the "AMG Performance 50" strategy for the future, which is a run up to the 50th birthday of Mercedes-AMG in 2017. With a maximum output of 265 kW and up to 450 Nm of torque, the AMG 2.0-litre four-cylinder turbo engine is the most powerful series production four-cylinder engine in the world. The sensational power density of 133 kW outstrips even the most powerful super sports cars. At the same time, the engine also boasts supreme efficiency and complies with the EU6 emissions standard. The A 45 AMG also leads its segment in terms of fuel consumption, running on 6.9 litres per 100 km in NEDC combined mode. These credentials indicate that a further high-performing member of the

BlueDIRECT family is now taking to the road. The performance-oriented AMG 4MATIC all-wheel drive onboard the A 45 AMG sets new standards in the car's segment. The substance of the new Mercedes-Benz vehicle architecture for front- and all-wheel drive provides the perfect basis for the A 45 AMG and at least two other high-performance premium automobiles from Affalterbach. In designing and developing the A 45 AMG, the experts at AMG have drawn on the company's decades of experience in motorsport and the production of powerful, high-performance vehicles. As such, the A 45 AMG will inherit the corporate DNA and embody the AMG brand claim "Driving Performance" to perfection: a fascinatingly sporty driving experience combined with impressive craftsmanship and pronounced individuality.

This is the first time in the history of AMG that a four-cylinder has been given the full AMG treatment and it certainly does not disappoint.



A rich and glorious history of AMG power and performance is available across a number of models. There's one to suit every taste, but be prepared to pay!

Dynamic and individual vehicle for new target group

Spanning the age range from 30 to mid-40, the target group is younger than the AMG clientele to date. Generally in successful careers and with an independent frame of mind, these customers seek a dynamic and individual vehicle. They wish to lend expression to their style- and trend-oriented way of life with a car from a recognised high-performance brand. The A 45 AMG provides the predominantly urban target group with an agile high-performance vehicle. Mercedes-AMG accommodates their tech-savvy and individual outlook on life with an extremely broad selection of optional equipment and appointments, colours and materials.

Typically AMG: the most powerful series production four-cylinder engine in the world

Two figures show that the A 45 AMG holds pole position in its displacement segment: the newly developed AMG 2.0-litre turbo engine is the most powerful series production four-cylinder turbo engine in the world. A maximum output of 265 kW and up to 450 Nm of torque are unmatched by any other mass-produced turbocharged four-cylinder engine worldwide.

The high power and torque output and the combination with the performance-oriented AMG 4MATIC all-wheel drive as standard lead to extremely dynamic performance: the A 45 AMG accelerates from zero to 100 km/h in 4.6 seconds, while its top speed stands at 250 km/h (electronically



Pricing

As with all Mercedes-Benz passenger cars, the A 45 AMG comes standard with a class-leading 6-year/100 000 km PremiumDrive maintenance plan with no customer contribution. The A 45 AMG is introduced at R599 500 including VAT (excluding CO₂ emissions tax).

limited). The specially developed AMG engine is also a model of efficiency – the A 45 AMG also leads its segment on this front, with fuel consumption of 6.9 litres per 100 km in NEDC combined mode. This is accompanied by particularly low exhaust emissions: the A 45 AMG already complies with the EU6 emissions standard which is not scheduled to enter into force until 2015, combined with the limit for the particle count per kilometre of 6 x 10¹¹ which will be mandatory from 2017.

Exterior design with sporty and muscular highlights

Mercedes-AMG adds emphatically sporty and muscular highlights to the emotional exterior design of the new Mercedes-Benz A-Class sporting the new dynamic style, sculptural character and feature lines on the sides. These refinements ensure that the A 45 AMG looks the part as a distinctive high-performance automobile – a genuine AMG through and through.

Dynamic and exclusive interior design and appointments

Inside, too, the new A 45 AMG boasts a heady mix of hallmark Mercedes-AMG dynamism and exclusivity. The sports seats in ARTICO man-made leather/DINAMICA microfibre with red contrasting topstitching, the multifunction steering wheel with shift paddles and the AMG DRIVE UNIT set new standards in terms of both appearance and quality. The dashboard trim comes in carbon-fibre look – a perfect match for the five air vents in black/red, the red seat belts and the AMG door sill panels. The AMG instrument cluster presents information by means of a central colour display with the AMG main menu and the RACETIMER. Ⓜ

Looks small, but don't be fooled. The performance of this AMG motor will astound you.



MZANSI'S MAGNETIC METROPOLIS

Writer: Julia Lamberti



Courtesy South African Tourism

Aerial view of Johannesburg at sunset.

BEST KNOWN AS THE ECONOMIC HUB OF AFRICA, GAUTENG ALSO OFFERS A COSMOPOLITAN BLEND OF CULTURES AND ATTRACTIONS THAT ARE AS COMPLEX AS THEY ARE COMPELLING.

It may not have the ocean, mountains and winelands of the Cape, the tropical flair and seaside fun of Kwazulu-Natal or the bushveld and wilderness attractions of Mpumalanga, but Gauteng is for most visitors the gateway to tourism in South Africa. As the location of the country's largest airport, OR Tambo International, it is also the point of arrival for a vast majority of the country's international guests, who on their way to other parts often fail to take in its true excitement and unique beauty.

So what makes this place extraordinary and on a par with any of South Africa's other tourist destinations? It's the combination of entertainment, adventure, culture, history and natural splendour, of course, but mostly it is the energy and the spirit of the people of Gauteng that defines it as a destination worth exploring. Multicultural, hardworking, warm and welcoming – there are few people on earth who can compare with the citizens of this pulsating province.

So take the time to explore the treasures of this region and learn why it is so affectionately known as "the place of gold" by South Africans and visitors from around the world, who have been captured by its charm and charisma.

Although it is the smallest of South Africa's nine provinces, Gauteng (Sesotho for "Place of Gold") is also the financial and industrial heartland of this diverse country. However, this area offers riches that transcend its economic allure. Whether you are drawn by the pulsating soul of Soweto and dynamism of Johannesburg or the tranquil mountains of the Magaliesburg and elegant, Jacaranda-lined streets of Pretoria, Gauteng offers a world of experiences in one region.

Fueled by a relentless ambition, locals tend to work hard and play harder, with an eclectic range of entertainment op-

tions at their disposal. Visitors are invariably impressed with the high calibre of restaurants and nightlife that appeal to everyone from the most discerning gourmand to carefree hedonists looking to burn up a dance floor.

The Newtown precinct, situated on the outskirts of the Johannesburg CBD, offers a variety of theatres, bars and restaurants with an infectious Afrocentric energy. Surrounding suburbs like Melville, Greenside, Parktown, Parkhurst, Linden and Fordsburg also each offer a variety of restaurants, bars and cafés with cuisine and décor styles from around the world.

The soul of Soweto



Courtesy Craig D'Oliveira

Located on the outskirts of the city of Johannesburg, Soweto is South Africa's most populous metropolitan township. Visitors should be sure to visit Nelson Mandela's humble first house (now called the Mandela Family Museum) in the Orlando sector of the township and then get a glimpse of the mansion belonging to Winnie Madikizela-Mandela, Archbishop Desmond Tutu's house and the Sisulu residence in an affluent part of Orlando West a short distance away. The Hector Pieterse Museum is another must see, offering a detailed account of the turbulent political events in the student uprisings of 1976. Sowetans pride themselves on being urbane and streetwise and their dining and entertainment options reflect this trendy vibe. In fact, people from around the globe visit South Africa's largest township to visit the local shebeens (local pubs) and restaurants, and to enjoy a stay in one of the many fine guesthouses that Soweto has on offer, to get a feel for township life. >>



Courtesy South African Tourism



Sterkfontein Caves in Magaliesburg.

Courtesy South African Tourism

Magaliesburg magic

Take a leisurely drive westward from the bustle of Johannesburg and within an hour you will discover enchanting Magaliesburg. A steam train called the Magaliesburg Express also delivers day trippers from Johannesburg Station to this weekend mecca and tourist destination at the heart of a region of mountains, valleys, rivers and indigenous woodland. With numerous guest houses, hotels, lodges, stores, art and craft studios, working farms, health spas, horse and mountain bike trails, restaurants, hiking, birding, rock climbing and hot-air ballooning, this area has something for everyone – the Magalies Meander tourist route takes visitors from Rustenburg to Krugersdorp and on to the nearby Haartebeespoort Dam. The Cradle of Humankind garners much of the attention in this part of Gauteng. Incorporating the Sterkfontein Caves, it is one of the world's most important palaeo-anthropological sites.

Although it is the smallest of South Africa's nine provinces, Gauteng (**Sesotho for "Place of Gold"**) is also the financial and industrial heartland of this diverse country.

The Jacaranda City

Pretoria is a sophisticated, quiet city in stark contrast to hyper-active Johannesburg less than 60 km away. It functions as one of the three capitals of South Africa and has a fascinating history. The best time for a visit is in October when more than 70 000 Jacaranda trees that line its thoroughfares reach full bloom and the whole town becomes a purple, sweet-smelling sea of blossoms. The exotic trees were imported from South America over 100 years ago and gave the town its nickname "Jacaranda City". Outdoor activities include the Wonderboom and Groenkloof Nature Reserves, the Austin Roberts Bird Sanctuary, and a steam train ride around Pretoria. In this epicurean epicenter of diplomatic dinners and lingering government lunches, find-

ing innovative cuisine and impressive wine lists is easy. Local restaurants are generally classy establishments with comfortable leather chairs and Havana cigars offered alongside oysters and champagne. However, there are a number of more casual cafés and relaxed dining venues for more laid back clientele. There's also an appreciation for live music and theatre in the Jacaranda City, and a diverse range of live music venues and theatres, including the State Theatre, are widely supported by its cultured, art loving locals.

For most visitors, Gauteng is indeed the gateway to tourism in South Africa. 🌍



The Union Buildings in Pretoria.

DITSONG: MUSEUMS OF SOUTH AFRICA



(An amalgamation of three national museums and five heritage sites)

VISIT DITSONG: MUSEUMS OF SOUTH AFRICA

TO EXPERIENCE THE RICHNESS OF SOUTH AFRICA'S CULTURAL HERITAGE

DITSONG: National Museum of Natural History

The DITSONG: National Museum of Natural History is one of the most recognisable and prominent features in Tshwane today. The main building was completed in 1912 and the two wings were added later as the collections grew. The DITSONG: National Museum of Natural History curates a fossil skull that has been given the nickname "Mrs Ples". Its scientific name is *Australopithecus africanus* and it represents a distant relative of all humankind. The fossil was discovered in the Cradle of Humankind and is about 2.1 million years old. Dr Robert Broom a palaeontologist discovered it in 1947.

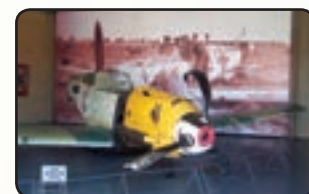
Contact: Tel: +27 (012) 000 0040, Fax: +27 (012) 322 7939, Email: info@ditsong.co.za, bona@ditsong.org.za



DITSONG: National Museum of Military History

The Museum provides a home for the national military heritage of southern Africa. The Museum began its existence in 1942 as part of the Union Defence Forces, when a few far-sighted individuals decided to collect material evidence of our country's contribution to the Second World War. In 1940, Capt J Agar-Hamilton was appointed official historian to the Union Defence Forces. He formed an Historical Research Committee to ensure the preservation of documents and materials of military interest, laying a foundation for the establishment of the Museum.

Contact: Tel: +27 (010) 001 3515, Fax: +27 (011) 646 5256, Email: milmus@ditsong.org.za



DITSONG: National Museum of Cultural History

Limpopo Province sculptor Noria Mabasa's work in celebration of the anniversary in August of the Women's March against the apartheid dompas-system is exceptional. The wooden sculpture standing more than three metres tall and over two metres wide, carved from a single piece of wood is a must-see. The work depicts women in protest with the slogan 'Wathint' abafazi wathint'imbokodo, a traditional Zulu saying that translates to 'you strike a woman, you strike a rock'.

Contact: Tel: +27 (012) 000 0030, Fax: +27 (012) 328 5173, Email: dnmch@ditsong.org.za



DITSONG: Kruger Museum

The Kruger Museum and its contents tell the story of President Paul Kruger and his struggle for the independence of the old Zuid-Afrikaansche Republiek (ZAR). The Museum consists of the original house, in which S.J.P. Kruger and his family lived during the last years of the 19th century, as well as two display halls and President Kruger's state railway coach.

Contact: Tel: +27 (012) 000 0010, Email: krugerm@ditsong.org.za



DITSONG: Pioneer Museum

Built between 1848 and 1853, the Pioneer dwelling is the principal feature on this historic site. It is one of the oldest and best preserved dwellings erected by a European settler in the old Transvaal. The house is furnished according to the lifestyle of a Pioneer settler of the 19th century.

Contact: Tel: +27 (012) 000 0031 / +27 (012) 813 8006, Email: pioneerm@ditsong.org.za



DITSONG: Sammy Marks Museum

The DITSONG: Sammy Marks Museum was built in 1885 by Jewish businessman and entrepreneur, Samuel Marks (1844-1920). The house consists of 40 odd rooms and features a Burmese teakwood staircase and billiard room with a beautifully painted ceiling.

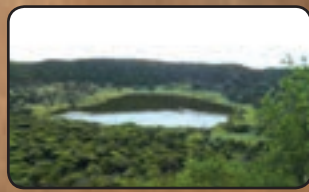
Contact: Tel: +27 (012) 755 9541, +27 (083) 280 3797, Email: marks@ditsong.org.za



DITSONG: Tswaing Meteorite Crater

Tswaing means "Place of Salt" in Setswana. About 220 000 years ago a blazing meteorite entered earth's atmosphere and slammed onto the earth's crust incinerating everything within a 10 km radius. The impact formed a huge crater, 1.13 km in diameter and 200 m deep. Tswaing is one of the best preserved terrestrial meteorite impact craters anywhere in the world and one of a few with its own saline crater lake.

Contact: Tel: +27 (012) 000 0041 / +27 (076) 945 5911, Email: tswaing@ditsong.org.za



DITSONG: Willem Prinsloo Agricultural Museum

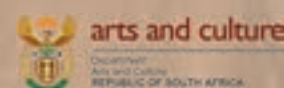
The Museum is in possession of a 1913 J&H McLaren steam tractor from Leeds, England. It is still in a good working condition. It was donated to the Museum in 1978 and was restored by the SA Transport Services. Nowadays this old steam giant is maintained and driven during festivals at the Museum – an impressive experience! The annual Farm Festival in September attracts historical engine and tractor enthusiasts.

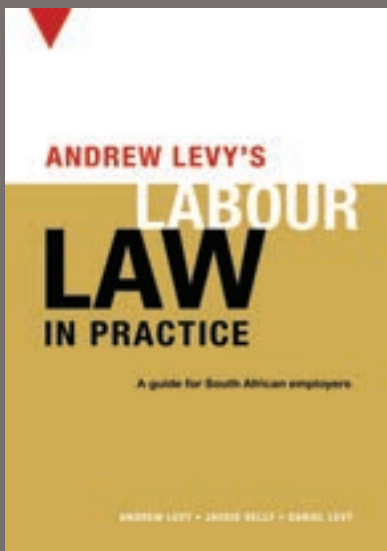
Contact: Tel: +27 (012) 000 0033 / +27 (012) 736 2035, Fax: +27 (0)12 736 2037, Email: prinsloo@ditsong.org.za



DITSONG: Museums of South Africa

Tel: +27 (012) 000 0010, Fax: +27 (012) 323 6598, Email: info@ditsong.org.za
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Postal Address: PO Box 4197, Pretoria, 0001
www.ditsong.org.za





Andrew Levy's Labour Law in Practice: A Guide for South African Employers by **Andrew Levy, Daniel Levy and Jackie Kelly**

Every business needs to be aware of the complexities of South African labour law, whether it employs one person or a thousand people. In this accessible guide, South Africa's foremost expert on the subject helps employers through the employment landscape with chapters on employment contracts, including definitions of who is an employee, labour disputes, both individual and collective, and the ins and outs of disciplinary hearings.

This guide brings businesses up to date with the latest issues in South African labour law, including the recent changes in 2010.

About the authors: Andrew Levy is at the forefront of labour relations in South Africa, and is a well-known teacher, writer, arbitrator, broadcaster and commentator on South African labour law. Daniel Levy is a specialist in the running of disciplinary hearings and dismissal disputes. He works with his father at Andrew Levy Employment. Jackie Kelly is a researcher who edits the publications produced by Andrew Levy.

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The Ultimate South African Business Companion: Forms, templates and checklists for everyday use by **Lesley-Caren Johnson**

Running a business is easy if you have the right tools. *The Ultimate South African Business Companion* and its accompanying CD provide all the tools business owners need to run and grow their businesses efficiently. The CD has all the business forms and templates a business needs and the book provides the contextual information and explains why and how each section should be completed. It also guides business owners and managers in the most effective way to use the documents in their own business.


The book features an updated guide to reflect new company and tax requirements; corporate governance, new versions of forms and updated recruitment information. Its first edition has been lauded by business owners and government agencies alike.

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Key Financial Skills for South African Managers and Entrepreneurs with No Financial Background by **Brian Brown**

Most managers and entrepreneurs end up in jobs or running companies where financial skills are critical to survival, but many do not have the basic understanding of money matters that is needed. The book is written in an easy-to-follow style to help the reader master what could be quite intimidating information. It starts with an overview in simple English of the basic financial statements that any manager must be familiar with: income statement, cash flow, balance sheet, budgets. The whole financial system of a company is then discussed systematically, using a particular company as a case study throughout – we can

see what happens to the company as it expands and its finances get more complicated. Once the whole field has been covered, the book focuses on those key business calculations that every businessperson should be familiar with. The title is written for the local accounting and tax environment and for people who are either new to the field or have only a basic understanding of it. 



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Keeping abreast of your health

Photo: Shutterstock

Breast cancer is the most common form of cancer affecting South African women. However what most people do not know is that Breast cancer also affects men. This October, the South African National Cancer Association celebrates National Breast Cancer Awareness month, and *Public Sector Manager* magazine unpacks the signs and symptoms, to keep you and your partner in the know about this dreaded, but treatable disease.

Types of breast cancer in women

There are two main types of breast cancer in women. Ductal Carcinoma is when the cancer starts in the tubes that move milk from the breast to the nipple, and is the most common type of breast cancer; then there is also Lobular Carcinoma, a type of cancer that starts in the lobules, which is the part that produces the actual milk.

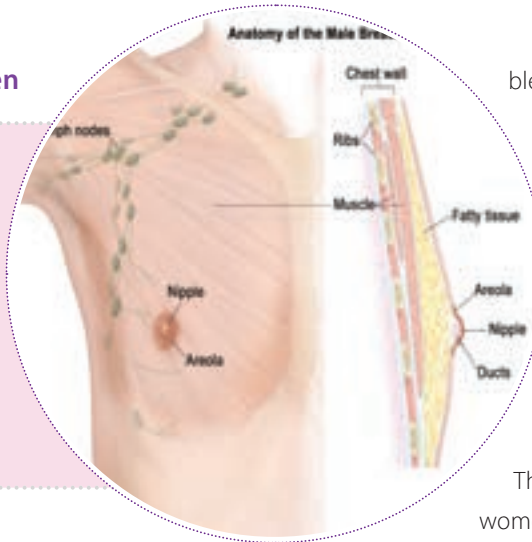
Once the cancer gene is found, the stage of cancer is known as invasive or non-invasive. What this simply means is if the cancer

is invasive, it has spread to other tissue in the breast; whereas non-invasive cancer indicates that it has not spread to other tissue.



Types of breast cancer in men

Male breast cancer can occur at any age, and once detected early, can be cured. However men are not aware that they too, like women, need to perform regular breast exams. If any unusual symptoms like a small lump is found, they should visit a doctor immediately.



bleed or become very itchy. This type of cancer is rare amongst women but can be found in most males affected by cancer.

Although the causes of breast cancer are not known, there are many risk factors that increase your chances of getting breast cancer.

Risk factors for women

These include age (the average age of women diagnosed is 50 and older), gender, family history of breast cancer, genetic disposition, menstrual cycle, alcohol use, obesity, childbirth, lack of exercise, radiation exposure and even working at night.



There are five main types of breast cancer in men. These include:

Ductal Carcinoma In Situ (DCIS): This is where cancer cells form in the breast tubes or ducts but do not grow through the walls or spread into the fatty tissue surrounding the breast. DCIS accounts for about one in every ten cases of breast cancer in men, and is almost always curable with surgery.

Infiltrating Ductal Carcinoma (IDC): This is when the cancer breaks and spreads through the wall of the ducts and grows within the fatty tissue. It can also spread to other parts of the body, and at least eight out of ten male breast cancers are IDC's.

Infiltrating Lobular Carcinoma (ILC): This is where the cancer begins in the breast lobules and grows into the fatty tissue. This is a very rare in men, and account for only two per cent of male breast cancers.

Lobular Carcinoma In Situ (LCIS): This is where abnormal cells form in the lobules but they do not spread to the fatty tissue, this is also a very rare type of cancer found in men.

Paget disease of the nipple: This type starts in the breast tubes or ducts and spreads across the nipple and the areola. The nipple usually becomes red and crusted, and can burn,

Risk factors for men

High risk factors amongst men include growing older, (the average age of men diagnosed is 67 and older), high oestrogen levels, being overweight, a strong family history of breast cancer, radiation exposure, alcohol use, infertility, baldness, testicular shrinkage, prostate cancer, enlarged breast tissue and steroid use.

It is important for men to take note of the risk factors, mainly because men are not usually screened for breast cancer, and do not think of the possibility that they may contract the disease. This usually means that once detected, cancer in males is mostly always advanced.

Prevention of breast cancer

There are many things you and your partner can do to decrease your chances of getting breast cancer. Perform regular breast self-examinations, get screened regularly, know your family history, start exercising more and eating healthier, by adding more fruit and vegetables to your diet. Limit your alcohol intake and quit smoking.

You have one body, one life to live, and one lifetime to live it-take care of your health today to ensure a better tomorrow for you, your partner and your family.

Get screened this month for breast cancer. For more information contact the Cancer Association of South Africa on 0800 22 66 22.

PATTERN

print this season

your

This season is all about patterns and prints.

Whether a bold or subtle pattern, don't be afraid to mix up your prints and patterns for a casual day out, or to add a spin to your work wardrobe. Here are a few great prints to help you get perfect the pattern blend this Spring.



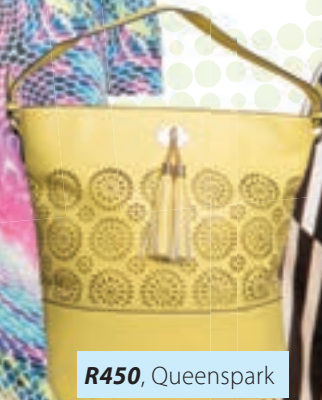
R360, TopShop



R380, Ginger Mary



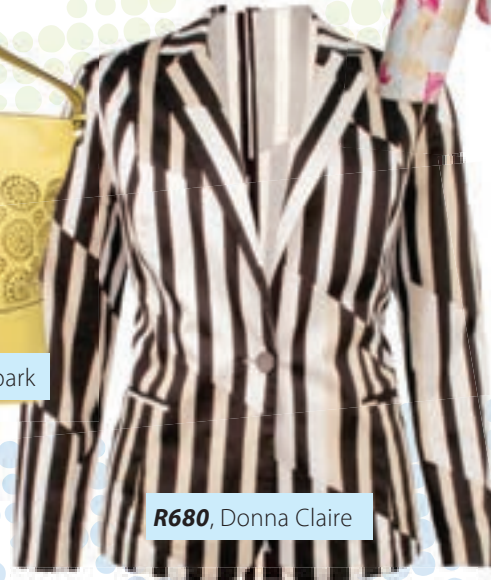
R599, Queenspark



R450, Queenspark



R850, Queenspark



R680, Donna Claire



R399, Woolworths



R120, Woolworths





R249, Country Road



R249, Country Road



R120, Woolworths



R120, Woolworths



R29.95, Country Road



R190, TopMan



PLAIN-SAILING

You may find sailing a lot easier after you were taught by a skilled instructor, but unless you heed safe boating tips you could hit a snag instead of enjoying a safe and comfortable passage.

Writer: Herman R. Gibbs

Once you have decided to take to the water to experience the incomparable thrills of sailing, you will need to learn the basics and how to handle a boat on your own. Sailing can be such an invigorating pastime and loads of fun.

Whether you stay near the coast, or inland, sailing can be a great way to enjoy the outdoors. You will need to invest in training so that you are equipped to make the most of what could be terrific exercise and an incredibly relaxing pastime.

South Africa has many clubs where one can learn to steer a yacht, handling of sails and rope work, as well as awareness of safety on board. After about three hours of basic training you should have a good idea of what sailing is about.

There are clubs or sailing schools along the West and East coast of South Africa. Away from the coastline, South Africa's numerous rivers, dams and lakes offer inland sailing venues.

There are several sailing institutions around the country that have taken the initiative to teach sailing skills to youngsters from disadvantaged backgrounds. Over time, some of these

youngsters have gone on to become competent sailors and that has opened the way for them to compete in world events. Others have gone on to make their mark in boat building, after they were initially introduced to sailing.

At the start, you will be advised to learn and understand sailing terms. By the time you head off for your first trip you should be familiar with sailing terminology. You would also have been encouraged to brush up on your swimming, which is vitally important in the lives of sailors. Boats could capsize every now and again, or you could be dislodged from the boat and you may need to swim for whatever reason.

There have been older beginners who have started out without swimming capabilities but they would have been cautioned not to go out alone on the water.

As part of your introduction to sailing, you'll be wearing an approved life jacket or personal flotation device so that you become comfortable when wearing it. You'll also be advised to wear it while swimming so that you are prepared for situations that may arise when you're out on the water.



As part of your basic training, you will have a chance to practise how to manage a capsized boat in a controlled environment and as you move along with further lessons, a location with tougher conditions will help you to sharpen your skills.

Equally, a day or two before setting off, check out the weather forecast so that you know that the time you've decided on will be suitable. There is no point in going off for the first time when there are strong winds or stormy weather conditions prevailing.

The venue for the learner should preferably be one which is free from crowds. You and the instructor need an environment that is relatively free from distraction, and where you can rehearse the basic sailing drills. Ideally, you need light winds to prevail.

Instructors will choose a small boat like a dinghy to start you off. It is ideal to learn the basics of working the lines and sails. The simple set-up in the dinghy will help you to understand the basics of sailing.

And one golden rule for sailors is that they always inform family or friends before setting off.

South Africa has numerous sailing schools and clubs, which have a strong community base where newcomers are welcomed with open arms. They will ensure a very inexpensive introduction and will make their boats available for training. ☺



South African Sailing (SAS) is the recognised national federation representing the interests of sailing in all its forms in South Africa. They promote all aspects of sailing in South Africa and encourage excellence in it by laying on sustainable training programmes at venues around the country.
sailing.org.za

An Apple a day...

Apple has released not one, but two brand new handsets this season. The iPhone 5S- which is the long-awaited successor to the iPhone 5, as well as the brightly coloured plastic and more affordable handset, the iPhone 5C. The two new editions are sure to keep Apple fans happy.

iPhone 5C

Apple has launched the first-ever budget-oriented smartphone. This handset will replace the current iPhone 5 and attract more cost-conscious iPhone Apple-fans.

The new and cheaper handset will sell from roughly a R1000 for a 16GB model, and about R2000 for a 32GB model. The handset sports a more colourful designs in 5 options- white, red, blue, green and yellow. The back and sides are formed from a single piece with no seams or joints. There are also specially designed cases in matching or contrasting colours with a spotted back to let the iPhone 5C's colour show through.

The shell is a polycarbonate plastic, with a steel frame inside it to add rigidity. There's a hard, glossy coat to resist scratching and chipping. An improved Facetime camera also has larger pixels for better low light performance. This great-looking handset is surely the best way to join the Apple family.

iPhone 5S

The iPhone 5S is available in space grey, silver and gold, and has the same glass and aluminium body from the iPhone 5, with a twist of extra bling with an enhanced aluminium edging. The 4-inch display is equipped with a Retina-class 1,136 x 640 resolution panel. The handset's standard features remain the same including the power button at the top, a 3.5mm audio jack, the volume buttons and mute switch on the side and the Lightning connector at the bottom. The only new physical addition to the iPhone 5S is the TouchID ring built into the



home button. This silver ring acts as a fingerprint reader for enhanced security. It can read in any orientation and scans below the epidermal skin layers. To avoid scratches, the home button is now made from sapphire crystal. Another great added feature of the new iPhone 5S is the rear camera sensor is larger than the original model and uses 1.5 micron pixels for improved low-light shooting. The f/2.2 aperture is larger too, and is paired with a twin-LED flash for even more light when

shooting in dark conditions. Apple calls it True Tone, with one cool white flash and a second warmer amber LED that adjust automatically depending on lighting conditions for the best picture. It also has a burst shot mode and 120fps slow motion video recording at 720p, along with the new filters found in iOS7.

Inside, Apple has upgraded the A6 processor found in the iPhone 5 to an A7 CPU. It's a 64-bit chip that runs up to 40 times faster than the original iPhone, and can run OpenGL 3.0 games like the 2013 Nexus 7. Paired with an M7 Motion Coprocessor, it can tell whether you're walking, driving or stationary, and app developers will be able to tap into it in combination with GPS. The new handset can manage 10 hours of 3G or 4G browsing, or up to 250 hours of standby on a single charge. 🍏



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Eating healthy the new way

If there's one thing that would have better prepared me for the world, it would be a guide on how to navigate the organic, free-range, healthy food phenomenon.

They say finance is one of the major stresses on all relationships – including family relationships.

Food used to be a really simple thing to navigate. One could always break it up into two categories: meat and vegetables. But these days there are just too many options to and, frankly, I don't think I can keep up any longer.

Those of us born into working-class families will know that what was best or healthiest for us wasn't necessarily what ended up on the table. It was all about what was the cheapest, and what could be bought in bulk.

It was only once I started earning a semi-decent salary, and was able to do some grocery shopping of my own that I realised there were options other than the two or sometimes five-litre cooking oil I was used to. If those doctors with their own television shows were to be believed, I'd have to ditch the old favourite and go with olive oil instead. It was a much healthier option, they punted. So I took the bait, and started buying the posh olive oil. Well, either way it didn't matter to me. As long as there was something oily in the house to deep-fry my slap chips and chicken in, I was happy. And because it was a healthier option, I reckoned we could probably have twice as much.

Then there was the introduction of all things organic. I was always confused by this one because while I wasn't that great at science, I always assumed all living organisms were organic. Apparently not. So I had to start looking out for the organic goods - quite easy to spot because while they looked exactly the same as their non-organic counterparts, the cost was much higher. But I guess it's really worthwhile because, heaven forbid, we cook and then eat vegetables that were exposed to pesticides, as we had been doing our entire lives, without incident. Or that we eat genetically-altered forbidden fruit that the scientists managed to eradicate of all kinks to



make them appear and taste perfect; also available throughout the year.

Anyway, I was a good sport about this too, and paid extra for produce that had been through fewer processes.

Then there was free-range to contend with. When I think free-range, I think of a very apologetic farmer as he milks the cows but compensates the gals handsomely for their trouble with full-body hot stone massages.

When it comes to retrieving eggs, he's very friendly with the hens. He organises a daily social event and then very casually throws into the conversation that he'd like their eggs. That is, of course, if they don't mind.

After a very busy day, I picture the farmer reading bedtime stories to the little lambs at night.

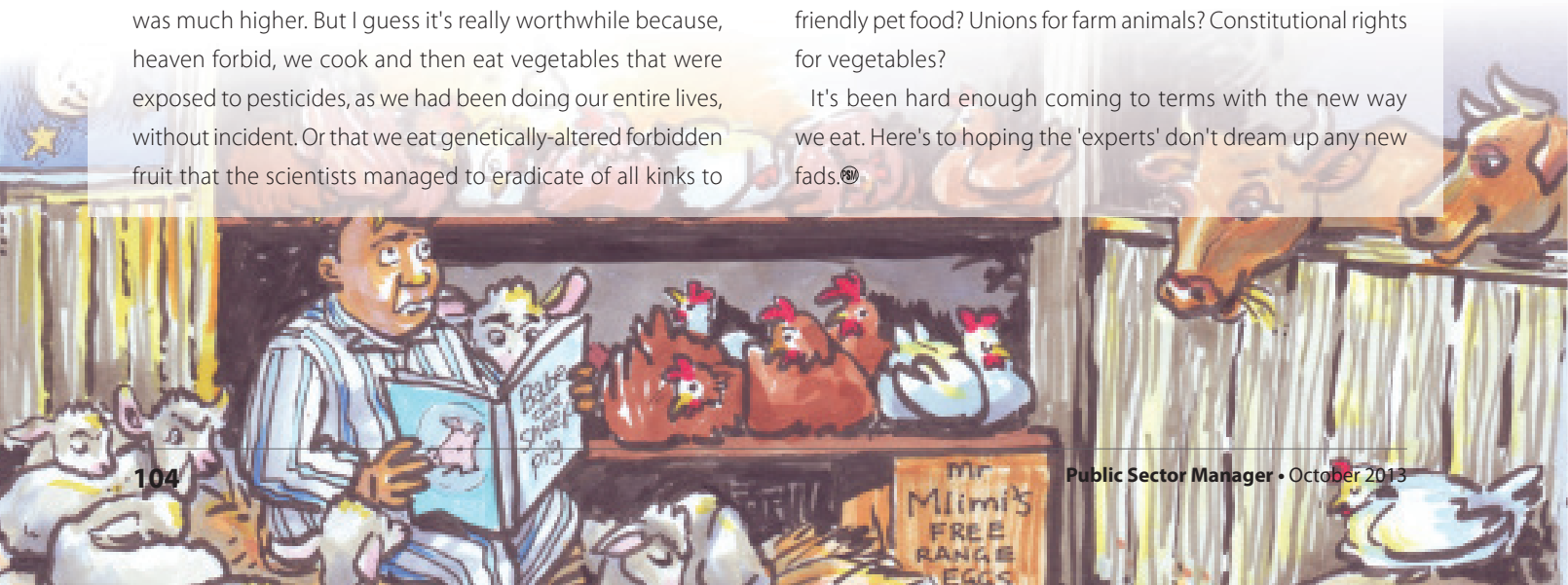
Happy, cared for, free-ranging animals all round. Poor farmers must be exhausted if that's their daily schedule.

So I guess I don't mind paying a bit extra for my free-range goods.

But for me, this is as far as I'm willing to go. Recently, I read through the ingredients of my body butter. Apparently it's vegan friendly. Really?! I always knew the vegans were a strange bunch, but eating lotion? That had me stumped for a while, but I guess we really can't be too surprised. They do dress funny, after all.

I shudder to think what the next big thing will be. Vegan-friendly pet food? Unions for farm animals? Constitutional rights for vegetables?

It's been hard enough coming to terms with the new way we eat. Here's to hoping the 'experts' don't dream up any new fads.™



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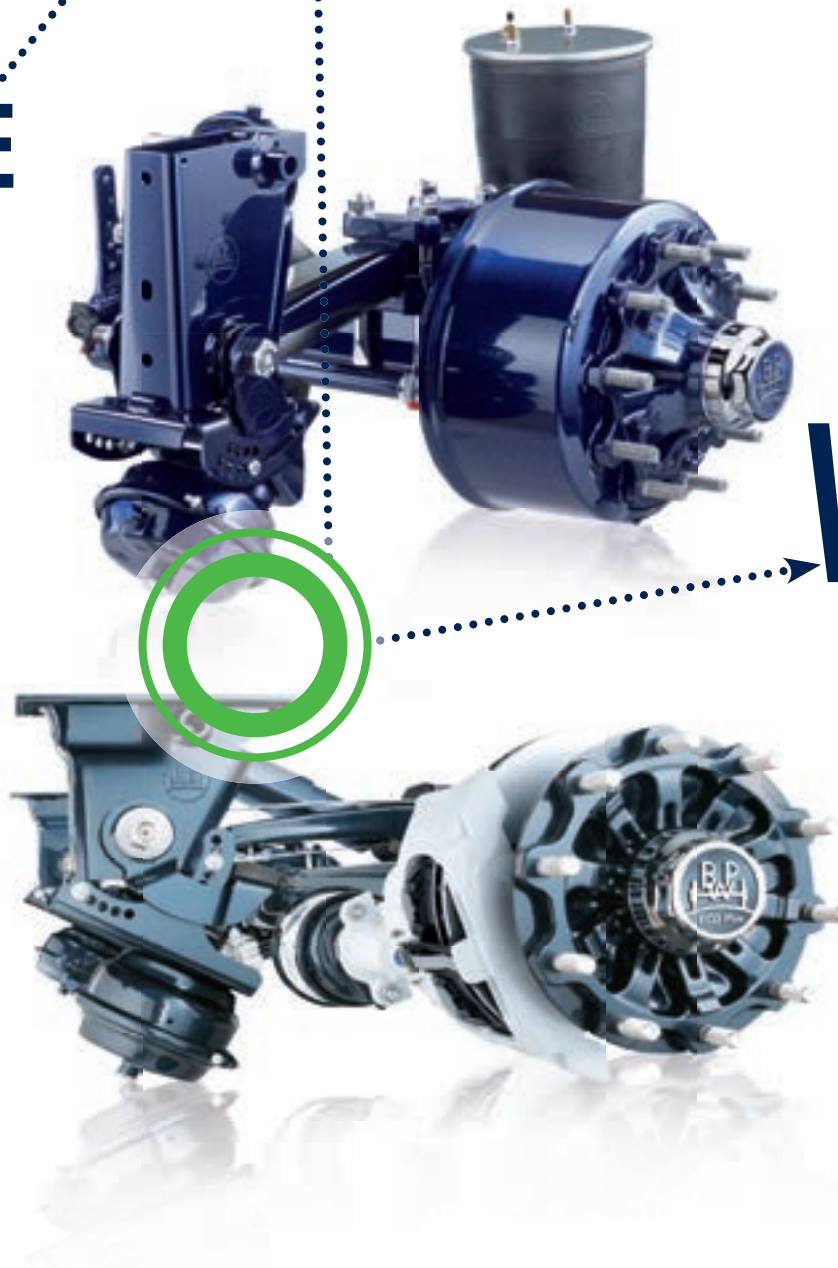
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