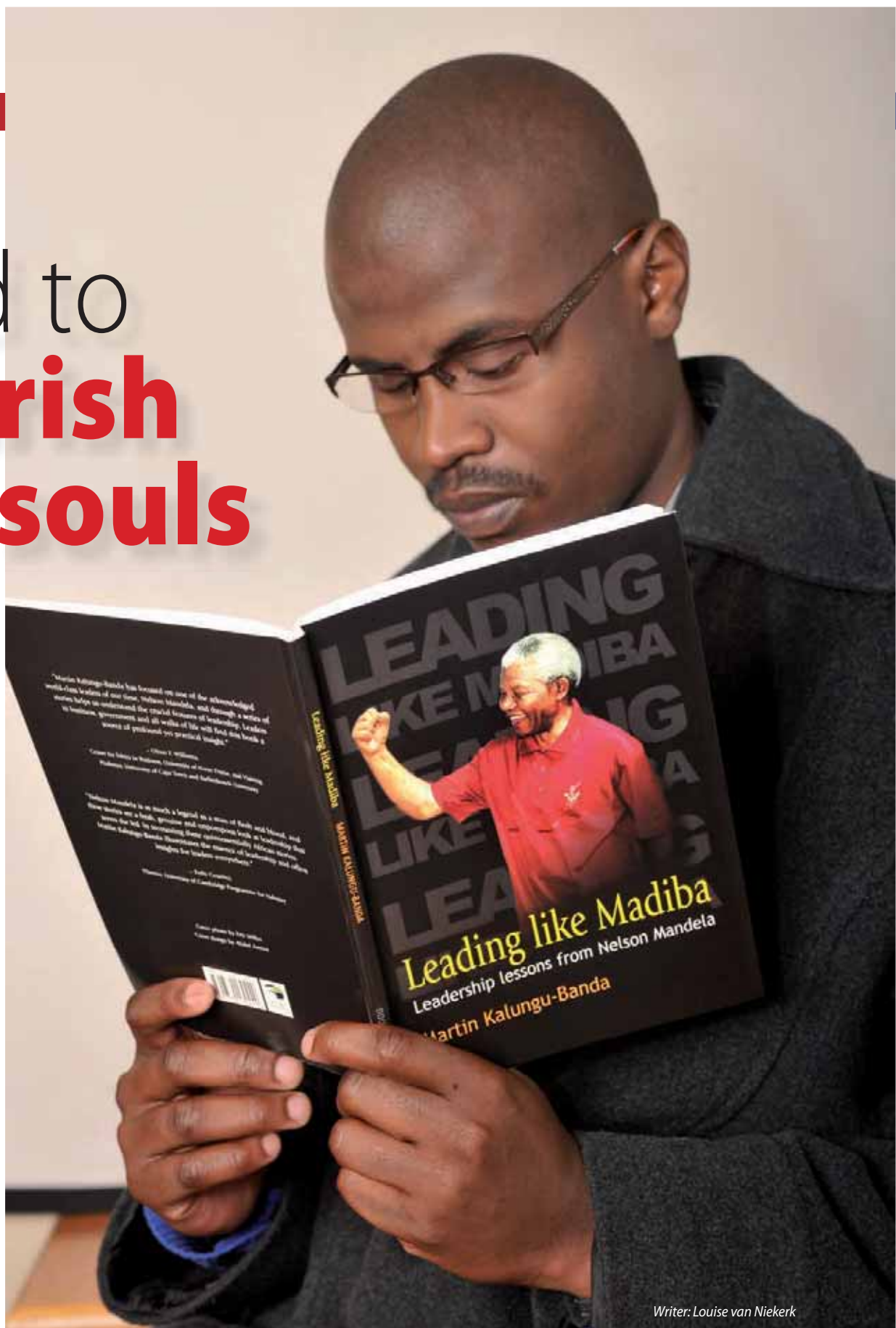


# Food to **nourish our souls**

A review of  
the book,  
*Leading  
like Madiba  
– Leadership  
Lessons  
from Nelson  
Mandela*  
by Martin  
Kalungu-  
Banda



Writer: Louise van Niekerk

**N**elson Mandela is an icon of our age and an inspirational, shining light from Africa. When he became President of South Africa's first democratically elected government, the world held its breath in anticipation of the

mammoth task that lay ahead of him – transforming a nation that had been bitterly plagued by inequality and racial divide and rebuilding a country still reeling from the legacy of a systemically discriminatory regime.

But his strong leadership, his emphasis on reconciliation and his humility and wisdom inspired a divided nation and endeared him to the world.

When contemplating Nelson Mandela, Shakespeare's well-known quote comes to mind: "Some are born great, some achieve greatness and some have greatness thrust upon them."

Like a true leader, Madiba never sought greatness; he sought freedom, reconciliation, justice, democracy, equality, responsibility and mutual respect.

It was his actions in the constrained environment of the time that spoke so eloquently for him, making him our role model and a prime example of leadership for all humanity.

*Leading like Madiba* is not only a book about leadership for leaders; it's an inspirational work about human values for anyone who needs to be reminded of life's most important lessons. Like the author says: "It's about a man whose legacy is his unquenchable passion to spend himself for the well-being of others. By so doing, Mr Mandela has lived a life that is food to nourish our souls."

Each chapter of the book contains a story of how people have been touched and transformed by "Madiba magic". Each story is augmented by comments from the author about the lessons learned from it and each chapter concludes with stimulating "food for thought" inspired by the stories.

Madiba's unannounced visit to the change room where South African football players were preparing for an international match comes to mind. Wearing the same jersey as Mark Fish, Madiba praised Fish and the team for their skill and determination. He then asked Fish if he could ex-

***... When I am in the ring nothing can stop me. Not even a wall of steel can stand between victory and me. All I need is to remember that Madiba is watching me fight for honour. He came and drank tea in my home and I am simply invincible. – Champion boxer Jacob Matlala, also known as Baby Jake***

change jerseys with him. Fish later remarked, "Each time I am on the football pitch, I know that Madiba is watching me. I can never imagine delivering anything other than the utmost of my abilities for the man who thinks I am the greatest soccer player there has ever been ..."

Four major lessons shine through the narrative and are summarised by the author under "Last Reflections":

- n great leaders are servants of those they are privileged to lead
- n leaders lead by example
- n leaders notice and honour the good in others
- n leaders show a preparedness and an acceptance to learn life-changing lessons from painful experiences.

In addition, the author offers guidelines for growth, which he calls "The Madiba Path to Leadership". These include:

- n allowing yourself to be inspired by the giftedness of other people
- n growing your courage
- n creating your own brand of leadership
- n practising humility
- n surprising your opponents by believing in them.

This book contains valuable insights into dealing with and relating to people and situations, which, in essence, is what leadership is all about. *Leading like Madiba* should be compulsory reading for every public service manager.



# Whose **Mandela** is it anyway?

Writer: Busani Ngcaweni\*





**W**hy is writing about Nelson Mandela so difficult? I often wonder. On the contrary, many people consider it easy and in fact most “write what they like” about this international icon, often in ahistorical and depoliticised narratives.

Paradoxically, I am also inclined to concur; it is not difficult to write and say *anything* about Madiba. What is difficult is writing what *ought to be written*, what *ought to be said* about what *he really represents*, the *milieu that shaped him*, the *context that shaped his decisions* and numerous other considerations that, if truly appreciated by all those who invoke his name, the world we live in would undoubtedly be a better place today.

Unfortunately, what most writers, commentators and politicians do is *selectively* draw and apply “lessons from Mandela”. Habitually, commentary is punctuated with posture that suggests those in power don’t qualify to be there because they are not a “Mandela”. In South Africa in particular, a debate is unfolding which unfairly gauges the performance and style of contemporary leaders in terms of the yardstick of the Mandela persona. The blemish in the comparison is two-fold.

First, it depoliticises Mandela. That is, it removes him from his organisation, thus indirectly suggesting that his was a lone crusade not informed and influenced by organisational policies, discipline and decisions.

Second, descriptors are applied instead of first settling defining questions. History has proven that in politicised debates, people elect to describe complex phenomena like Mandela instead of engaging with the most elementary aspect of analysis – defining phenomena. You do not define temperature by looking at the sun – temperature is to be felt and not seen!

What is the point of all of this? Let us start with a notation on history before attempting a contemporary definition of the meaning of Mandela.

### The freedom fighter

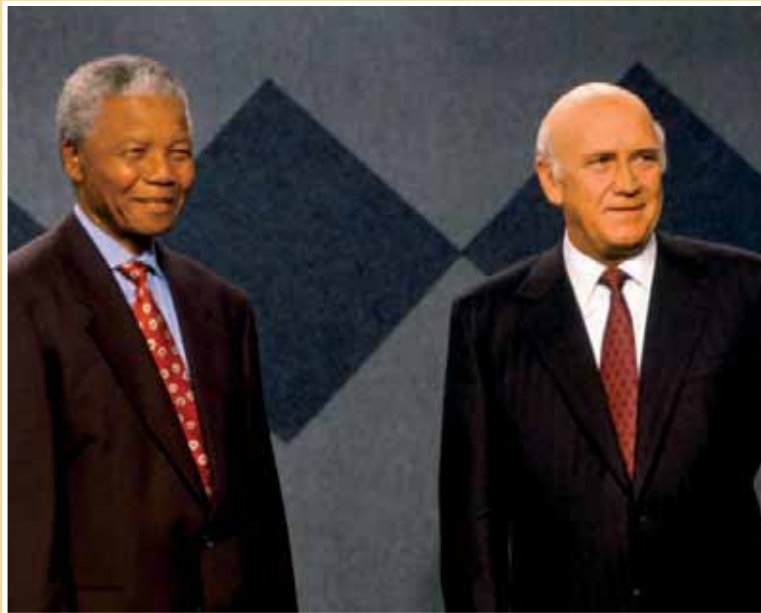
Nelson Rolihlahla Mandela, a lawyer by training, cut his teeth in the African National Congress Youth League (ANCYL), which he founded with luminaries like Anton Lembede, Walter Sisulu and Oliver Tambo. He actually practised law with Tambo up until it was no longer possible to do so because of the political situation in the country.

Even before the events leading up to the Rivonia Trial, Mandela had made a name for himself as a youth activist who steadfastly pursued the ANCYL’s radical Programme of Action, which formed the bedrock of the broader Defiance Campaign and the introduction of the armed struggle, up until he was captured in a hideout in the Midlands of KwaZulu-Natal, put on trial and sent to prison.

"We are not anti-white, we are against white supremacy ... we have condemned racialism no matter by whom it is professed.

"During my lifetime I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die."

These statements, advanced by Nelson Mandela as part of his defence in the 1961 to 1964 Rivonia Trial, are pertinent since they define Mandela's character and what



he represents. They have global agency today as they did half a century ago.

Eventually, Mandela and his comrades were sentenced to life for acts of "defiance", "sabotage" and "terrorism". He spent 27 years in prison, most of which was on Robben Island. When he was released in February 1990, he repeated the latter part of the above citation, signifying his political attitude towards a future non-racial, non-sexist and equal society.

Therefore, commentary on his pursuit of freedom for the African people who were excluded from the body politic of apartheid South Africa as well as his non-racial character should be viewed through his enduring commitment to the democratic principles he inherited from his forebears in the ANC who struggled to create a free, non-racial, non-sexist, inclusive and prosperous South Africa. They shaped his political attitude even as he was voted the first President of the democratic South Africa. Therefore, outside the historical context of his liberation movement, a figure of Nelson Mandela is inconceivable.

### The unbanning

When former state presidents PW Botha and later FW de Klerk succumbed to the call for negotiations, Mandela reminded them that he was a prisoner and therefore had no right to negotiate. This ultimately forced De Klerk to unconditionally release all political prisoners. Here,

Mandela understood that he was part of the collective and therefore could not agree to a deal that excluded his comrades in prison and in exile. History is littered with leaders who betrayed the cause of "freedom".

Arguably, the biggest test of Mandela's character was his astute political management of the period between 1990 (when political organisations were unbanned and political prisoners released) and 1994 (when South Africa held the first all-inclusive democratic elections).

It is now a fact of history that the Convention for a Democratic South Africa (Codesa) could have collapsed – unleashing yet another period of uncertainty and instability – had Mandela, acting as part of the ANC collective, not steered the process towards a particular direction. In essence, he had to balance two things: ensure that the oppressor believes a future democratic South Africa had room for him while not compromising the fundamental demands of the oppressed majority who had to be comfortable enough to accommodate some interests of the minority who had for centuries enjoyed the spoils of colonialism and apartheid.

*...I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities...*

### The transition

A defining moment was the death of Chris Hani on 10 April 1993. Hardly a year had passed after the 17 June (1992) massacre



*...Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for – the freedom of all of us.*

in Boipatong when Mandela had to, once again, calm the nation and remind De Klerk of the necessity to fast-track negotiations. The unintended consequence of the Hani murder was the immediate announcement of the date for the national democratic elections set for April 1994.

For many leaders, maintaining calm during this period would have been a tall order. Emotions were high and the anger of the people was most palpable and justified. This is what he had to say:

“Tonight I am reaching out to every single South African, black and white, from the very depths of my being. A white man, full of prejudice and hate, came to our country and committed a deed so foul that our whole nation now teeters on the brink of disaster. A white woman, of Afrikaner origin, risked her life so that we may know, and bring to justice, this assassin ... Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for – the freedom of all of us.”

A further complication was that apartheid negotiators were not honest brokers, so that the biggest task for Madiba was to nudge them towards settlement as soon as practicable. They soon realised that unless they stopped the massacres and unrest, the whole negotiation process would collapse. They had

more to lose than the oppressed. Conditions were ripe for the insurrection! As a matter of course, those overthrown through insurrection cannot negotiate – they take what is offered.

Enter 1994, and the Inkatha Freedom Party (IFP) threatens to boycott the elections. Given the instability and violence in Gauteng and KwaZulu-Natal in particular, Madiba knew that no section of South African society would benefit by boycotting elections. This he told them in so many words. Eventually, the IFP took part in the first democratic Parliament, and in Cabinet.

### **Mandela the statesman**

Mandela presided over the most difficult period in the history of post-apartheid South Africa. The State was weak and bankrupt. Police forces and other state apparatus had no legitimacy. The economy was faltering. Violence continued in the townships. White people were scared. The black majority expected immediate change. South Africa was no longer a rogue state so it was admitted back into the international arena.

By the time he finished his term, Mandela had turned around the State and South Africa’s global standing. Armed and police forces were integrated. There was a unitary state incorporating apartheid-created tribal homelands. He lifted the Rugby World Cup in 1995 and the Africa Cup of Nations in 1996.

The “swart gevaar” evaporated; and doubting Thomases were silenced. More significantly, he initiated a vital project of unifying disparate bureaucracies and formed a single national machinery, all attendant weaknesses notwithstanding.

The social security system was reformed, thus regularising and equalising social grants, from a race-based to an inclusive sys-

# Using the e-Audit system to assess performance of Municipalities' Spatial Tools in South Africa

CHIEF DIRECTORATE: SPATIAL PLANNING AND INFORMATION

## e-Audit

### System

## Goes Live on 01 July 2011



The e-Audit system is a "conceptualised online questionnaire/survey tool" that will assist in assessing municipal spatial tools such as Geographic information systems (GIS), Spatial Development Frameworks (SDF), Integrated Development Plan (IDP), and Land Use Management Systems (LUMS). The e-Audit is a product of the Department of Rural Development and Land Reform (DRDLR) under Directorate: Spatial Planning Implementation.

The purpose of the e-Audit is to assist the department to conduct surveys to assess the state of the SDF's, IDPs, GIS and LUMS of all municipalities. After each survey has been conducted, DRDLR is able to draw reports and determine the status of all municipalities' spatial tools in terms of the following subsections: SDF, SDF technical, IDP, GIS, LUMS and Capacity. It is important for municipalities to have SDFs, IDPs, GIS and LUMS, but some of the municipalities in South Africa are without the above mentioned planning tools. However there are those whom have the above planning tools, but lack understanding or capacity in the development of these planning tools.

The system is designed in such a way that there is only one administrator, DRDLR users at National level, DRDLR users at Provincial level and Municipal Manager (municipal) users at each municipality.

The municipal user, provincial user and the Department users will be sent an email with their login credentials from the system administrator to login into the system. Only Municipalities will populate the questionnaire and DRDLR National and Provincial users may only have view rights to the questionnaires populated by each municipality.

The administrator at National office is able to add users, remove users, start a survey, and send out e-mails from the system to all the users, select municipalities that

should be involved in a survey, view and print reports from the survey.

DRDLR users at National level are able to extract and print reports from all municipalities. Users at Provincial levels can only extract and view reports of municipalities within their Province and Municipal users are only able to view and extract reports of their own Municipality and print questionnaires during a survey.

There will be a survey running at the end of every quarter. Every municipality will be expected to complete the survey as this will work to their advantage. Whenever there is a survey an email will be sent to the municipalities that need to participate in the survey, the email will have a link on it to connect to the e-audit website and will state the user name and password. To participate in the survey the municipal users will click on the link attached to email.

The system will help DRDLR coordinate and assist municipalities of optimal functioning of spatial planning tools. The final testing of the e-audit system has been completed and at this stage the e-audit system will go out live to all municipalities in South Africa on the **01 July 2011**.

The effectiveness of the system does not only depend on DRDLR users but also on the cooperation and participation of all municipal users. The e-Audit system will enable DRDLR to monitor and compare the performance of municipal Spatial Planning tools in South Africa and will be able to assist by providing support to all municipalities who fall short on their spatial planning tools. This will enable municipalities in South Africa to render effective and efficient service delivery to the public.

For further assistance and more detailed information please contact the e-Audit Systems Administrator on **012-3128766**, e-mail at [eaudit@ruraldevelopment.gov.za](mailto:eaudit@ruraldevelopment.gov.za)



rural development  
& land reform

Department:  
Rural Development and Land Reform  
REPUBLIC OF SOUTH AFRICA

tem. The fiscus was stabilised. Foreign direct investment began to return to South Africa. A world-renowned Constitution with the Bill of Rights was inaugurated in 1996.

In the post-colonial era, tyrannical reign is often manifested by the quest for life-time presidency and so Mandela's ground-breaking decision to retire has become a model. In many cases of unending rule, the common refrain is that a particular leader is yet to finish his mission. Invariably this is a coded way of saying the leader has to stay in office forever. Yet, Mandela retired gracefully after only his first term but remained in the service of the public through charitable foundations. To date, he remains an inspiration for the poor and oppressed worldwide.



### Whose Mandela is it anyway?

Or should the question be: why should we all celebrate Mandela Day on 18 July, his birthday.

Without risking political correctness, I opine that, despite my opening remarks, Mandela should be celebrated by the entire global community – progressives, tyrants, conservatives and public servants. For the progressives, the reasons are obvious; they are also in pursuit of fair and inclusive local and global political and economic systems. For them, there is no better inspiration than Nelson Mandela.

For those who stand in stark contrast of what Mandela lives and is prepared to die for, celebrating Mandela Day will hopefully help them embrace his clarion call when he opened Parliament in May 1994:

“... Our single most important challenge is therefore to help establish a social order in which the freedom of the individual will truly mean the freedom of the individual. We must construct that people-centred society of freedom in such a manner that it guarantees the political liberties and the human rights of all our citizens ...”

More directly, this is what he had to say to those who either stalled or opposed progress:

“... The people have risen and tyrants have fallen. The demand for free and fair elections is very strong. What is happening here is going to send a message to similar areas.”

As for those of us in the Public Service, the target audience of this magazine, let us recall what he said when addressing a luncheon in honour of outgoing commissioners of the Public Service Commission in 1996:

“For the majority of South Africans, the Public Service was seen as a hostile instrument of an oppressive minority. We have an immense challenge to build a state that is truly oriented towards the service of all South Africans; that is equitably representative of our society; that is guided by the broad

vision of a better life for all; and that is dedicated to making efficient use of public resources. No less demanding are the tasks of rooting out corruption ... Achieving all these goals at the same time as we find the right size for our Public Service, will no doubt produce some testing times ...”

In conclusion, there could be no better tribute or celebration of President Nelson Mandela's legacy than responding to a call for the world's people to show their Ubuntu on 18 July. Liberation from all forms of oppression, including poverty, as well as selfless service to others is what Mandela lives for. Integrity characterises him.

Therein lies a challenge for public sector managers – to serve selflessly and with integrity. As the global masses partake in volunteer activities on Mandela Day, we in turn should use this opportunity to rededicate ourselves to serve in a manner that truly transforms society towards the realisation of the goal of creating a better life for all. Failure to do that would weaken our claim to the Mandela legacy.

### Let Mandela be our zeitgeist!

*\* Ngcaweni heads the Office of the Deputy President. Views expressed herein are private and therefore do not represent those of government*



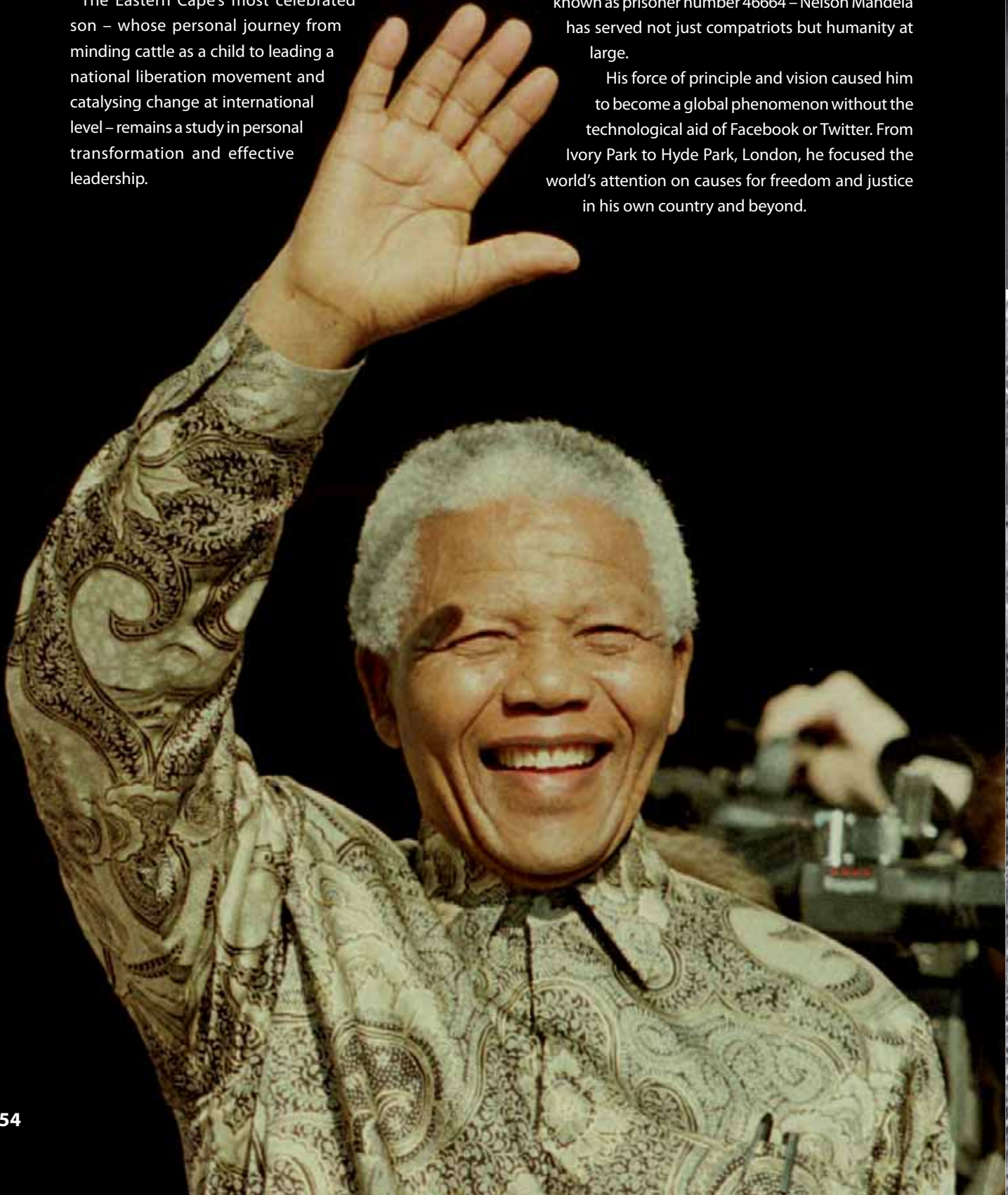
# A life transformed. A country freed. A world changed.

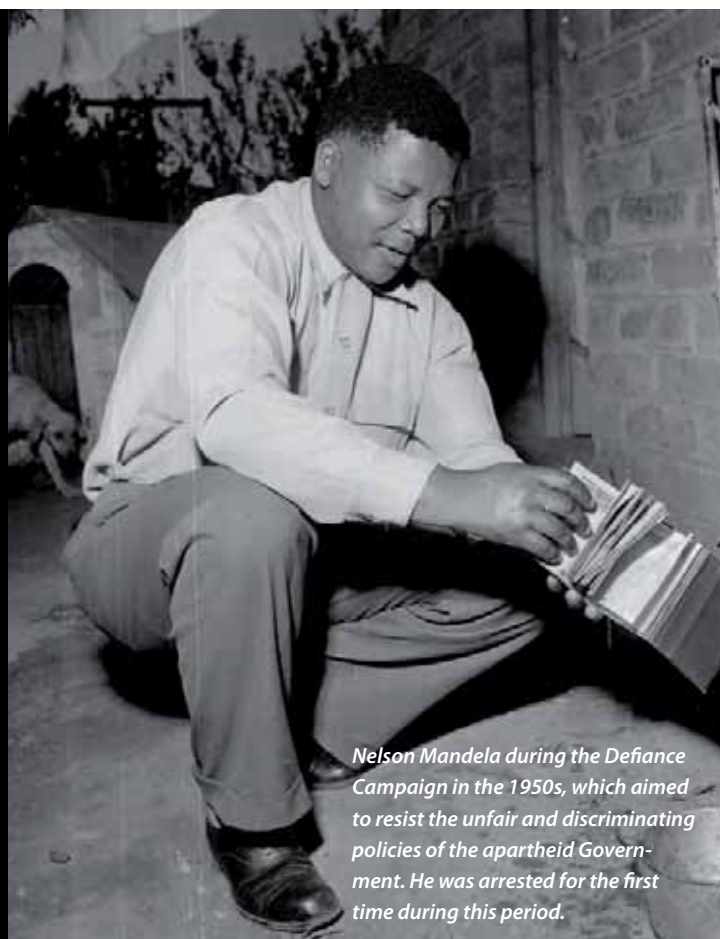
**A**s the international community observes Nelson Mandela's birthday month in July, *Public Sector Manager* pays tribute to the founding President of a democratic public service in South Africa.

The Eastern Cape's most celebrated son – whose personal journey from minding cattle as a child to leading a national liberation movement and catalysing change at international level – remains a study in personal transformation and effective leadership.

In a lifetime spanning colonial rule in Africa, the onset and consolidation of apartheid, World War 2, the Cold War and ultimately the undoing of colonialism and apartheid – much of this observed and influenced while known as prisoner number 46664 – Nelson Mandela has served not just compatriots but humanity at large.

His force of principle and vision caused him to become a global phenomenon without the technological aid of Facebook or Twitter. From Ivory Park to Hyde Park, London, he focused the world's attention on causes for freedom and justice in his own country and beyond.

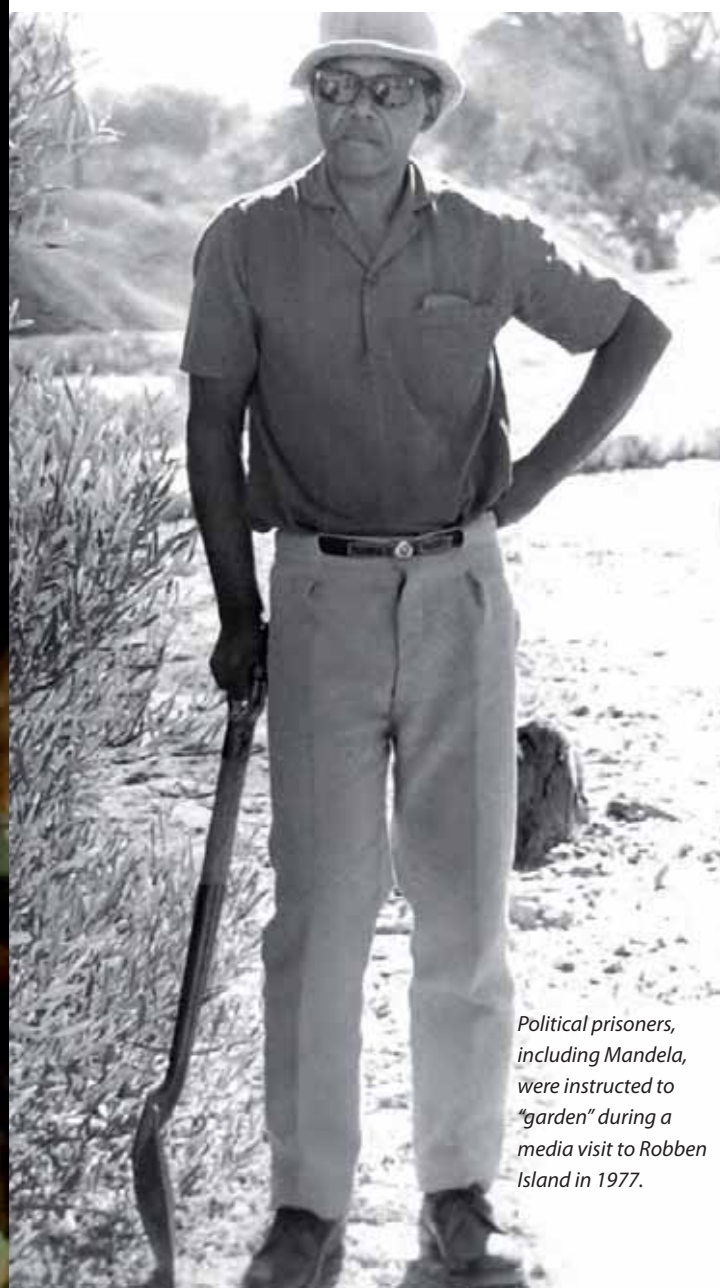




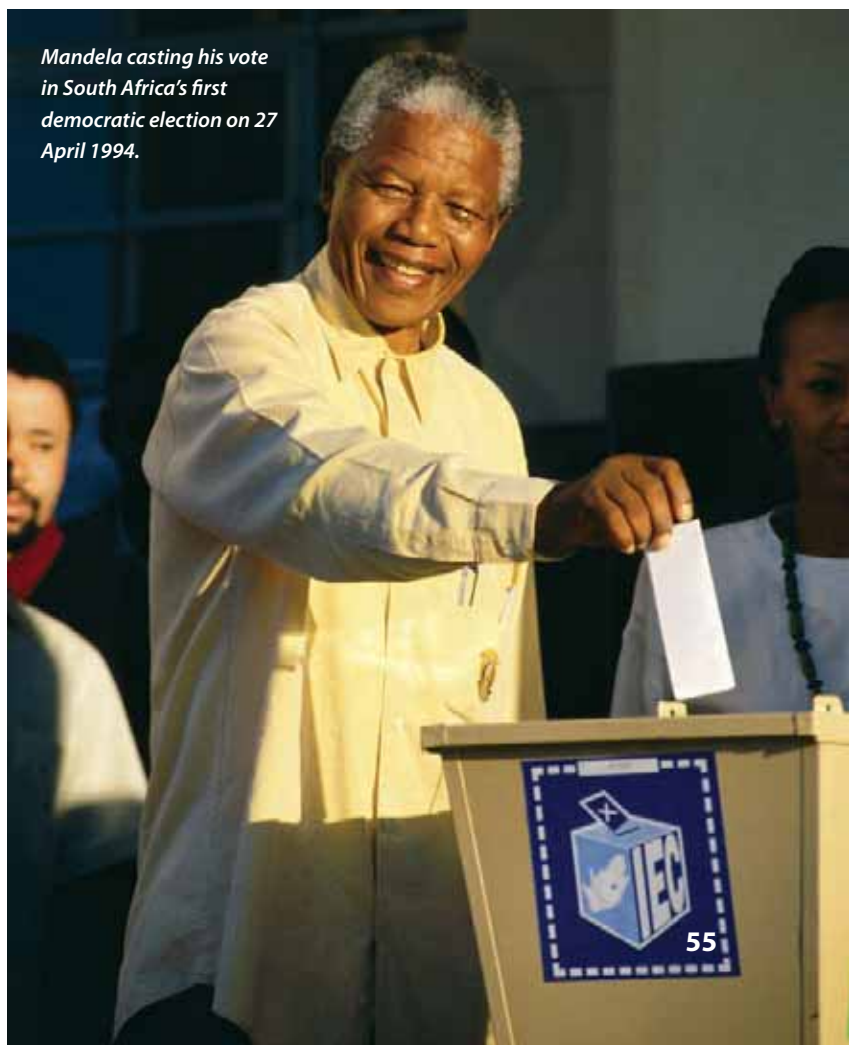
*Nelson Mandela during the Defiance Campaign in the 1950s, which aimed to resist the unfair and discriminating policies of the apartheid Government. He was arrested for the first time during this period.*



*After 27 years in prison, Mandela walked out of Victor Verster Prison on 11 February 1990.*



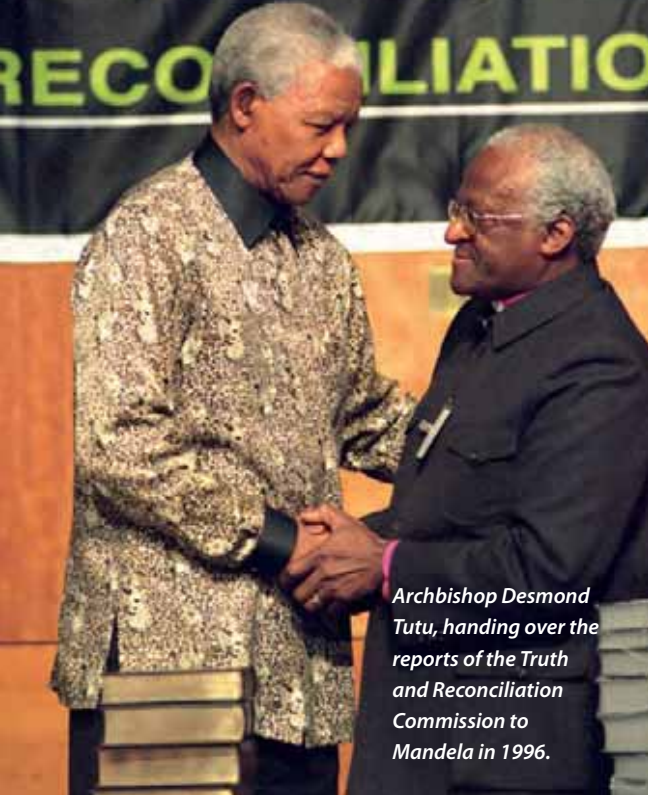
*Political prisoners, including Mandela, were instructed to "garden" during a media visit to Robben Island in 1977.*



*Mandela casting his vote in South Africa's first democratic election on 27 April 1994.*

THIS MONTH IN HISTORY

THE ROAD TO RECONCILIATION



Archbishop Desmond Tutu, handing over the reports of the Truth and Reconciliation Commission to Mandela in 1996.



Mandela and his daughter, Zenani, at his inauguration as President of South Africa, 10 May 1994.



The Nobel Peace Prize 1993 was awarded to Nelson Mandela and FW de Klerk for working together to lay the foundations for a new democratic South Africa.



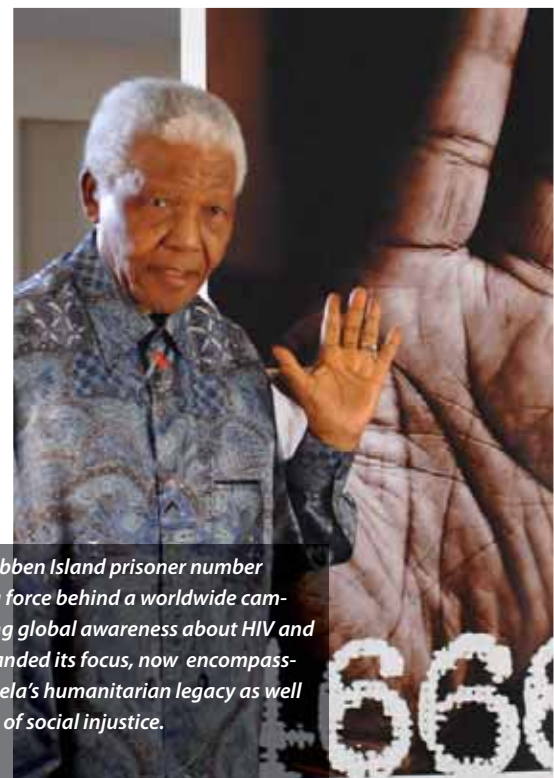
A jubilant Mandela holds the World Cup trophy after South Africa was chosen in 2004 to host the 2010 FIFA World Cup™.



*Mandela loves children and has a special ability to reach out to them.*



*Mandela – former Robben Island prisoner number 46664 – is the driving force behind a worldwide campaign aimed at raising global awareness about HIV and AIDS. 46664 has expanded its focus, now encompassing all areas of Mandela's humanitarian legacy as well as confronting issues of social injustice.*



# Make a difference this **Mandela Day**

Writer: Samona Murugan



**W**hat will you be doing this Mandela Day to make a difference and bring about change in your community?

July 18 has been declared International Mandela Day by the Nelson Mandela Foundation. It is an annual “day of humanitarian action” in celebration of Nelson Mandela’s life and legacy. The day calls on global humanitarian action from each and every person to bring about change to make the world a better place.

Mandela Day is about creating a global movement for good, which recognises that positive change begins with small, selfless and individual actions. It serves as a catalyst for people around the world to realise that they have the ability to change the world.

On 18 July every year, people are asked to donate at least 67 minutes of their time in service to their communities. The 67 minutes are symbolic of the number of years Mr Mandela was tirelessly involved in social activism.

Whether it's helping out a neighbour, doing a good deed for those less fortunate than yourselves, or simply donating your time to help a worthy cause, you too can make a difference in just 67 minutes.

The first Mandela Day, in 2009, was celebrated with people responding enthusiastically to the challenge of improving the lives of those around them.

The Johannesburg Festival Orchestra organised a concert for the children of Alexandra; former political prisoners visited the Syferfontein informal settlement in Pacaltsdorp, near George, to provide community members with breakfast; Moyo restaurant staff took party packs, face painters and drummers to Umthombo Street Children in Durban and Charlotte Maxeke Hospital in Johannesburg; vehicle-tracking company Tracker distributed food parcels, blankets, clothes and shoes to the Slovoville community, outside Roodepoort and in Dobsonville, Soweto; supermarket chain Shoprite hosted four Mandela Day parties for senior citizens in Port Elizabeth, George, Mthatha and East London; and the Soroptimist Club of Tshwane delivered food hampers to Potter's House, a centre for abused and destitute women.

On a larger scale, South African

government departments and radio stations also participated enthusiastically and gave of their time on Mandela Day. The Department of International Relations and Cooperation ensured that the message reached global audiences by spreading it through South Africa's foreign missions. These efforts led to governments and civil-society organisations adopting Mandela Day. More than 300 Department of Health practitioners organised X-rays and other medical services for people in Mqanduli in the Eastern Cape and the Limpopo Housing MEC arranged for the construction of 67 houses for destitute families.

The interpretation of making a difference is up to us and we can use our unique mandates as departments to do this.

Political parties also rose to the challenge, with African National Congress (ANC) and ANC Youth League members conducting a clean-up campaign at the Nhlazatshe taxi rank and visiting the Gugulethu Old Age Home in the Western Cape.



Nelson Mandela spent more than 67 years serving his community, his country and the world. You too can devote just 67 minutes of your time to change the world for the better, in a small gesture of solidarity with humanity. July 18 is a call to action for people everywhere to take responsibility for making the world a better place, one small step at a time, just as Nelson Mandela did.



**T**he question often arises whether there is a need for an entity such as the Moral Regeneration Movement (MRM); and whether South Africans are indeed so immoral that they actually need a body to tell them how to behave?

The answer is that it is not so much about being degenerate, because our belief is that South Africans are inherently people of sound morals. However, the culture of resistance that developed to the previous regime tended to make most people “anti-establishment.”

The MRM was therefore created to promote positive values and facilitate, coordinate and act as a networking platform for processes and initiatives aimed at fighting moral degeneration and decay.

The ultimate objective is to facilitate the development of a

It came about after a long process of consultation with various stakeholders from all strata of the South African society and is the main tool that the MRM uses in the quest to contribute to the attainment of a just, caring and cohesive society.

One of the new and exciting programmes being initiated under MRM Month is a pilot youth programme. A group of about 18 youth coordinators are being engaged for a period of six months to help with facilitating issues of morality and ethical behaviour among young people.

During this period, there will be a transfer of skills, including computer literacy, report writing, presentation and facilitation, social mobilisation, conflict resolution and stakeholder management. At the end of the programme, they will be expected to be able to facilitate social dialogue within communities. The movement would like to expand this programme and is looking for organisations and people to partner with.

There are many organisations and institutions that aim to combat moral decay and it is our hope that we will win this

# Moral regeneration: the value of values

sound, caring and cohesive society through the realisation of the values and ideals enshrined in our Constitution. Our slogan and rallying call is: “Harnessing the Moral Wealth of the Nation”.

Every year, we celebrate MRM Month in July to call upon all South Africans to evaluate whether they live lives that promote positive values.

The idea of having MRM Month in July was influenced by two things; firstly, the fact that it is the birthday month of Tata Nelson Rolihlahla Mandela and secondly, that it is the month in which the Charter of Positive Values was adopted. Communities all over the country in all provinces will be encouraged to participate in activities that will highlight moral issues and themes, thus creating greater awareness and interest in moral regeneration issues.

2011 is the third year we will be celebrating MRM Month and our theme is *Together Nurturing the Good in Everyone through the Charter of Positive Values*. The Charter of Positive Values is a booklet encapsulating nine moral themes (or positive values) as espoused in the Constitution.

battle if we all believe in Ubuntu and Batho Pele.

The regeneration of the moral fibre of a country is the responsibility of everybody, young and old, and it behoves all of us to put our shoulders to the wheel and push for a moral society because ultimately that will lead to peace, prosperity and stability.

**\* Zandile Mdhlahla  
is Chief Executive  
Officer of the Moral  
Regeneration  
Movement.**



# Does the Government need the media?

stories (which the former misunderstands to be propaganda) or a government unaided by mainstream media but speaks directly to the people, they would choose the latter.

The time has come for government to not only walk away from the unnecessary wrangling with the media, but to develop a new communication strategy that delivers the message directly to the people. We have to draw an important distinction between the medium and the message.

It's also time for government to review relations with the mainstream media because in the indigenous cultural context, the media is not the message.

In fact, it will never be enough for government to place an advert or advertorial in a newspaper. Even to call a media briefing or press conference at an exclusive hotel or arrange for a one-on-one with some top editors does not necessarily work.

As a government that is the product of a former liberation movement embedded among the people, the Government – through Government Communications, for instance – must create structures and platforms where its messengers, that is, the political principals or communicators, can speak directly to the people. If this happens – in their own language and in their own space and place – there is a greater chance for them to internalise the message. In fact, they become messengers themselves.

In the Africa that the Government operates in, the messenger is a message. In the light of the unending creative tension between government and the hostile media, perhaps it is now time that the former re-examined the role of communicators who overemphasise the media.

*Writer: Sandile Memela\**

**T**he Government of the Republic of South Africa does not need to fight the media, at least, not in public. It is an open secret that not only is the media overly juniorised, but its professionals are so underpaid and demoralised that they cannot uphold their own standards. After almost two decades in post-apartheid society, the Government should realise that engaging in a public spat with the media makes the latter look like angels when they are not.

Engaging the media on how to correctly cover government stories, improve its battered image, enhance its poor standards plagued by poor research, lack of skilled staff and junior writers is not the Government's responsibility. This is mistaken for interference with so-called freedom of expression and the media. Thus, the Government should re-examine its programme to shift it towards selling its message directly to the people.

If the people of this country were to be asked to choose between a negatively biased media without government



There is very little doubt that the African cultural context that the Government operates in requires a special type of communicator.

A government spokesperson must be intuitively connected to the community or have an extensive network of grassroots contacts that run deep into the heart of the community or sector.

Such a person must be a living part of the community, be connected to the grassroots and understand their history, language, needs, aspirations and hopes.

It is very important for every government spokesperson to be that connective link which promotes and encourages the dissemination of vital information and forges closer connections.

For freedom of expression to flourish, government must be seen to encourage direct information and knowledge-sharing and critical exchange of views.

(And this is something that the media does not exactly encourage as it tends to publish only viewpoints that are hyper critical of government.)

This will make it easier not only to ignore the intermediary role of the media but for the people to take ownership of government programmes and have a sense of belonging in making this country work.

Of course, this will deliver the Government's mandate to create an empowered, fair and inclusive citizenship.

There should be very little place or consideration for media that is not concerned with and completely at one with the urgent need to empower the people through information and knowledge so that they can be active agents of the change they want to see in their lives, and in their country.

What we need to admit is that the biggest challenge in getting the Government to speak directly to the people who put it into power is the minds and attitudes of some of its spokespersons and political principals, themselves. Some government spokespeople have an obsession with the use of mainstream media which, is not, necessarily, the best vehicle to deliver government's message or reach the people.

***The time has come for government to not only walk away from the unnecessary wrangling with the media but to develop a new communication strategy that delivers the message directly to the people.***

Of course, it cannot be wrong to understand or appreciate modern media – including glossy print, Twitter, Facebook and others – and to use it to enhance government messaging.

But when it becomes the primary and dominant means of communication and it does not speak the same language as the people of the country, then there is a problem.

In the last three elections, we have seen how the governing party, for instance, has out of relative condemnation and negative coverage by the media always found ways that intuitively connect it to the people to emerge as victorious.

The Government must rid itself of the habit of overrelying on the medium to reach the people.

The media is not the message. Of course, one cannot minimise its relevance, despite the fact that print is consumed by less than 8% of the population, for instance. But we have to look at what works and stop pretending we do not know

how government manages to touch the hearts and minds of the people in its service-delivery strategies.

It is strange that the governing party's winning communication and marketing strategies, for instance, have not, exactly, resounded in government.

We must realise that the reason for this lies less in the governing party doing the right thing than in government communication or its communicator, for instance, not learning from their own successful history.

Instead, there seems to be an obsession with mainstream media whose motive is nothing else but profit-making.

The Government will always be condemned to make a choice: a government that uses the media as the message or one that is intuitively connected and speaks directly to the people.

Government strategies need to emphasise taking the message directly to the people.

And for this, the Government does not, necessarily, need the media.

***\*Sandile Memela is Chief Director: Marketing and Public Relations for the Department of Arts and Culture. He writes in his personal capacity.***

# The National Library: a new chapter in heritage

**M**any motorists passing the imposing architectural structure on Proes Street in downtown Pretoria daily, seldom associate this new-age architecture with the Public Service.

However, beyond the red-brick façade of the National Library of South Africa (NLSA) lays an equally impressive repository of South Africa's written heritage dating back to the turn of the century.

An entity of the Department of Arts and Culture, the NLSA is South Africa's custodian of national documentary heritage.

According to the National Librarian and NLSA Chief Executive Officer, John Tsebe, the NLSA plays a strategic leadership role in the Library and Information Services (LIS) sector, both nationally and at international level.

"We are currently regarded as one of the leading national libraries in the world. In Africa, we are in the same league as Egypt, while globally we can proudly say we relate well with advanced national libraries," says a delighted Tsebe.

The NLSA is a merger of the former South African Library, founded in 1818 in Cape Town, and the State Library, founded in 1887 in Pretoria. The two national libraries were amalgamated in November 1999 to form the NLSA.

The NLSA building was officially opened by former President Thabo Mbeki in late 2008.

The NLSA is, however, spread over three premises: the main office in Pretoria. In Cape Town there is an NLSA campus and another building which serves as a storage facility.

In terms of the Legal Deposit Act, 1997, the NLSA should receive a copy of each book, pamphlet, periodical, newspaper or other publication that is published in South Africa. The places of legal deposit are the NLSA (both the Pretoria and Cape Town campuses), the Library of Parliament in Cape Town; the Mangaung Public Library in Bloemfontein; the Msunduzi Municipal Library in Pietermaritzburg; and the National Film, Video and Sound Archives in Pretoria.

The NLSA also provides bibliographic services and by extension is an agency of the International Standard Number (ISN).

It supplies ISNs and codes for published documents in various physical formats – that is International Standard Book Number, International Standard Serial Number and other identifiers – to detect any South African-published document worldwide. According to the National Librarian, national libraries are responsible for safeguarding those records that society has considered necessary to create and keep.

To undertake this function, the NLSA implements the Preservation Services Programme (PSP), which strives to ensure the long-term availability and accessibility of South African knowledge resources through the preservation of audiovisual, broadcast and electronic media.

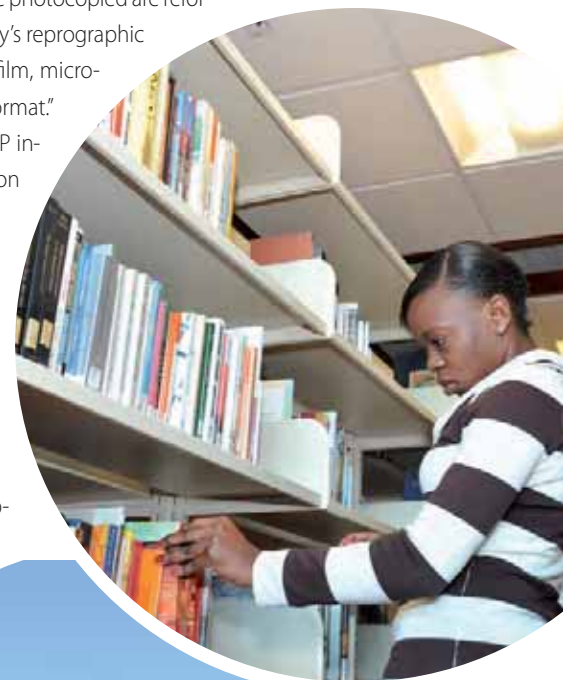
"Through the PSP, we ensure that the National Library maintains and develops world-class in-house preservation policy and practices, and a national preservation function capable of providing preservation and conservation services on a national basis," says Tsebe.

He adds that the preservation services of the NLSA seek to preserve its collections for posterity, using conservation techniques that include the reformatting of material.

"Documents too fragile to be photocopied are reformatting by the National Library's reprographic services onto photographic film, microfilm, microfiche or in digital format."

The key functions of the PSP include reprographic, digitisation and conservation services.

The NLSA collections contain a wealth of information sources, from rare manuscripts and foreign official publications to an extensive body of South African documents, including books and periodicals, government publications, maps, technical reports, newspapers and pamphlets.





*National Librarian and NLSA  
Chief Executive Officer,  
John Tsebe*

These are in various formats, ranging from print material to electronic sources.

In addition to its day-to-day activities, the NLSA has outreach programmes through which it interacts with various stakeholders in the LIS sector. These include heritage and information awareness and the Centre for the Book in Cape Town.

The Heritage and Information Awareness Programme promotes South Africa's documentary heritage while the Centre for the Book was established to develop a culture of reading in South Africa.

It lobbies government on national book policy and acts as a broker between sectors of the book industry while also representing libraries, educational institutions and, most importantly, readers.

The centre helps to coordinate, promote and encourage all book-related activities in South Africa.

Recently, the NLSA's Pretoria Campus installed a Mass De-Acidification System as part of the NLSA's mandate to provide conservation services on a national basis.

"The significant part that acidity plays in the rapid deterioration of paper has long been recognised. Over time, acids cause paper to become brittle, resulting in the loss of valuable heritage resources. The Library's book collection contains more than 500 000 original South African titles. It is estimated that as much as 60% (300 000) are in danger of future loss due to paper deterioration hence we have installed this Mass De-Acidification System," says Tsebe.

### The NLSA at a glance:

The total collection housed in Cape Town and Pretoria comprises:

- n 3,3 million book titles and other items
- n 63 000 periodical titles
- n 80 000 newspaper-bound volumes
- n 55 000 maps
- n 230 000 photographs.

Tsebe says the NLSA is active in many organisations and serves as a link between the LIS and the heritage sector.

The NLSA is a member of, among other organisations, the Library and Information Association of South Africa, the National Council of Library and Information Services, the Council of Higher Education Libraries of South Africa and the South African Book Distributors Council, to mention a few. Internationally, the NLSA is an active member of the International Federation of Library Associations (IFLA).

Earlier this year, Tsebe was appointed chairperson of the Council for Directors of National Libraries (CDNL). The Deputy National Librarian, Ms Rachel More, is the second secretary of the CDNL.

Tsebe served on the boards of the Coalition of South African Library Consortia, the South African Bibliographic and Information Network and the 2007 World Library and Information Congress National Advisory Committee that planned the IFLA Conference that was held in South Africa in 2007.

Tsebe has had some articles published and has made presentations at national and international conferences, seminars and workshops in Argentina, Ghana, Kenya, Namibia, Norway, Uganda, United Kingdom, Zimbabwe and South Africa.

To commemorate International Mandela Day on 18 July, the NLSA has lined up an interesting programme for the month to enlighten members of the public about this South African icon.

According to the National Librarian, the NLSA will have an exhibition about the life, times, trials and tribulations of Mandela.

"In addition, we have lined up a number of speakers whom we have invited to give talks and lectures about this great South African. We will also have an exhibition of anything that has been written about Mandela. These will be books, children's cartoons, biographies and other reading material," says Tsebe.

He says the NLSA hopes to create awareness among its young patrons of the selflessness that people like Mandela displayed during their years of struggle as well as the humility with which he led his organisation and South Africa as the country's first democratically elected President in 1994.

# National Library of South Africa



The National Library of South Africa is the National Treasure house of the published heritage materials, a centre of excellence in providing access to the immensely valuable resources, facilitated and provide knowledge and information literacy. The National Library Act 92 of 1998 provides for the National Library to collect, record, preserve and make available the national documentary heritage materials.

The National Library as the national depository of published material in the country has key collections of the South African documentary heritage and makes these accessible through its work as the national bibliographic agency according to national and international standards. The National Library's comprehensive collection enables it to position itself as a leading national library and information centre of excellence in Africa.

The National Library of South Africa has become a symbol of community upliftment and empowerment. The Library now attracts on average of over 15 000 users per month.

The NLSA has been fitted with 500 new computers available for use by the public for free access of the Internet. Deploying computers to the public areas contribute a great deal in providing the public free access to the Internet and normal computer use activities. Information literacy training is offered to the general public to equip them with the necessary skills.

NLSA is one of the best-known and best-used points of access to information by national and

international researchers. In addition, the NEPAD programme funded on the principle of sustainable economic development requires the support of African institutions such as the National Library of South Africa.

#### The NLSA achievements:

- A well equipped new National Library building with computers available for use by the public, thus contributing towards reducing the digital divide.
- A National Library serving its purpose in providing a repository for current electronic published documents and a preservation service for all legal deposit documents in South Africa
- There is more space available for studying, reading, research and on-line services.
- The auditorium and meeting rooms are used for training and meetings with national and international delegates, and the necessary audio-visual equipment is available.
- The reprint of South African Classics project has paved the way for more African literature being made available in all the nine indigenous languages.
- Full participation in the Library Transformation Charter and NCLIS to advise the LIS sector around issues affecting libraries and librarianship.

The National Library of South Africa lives to its vision as a leading library and information centre of excellence in Africa, and in the world. The CEO and National Librarian, Mr John Tsebe is the Chairperson of the Council for Directors of National Libraries of the world.



NLSA Building



Deacidification machines.

## Department of Arts and Culture R1 billion Conditional Grant for Libraries



The Department of Arts and Culture supports public and community libraries through the conditional grant to enable South Africans to gain access to knowledge and information resources that will improve their socio-economic situation.

Since it began in 2007, the conditional grant has made great strides in improving the state of community libraries in the country. With over R433 million being spent on the community libraries in all nine Provinces, several library structures have been built, others refurbished.

#### There are seven broad categories in which provinces have utilised the conditional grant funding:

- Building libraries (18 new libraries built)
- Refurbishing libraries (139 libraries refurbished)
- Public Internet access
- Staffing and staff training
- Equipment and furniture acquired
- Reading programs
- Access for disabled people

#### The Transformation Charter of Libraries:

With its roots in the Freedom Charter, the Transformation Charter of Libraries is spearheaded by the NCLIS and the National Library of South Africa. The Charter is guided by fundamental principles enshrined in the South African Constitution, with the most crucial being redress and equity.

#### The purpose of the Transformation Charter of Libraries is to:

- To develop an integrated funding model for the Library and Information Services Sector.
- To ensure that all South Africans have access to information as prescribed by the South African Constitution.
- Promote employment equity and skills development therefore effecting efficiency and effectiveness to clientele.
- Make libraries the centres for the dissemination of information and knowledge.
- Make libraries places where people from all backgrounds can find each other.

Following the extensive consultative process the LIS transformation charter was drafted. Now onto its sixth draft which includes inputs from the ministries of Arts and Culture and Education. Now the charter is awaiting the parliamentary process.

#### Skills Development in the Library and Information Services (LIS):

Over 200 community libraries in South Africa have received disaster management and basic book repair training. Each library is provided with a toolkit and book repair tools so they can conduct book repair in a responsible manner.

#### Reprint of South African Classics Project:

One of the national priorities that the conditional grant is advocating for is the promotion of writers and publishers in African languages. Already on the brink of its second phase of reprints this ministerial project has already seen the reprint of 27 titles at 3 000 copies a title. The process to make these books available in all public libraries is in full swing.

**Dr Joseph Phaahla**  
Deputy Minister of  
Arts and Culture



# The Department of Arts and Culture launches the second phase of Reprinted South African Classics

The Deputy Minister of Arts and Culture, Dr Phaahla officially launched the second phase of South African Classics, a project funded from the R1 Billion Conditional Grant aiming to promote access to libraries and to encourage the culture of reading and writing.

In 2008 the Department of Arts and Culture entrusted the National Library of South Africa with the task to identify and reprint books, which are regarded

to be classics in the nine indigenous languages in South Africa. The public nominated thousands of titles which they consider to be classics, leaving the panel of experts with an enormous task to screen and select the classic books. The panel constituted of literary and publishing experts who finalised the list.

In the first phase of the project 27 literary classics titles were reprinted, while in the second phase 19 literary titles have been reprinted.

These add up to the total of 46 titles reprinted in the nine indigenous languages to this far.

The National Library of South Africa will continue reproducing the texts and ensure that knowledge is not lost from future generations. The reprinted books of the first phase were distributed to all nine Provinces, public and school libraries, and all centres of information for easy access to the public.

Corporate Communication & Marketing  
Tel 012 401 9784 • [www.nlsa.ac.za](http://www.nlsa.ac.za)





President of the Islamic Republic of Mauritania, Mr Yoweri Museveni with President Jacob Zuma

## Youth at the heart of a united and prosperous Africa

**W**hen the African Union (AU) was formed in Durban on 9 July 2002, it was established as a pan-African continental body charged with overseeing the continent's rapid integration and sustainable development to enable it to play its rightful role in global affairs. This is done through spearheading activities that encourage unity, solidarity, cohesion and cooperation among the people of Africa and African states as well as developing a new partnership worldwide.

The most important decisions of the 53-member state body are made by the AU Assembly, a semi-annual meeting of the heads of state and government of its member states. The AU's Secretariat, the AU Commission, is based in Addis Ababa, Ethiopia.



President Jacob Zuma with the Chairperson of the AU Commission, Dr Jean Ping

The AU faces many challenges, including health issues such as combating malaria and the HIV/AIDS epidemic; political issues such as confronting undemocratic regimes and mediating in the many civil wars; economic issues such as improving the standard of living of millions of impoverished people; ecological issues such as dealing with recurring famine, desertification and lack of ecological sustainability; as well as legal issues such as Western Sahara.

The AU acknowledges that its struggle for a prosperous Africa has many hurdles to overcome – and is fully aware of the mammoth task ahead.

In June 2011, the 17th ordinary session of the AU Assembly meeting was held in Malabo, Equatorial Guinea, symbolising the growth

of the integration process. The theme of the June 2011 Summit was Accelerating Youth Empowerment for Sustainable Development, a theme that was of particular importance to South Africa as it coincided with the celebration of Youth Month and South Africa's commitment towards advancing youth development. This year also marks the 35th anniversary of the 16 June 1976 Soweto Uprising. The summit discussed the peace and security situation on the continent and included post-conflict reconstruction issues.

Highlights from the summit include:

- n a call to invest in the empowerment and leadership of the youth who constitute about 62% of the continent's population
- n South Africa recommitted to the consolidation of the African Agenda by supporting multilateral and bilateral cooperation, to ensure a better Africa for all who live in it
- n general agreement that deeper regional integration in Africa is a prerequisite for engaging more competitively with the world economy
- n South Africa called on countries of the North to be more responsive to the needs of developing countries and for the South to play a more visible role in global affairs.

This year also marks the 10th anniversary of the formation of the New Partnership for Africa's Development (Nepad). Nepad's Planning and Coordinating Agency has been integrated into the processes and structures of the AU. Nepad, as the technical arm of the AU, has brought change to many Africans and expectations on its delivery are high.

While the African continent is still experiencing the legacy of colonialism and discrimination, the second stage of our continent's reawakening has begun. Leaders on the African continent are embracing democracy, rule of law and upholding international law.

In doing so, they are laying the foundations on which young Africans, who make up nearly two-thirds of the continent's population, ought to build.