

# Public Sector MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

MARCH 2013



## State of the Nation

President Zuma:  
the challenge and the future  
Red-carpet special:  
dressed up for the Address

## Unqualified excellence

SAQA CEO Joe Samuels drives  
life-long learning

## National Development Plan

Minister Collins Chabane's long-term view  
State to enforce NDP implementation  
People first, not (your) business first

## Molefe Mathibe

MD takes Courier and Freight  
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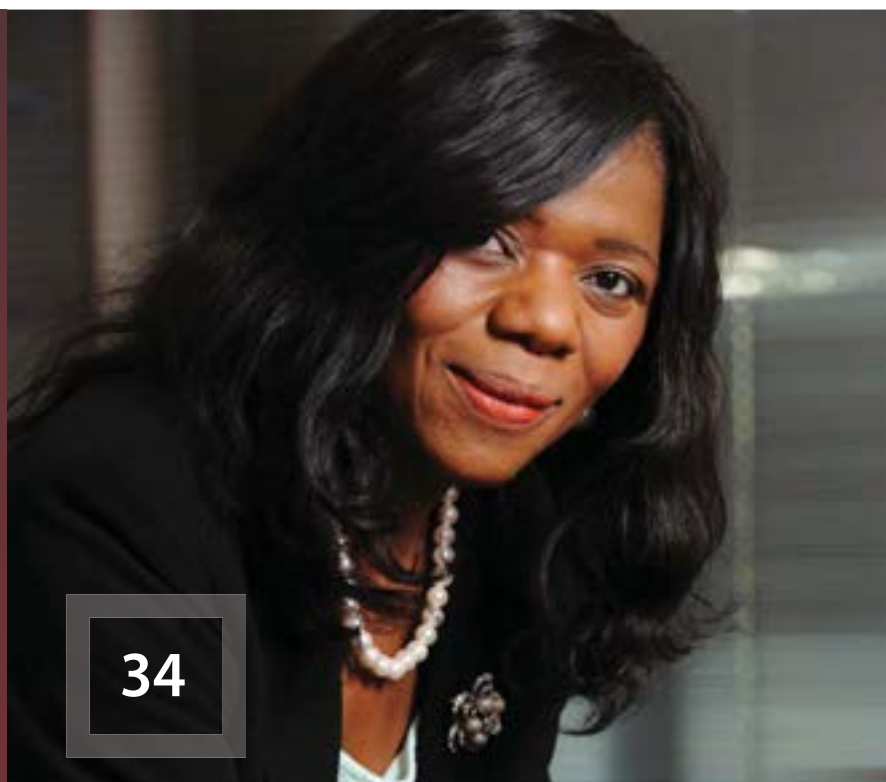


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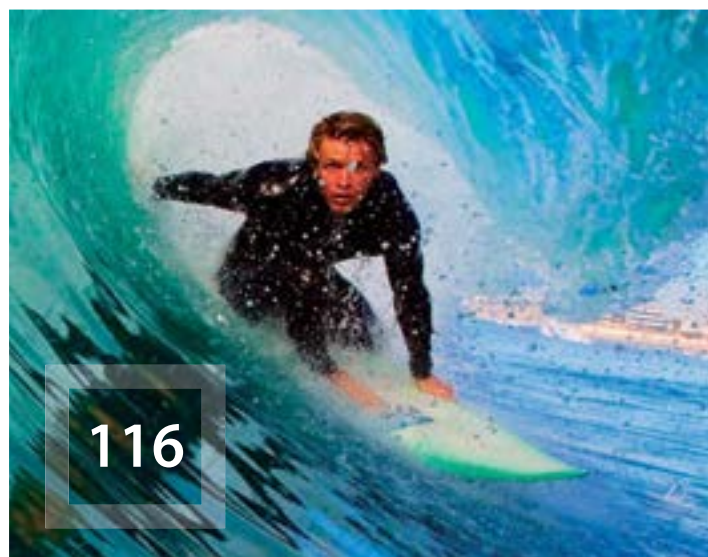
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# NDP: It's time to act

**T**he National Development Plan (NDP) has been adopted and talked about; now is the time to act.

This financial year, Government will implement programmes that do not require additional resources and long lead times. It will also identify critical first steps to unlock implementation and prepare the 2014 – 2019 Medium Term Strategic Framework (MTSF) as the first five-year building block of the NDP.

Focus will fall on areas where implementation of existing policies needs to be improved. Throughout, we will build dialogue to overcome obstacles to implementation.

In the long term, the 2019 – 2024 and 2024 – 2029 planning cycles will be used to initiate the remaining activities. These will build on previous cycles and be informed by the review of performance monitoring and evaluation.

The planning processes by departments and other Government entities will have a vital role to play in bringing the vision and proposals contained in the NDP to life. NDP proposals are being incorporated into the existing activities of departments and broken down into the medium- and short-term plans of Government at national, provincial and municipal level.

Government has already started a process to align the long-term plans of departments with the NDP and to identify areas where policy change is required to ensure consistency and coherence.

Each Government programme will have to be backed by detailed implementation plans which clearly set out choices made, actions to be taken and their sequencing.

## Key steps to facilitate this integration include:

- The Presidency is leading the formulation of the 2014 – 2019 MTSF in consultation with departments
- The Presidency and National Treasury will work with departments to clarify roles and responsibilities, ensure that plans and budgets are aligned, and develop clear performance indicators for each programme
- departmental strategic plans, annual performance plans and programme plans will need to be evaluated by The Presidency to determine alignment with the NDP, before they are submitted to Parliament

- monitoring and evaluation will be used to identify obstacles to implementation, to facilitate reflection on what works, and to continuously improve implementation.

The 2014 – 2019 MTSF will contain the following for each of the outcomes:

- key targets from the NDP and from other plans, such as the New Growth Path, National Infrastructure Plan and Industrial Policy Action Plan
  - current baselines for each target and the MTSF (2014 – 2019) target based on consideration of a trajectory to 2030
  - key outputs and actions to achieve the target and department(s) responsible.

The National Planning Commission (NPC) and the Department for Performance Monitoring and Evaluation (DPME) in The Presidency are jointly leading the process of developing the MTSF.

This process requires intensive engagements and negotiations with individual departments, groups of departments and clusters to agree on the detailed contents of the MTSF.

The DPME, the NPC, the Department for Cooperative Governance and Traditional Affairs and line-function national departments responsible for concurrent functions will also be engaging with the following: provincial offices of the premier and the relevant provincial departments and municipalities regarding the provincialisation and localisation of the national targets, for inclusion in provincial and municipal strategic plans.

## The central command

To give the NDP leadership, the President and Deputy President will be the lead champions of the NDP within Cabinet, in Government and throughout the country. Premiers and mayors will need to be visible and active champions of the NDP, with their offices being the catalytic agencies to drive implementation at provincial and municipal levels. >>





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Cabinet has the responsibility for making the necessary prioritisations, sustaining momentum and ensuring that public confidence in the NDP remains high.

Cabinet will be responsible for overseeing implementation and facilitating the resolution of coordination challenges. At an administrative level, this coordination role will be played by the Management Committee of the Forum of South African Directors-General. Where there are blockages, The Presidency will mediate discussions between the different parties responsible for implementation to find a practical way of removing the blockages.

### Keeping it tight

The Presidency intends submitting a first draft of the document to the July 2013 Cabinet Lekgotla, to enable national and provincial departments to align their 2014 – 2019 departmental strategic plans with the MTSE.

There is a high level of correlation between the NDP priorities and the current 12 priority outcomes, and this correlation enables us to maintain continuity in the planning and monitoring and evaluation processes of Government.

Government will therefore continue with the focus on outcomes in the 2014 – 2019 period, with minor adjustments. Coordination of implementation will continue as before, with implementation forums (clusters and ministers and members of the executive council or their equivalents) coordinating and driving implementation of each outcome.

High-level leadership meetings will be held regularly between Government and business, Government and labour, and Government and civil society. These will provide a route for focused dialogue to discuss the contribution of each sector to the implementation of the NDP, identify blockages and develop a common understanding of how obstacles will be overcome.

These high-level meetings will be underpinned by more focused stakeholder engagements. These stakeholder engagements will be intended to find solutions to specific challenges and construct frameworks that enable stakeholders to hold each other accountable.

Effective implementation will require a constant desire to improve.

Too often, the incentives do not encourage people to make the extra effort. In the Public Service, there are few consequences for public servants who do not perform, and sometimes the incentives can encourage people to do things that are inimical to the public good.

Similarly, we see from the many businesses that are failing to invest in growing their businesses or recruiting and training young talent that the private sector also faces many disincentives to taking decisions that will benefit it in the long term.

### Keeping tabs on resources and progress

The plan will shape resource allocation over the next 17 years. It supports Government's intention to gradually shift resources towards investment that grows the economy, broadens opportunities and enhances capabilities.

As a result, other parts of the budget will need to grow more slowly.

This will only be possible if we achieve greater value for money in many established areas of Government activity. That is why much of the NDP focuses on how we can get better at what we do.

Planning and implementation should be informed by evidence-based monitoring and evaluation. There are already monitoring and reporting processes in place for Government priorities, plans and policies. The integration of the NDP into these plans will enable implementation of the NDP to be monitored through existing processes.

The DPME will oversee progress against many of these objectives through the outcomes approach, and will have overall responsibility for monitoring progress.

It is also important that we are able to keep track >>





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TCTA is also expected to play a key role in the funding of the Lesotho Highlands Water Project Phase 2, the implementation of which was announced in a joint statement issued in August 2011 by the Governments of Lesotho and the Republic of South Africa.



The provision of water serves as a catalyst for sustainable economic development. The manner in which TCTA implements and manages its projects is governed by principles of transformation and sustainable development. We consider ourselves an instrument of social purpose, formed within society to accomplish social objectives. Consequently, we are obliged to create new patterns, processes and strategies to tackle complex socio-ecological issues.

TCTA has committed itself to the progressive ideals and principles of sustainable development and their integration into various aspects of our business processes, giving us an opportunity to create value for all stakeholders, including social, economic and environmental facets.

All the above services are in support of government's development agenda to make a better life for all. TCTA is committed to assisting government to achieve its socio-economic objectives.



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of our progress against the NDP as a whole. This includes identifying unforeseen circumstances that may hamper progress or identifying serious blockages that need to be addressed.

This will require a more strategic and high-level form of monitoring that will be carried out by the NPC drawing on data that is already collected by DPME and other sources so as to minimise the reporting burden.

Since the implementation of the NDP will be a shared responsibility between Government and social partners, it will be important to interact with organisations in other sectors to assess progress and identify blockages.

The NDP sets out ambitious goals for poverty reduction, economic growth, economic transformation and job creation. The private sector has a major role to play in achieving these objectives.

Long-term planning and investment in the future is just as important for the private as the public sector.

Government is clearly stating its commitment to the NDP, and it is important that the private sector does the same. Where the private sector faces obstacles, sectoral dialogues will take place to identify how these obstacles can be addressed within the parameters laid out by the NDP.

### Shaping a brighter future

The NDP provides a solid vision our country has to realise by 2030. It transcends electoral terms. This is a plan for the nation and requires the participation of the whole of society to realise this vision.

The plan seeks to build consensus on key advantages and obstacles to achieve these goals and what needs to be done to overcome those obstacles.

It also provides a shared long-term strategic framework within which more detailed planning can take place to advance the long-term goals set out in the NDP. It further calls on all of us to make choices about

how best to use limited resources.

The NDP aims to ensure that all South Africans attain a decent standard of living through the elimination of poverty and reduction of inequality. The core elements of a decent standard of living identified in the NDP are:

- housing, water, electricity and sanitation
- safe and reliable public transport
- quality education and skills development
- safety and security
- quality health care
- social protection
- employment
- recreation and leisure
- a clean environment
- adequate nutrition.

The NDP will be implemented over 17 years and will require a process of prioritisation and sequencing.

The long-term framework provided by the NDP should help to address some of these problems; others will be identified and addressed through the processes of focused dialogue described above.

The steps the NDP identifies as necessary to improve the capacity of the State will also be important in this regard, as the State (at national, provincial and local levels) needs to be proactively involved in identifying and overcoming obstacles to implementation.

The effective implementation of the plan depends on our ability to build unity in action through broad ownership, continuous capacity-building, policy consistency, prioritisation and sequencing, clarity of responsibility and accountability, continuous learning and improvement and coordinated action.

To achieve this vision requires the participation and commitment of Government and the whole of society to make it happen. It will further require a committed Public Service, ready to serve and be part of this historic journey to realise this vision for our country.

The managers in the Public Service are encouraged to familiarise themselves with this vision and begin the process of identifying key outputs and prioritisation of activities in their line of work.

Working together we can do more! 



Ollie Collins Chabane

**Minister in The Presidency for Performance  
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If the National Development Plan (NDP) is the blueprint for the country's long-term development, then this edition of *PSM* reads like a user manual.

Coming out as it does, to coincide with the end of the financial year, the President's State of the Nation Address (SoNA) and the Budget Speech, this issue encapsulates a sense of renewal and a commitment to serve expected of public servants.

Whereas we previously unpacked the plan, breaking it down into consumable chunks to heighten awareness, this issue simply asks, "what are public servants to do?"

In his monthly column, Minister Collins Chabane sets the tone for this emphasis on action. For Minister Chabane, public servants must take a lead in undertaking this "historic journey". He echoes the clarion call to act and deliver, which was a hallmark of the President's SoNA.

Some commentators have criticised the NDP for being thin on detail. The Minister provides a retort to these accusations by outlining activities that will be undertaken from this year until the Medium Term Strategic Framework 2019 – 2024. In explaining what will be done, providing timelines and the mechanisms for monitoring and evaluating progress, the Minister has infused confidence that action on the NDP is finally upon us.

But the Minister also challenges public servants to be professional, that excellence must be rewarded and vices punished. Senior managers, says Minister Chabane, must "familiarise themselves with this vision and begin the process of identifying key outputs and prioritisation of activities in their line of work".

In "Conversations with Leaders" Minister Chabane's office is located at the central command for implementing the NDP, ensuring alignment and consistency across Government. The Minister

will play a key role in keeping departments in check and ensuring that the Public Service becomes more professional.

What might ruffle some feathers is talk of prohibiting civil servants from doing business with Government, getting rid of dead wood, declaring teaching an essential service and cutting down on using consultants.

On the face of it, these proposals appear reasonable and can only improve productivity and the image of the Public Service. Yet those with vested interests who perpetuate these practices might raise rumbles of discontent against these measures.

But Government cannot be seen to falter; it will have to act decisively on these matters and help redeem the image of the Public Service. The reassurance that Government is determined to act on these concerns comes through in this month's "Aerial View", which summarises the recent pronouncements and actions of ministers who will play a key role in implementing the NDP. On various occasions, the President and the ministers cited the need to professionalise, stabilise and streamline the Public Service.

What is clear is that the NDP is set to be the key driver of Government's efforts for a long time to come, transcending party political posturing and terms of administrations.

These interventions can only enhance the image of South Africa, as it positions itself as a serious player on the continent and internationally.

The country's international profile is the subject of International Relations and Cooperation Minister Maite Nkoana-Mashabane's preview of the fifth BRICS Summit, which gets underway later this month. In her analysis of the summit, the Minister debunks the myth that South Africa often punches above its weight in international affairs. The Minister demonstrates that the county has often confounded critics by rising to the challenge and fighting for issues that are consistent with its national and continental interests. 🇿🇦

**Phumla Williams**  
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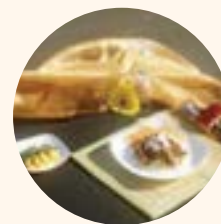
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# We hear you!

**Dear Editor**

I really enjoyed your "Trailblazer" feature on Nelson Kgwete in the January edition. What a refreshing read! That such a young man with a modest rural upbringing could achieve so much in a relatively short time is testimony to the triumphant strength of the human spirit.

It is the selfless contribution of individuals such as Kgwete that has seen our country become a critical player in global affairs, as evidenced by the influential role played by the Department of International Relations and Cooperation both on our continent and in the global arena.

One hopes that Kgwete's achievements will be a source of inspiration to many young managers in the Public Sector, particularly those who want to pursue a career in international relations.

– **Bheki Mtshali, Midrand, Gauteng.**

**Dear Editor**

I would like to take this opportunity to congratulate the editor and the PSM team for the sterling coverage of the major strides that the present Administration continues to make in addressing the triple challenges of inequality, poverty and unemployment.

I was thrilled to read the interview with Transport Minister Ben Martins, and particularly appreciated his holistic approach to addressing the national menace that is our high road death toll. Minister Martins seems to have a steely resolve to deal decisively with this scourge.

Of particular interest to me was Minister Martins' take on driving under the influence of alcohol and its concomitant contribution to speeding and the resultant road fatalities.

Hopefully, the measures that Minister Martins is proposing to implement will go a long way in reducing the unacceptable carnage on our roads.

– **Zero Mbuyisa, Margate, KwaZulu-Natal.**



**Dear Editor**

Thank you very much for a nicely put-together magazine. This is one of the platforms where we get to read about Government projects and the people driving those projects.

In the January issue, I enjoyed Nicky van Driel's article on Dr Claire Botha. The intro was well-written and the piece was informative about her organisation and the work she does. The article also serves as a motivation to other women in the Public Sector to aim high.

The "Vital Statistics" section is also one of my favorite reads, because it is short and to the point, and well illustrated with images.

I also think the interview with the CEO of Brand South Africa was well-timed, given the fact that our leaders recently attended the World Economic Forum in Davos, Switzerland, and I think it gives us an idea as public servants of how we can market our country to foreigners.

To you and your team, keep up the good work and keep on informing public servants as we continue learning from each other.

– **F Segalwe, Pretoria, Gauteng.**



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Please continue to help us make each issue better than the last by writing to the editor, Tyrone Seale, e-mail: [tyrone@gcis.gov.za](mailto:tyrone@gcis.gov.za). Don't forget to include your name and the city or town where you live.



### Head of the class

7 March 2013

The best teachers in the country will be honoured at an awards ceremony before a live television audience. The National Teaching Awards, to be broadcast live on SABC 2 at 21:00, are part of the the Department of Basic Education's efforts to acknowledge and encourage dedicated and caring teachers.

Through the awards, the Ministry of Basic Education aims to focus public attention on the positive aspects of education and raise the public image of the teaching profession. The awards seek to recognise and promote excellence in teaching performance; honour dedicated, creative and effective teachers and schools; encourage best practice in schools; and afford South Africans the chance to publicly thank outstanding teams or individual teachers in schools.

### Open books

16 – 23 March 2013

The Library and Information Association of South Africa (Liasa) celebrates South African Library Week under the theme: *Educate yourself @ your library*.

The launch of South African Library Week will take place at the National Library of South Africa in Pretoria on Saturday, 16 March, where the Deputy Minister of Arts and Culture, Dr Joseph Phaahla, will deliver the keynote address. The key focus of this week is to promote a culture of reading, with libraries playing a leading role.

Librarians across the country will host programmes to highlight the services and resources available in their facilities. Members of the public are encouraged to be part of these programmes at local libraries during this period. A selection of these programmes from around the country will be available on the Liasa website: [www.liasa.org.za](http://www.liasa.org.za).

### What do you know?

17 – 20 April

The Department of Science and Technology, in collaboration with the North West University, is hosting an international conference on Indigenous Knowledge Systems (IKS) at the Birchwood Hotel, Gauteng.

The conference will bring together experts, academics, policy makers, government officials and civil organisations to deliberate on how IKS, as it relates to science and technology, can be used to benefit local communities.

The theme of the conference is: *The value of indigenous knowledge in the 21st century*.

Local and international speakers will talk about IKS-based innovations and the contribution they make to improving the lives of indigenous communities.



### Strengthening the foundations of BRICS

25 – 27 March 2013

South Africa will host the fifth BRICS (Brazil-Russia-India-China-South Africa trade bloc) Summit at the Durban International Convention Centre. This will complete the first cycle of BRICS summits.

Among the key decisions expected to come out of the summit include the formation of a BRICS-led South-South development bank, funded and managed by the BRICS and other developing countries.

The summits are convened to seek common ground in areas of importance for these major economies. Talks represent spheres of political and entrepreneurial coordination in which member countries have identified several business opportunities, economic complementarities and areas of cooperation.

The first BRIC summit took place in Yekateringburg, Russia, where the elected leaders of the four countries formally declared the membership of the BRIC economic bloc. South Africa joined the bloc in 2010, resulting in BRICS. The BRICS mechanism aims to achieve peace, security, development and cooperation. It also seeks to contribute significantly to the development of humanity and establish a more equitable and fair world.

For more info, visit [www.brics5.co.za/site](http://www.brics5.co.za/site). ®





*The Minister in The Presidency responsible for Performance Monitoring and Evaluation, Mr Collins Chabane.*

# Chabane set to be custodian of the NDP

**M**inister Collins Chabane has his work cut out. The softly spoken Minister of Performance Monitoring and Evaluation is set to play a key role in the shake-up of the Public Sector as the Government prepares to boost State capacity to carry out the National Development Plan (NDP).

The plan, which was approved by Cabinet in September last year, stresses that targets such as the creation of 11 million jobs by 2030 and lowering unemployment from the present 25% to 16% will only be met if the country has a capable State that can deliver. The State needs better-equipped civil servants that can work harder and smarter.

In February, President Jacob Zuma announced in his State of the Nation Address that a Presidential Remuneration Commission would be set up to look at the remuneration of civil servants.

The Department of Public Service and Administration (DPSA) is working on amending the Public Service Act, 1994 to prohibit public servants from doing business with the State, prioritise the training of public servants to bring in much-needed skills, and reduce the amount that the State spends on consultants.

The Department of Higher Education and the DPSA are investigating where the skills gaps are in the Public Service, in a bid to address these and tighten up the capacity of the State.

Minister Chabane's role will be key, as a more effective State will mean departments will have to stick more rigorously to their own respective targets.

For the past four years, the former Limpopo MEC for Economic Development, Environment and Tourism has been pivotal in helping fellow Cabinet ministers to craft performance agreements with President Zuma. Minister Chabane's office is now expected to step this up by helping departments to align their strategic plans to the NDP by July. This will be done by developing the 2014 – 2019 MTSF as the first five year building block of the NDP. The MTSF will spell out what actions need to be taken by individual departments, so that this in turn can be written into their strategic plans.

## Keeping departments in check

The integration with the NDP will mean that department's strategic plans and annual performance plans will be evaluated by the Presidency to ensure that they are aligned with the plan, before being submitted to Parliament.

The Presidency and National Treasury will also work with departments to clarify roles and responsibilities, ensure that plans and budgets are aligned and help them to develop clear performance indicators for each programme.

"Hopefully, the system that will be put in place with the reforms that are taking place, regarding performance agreements and the programmes and the plans of departments, is going to help us to design an instrument that will be able to measure objectively the performance of individual administrators in the Administration," said Minister Chabane.

However, he stressed that the role of his department is not to crack down on any individuals in departments. "We cannot go to the President and say 'now appoint this one, don't appoint that one.'" His role, he said, is rather to ensure that the Government in general carries out its mandate and fulfills its targets. His department will evaluate each department to determine what challenges it faces and where necessary help to unblock these.

"As to what responsible officers or ministers or political heads do with that, that is their own issue."

## Weeding out the chaff

National Planning Minister Trevor Manuel said in February that "in the interests of democracy" public servants who are not skilled and effective will be removed.

However, Minister Chabane said this did not mean the jobs of civil servants were necessarily at risk, but rather that special emphasis would be placed on continuous training for those in the Public Sector.

Commenting on the lengthy time for which public servants facing disciplinary procedures are put on paid leave, Minister Chabane said the State had no choice but to follow the steps laid out by labour law.

"Nobody likes it. I do not think even people who get suspended like it, because they are in limbo for a very long time and would like a speedy resolution of this thing. But you have to acknowledge that you have a system which we have accepted and this is the way things are going to be done."

Meanwhile, discussions on the creation of an administrative head of the Public Service as mooted by the plan are still ongoing, said Minister Chabane. The creation of the post >>



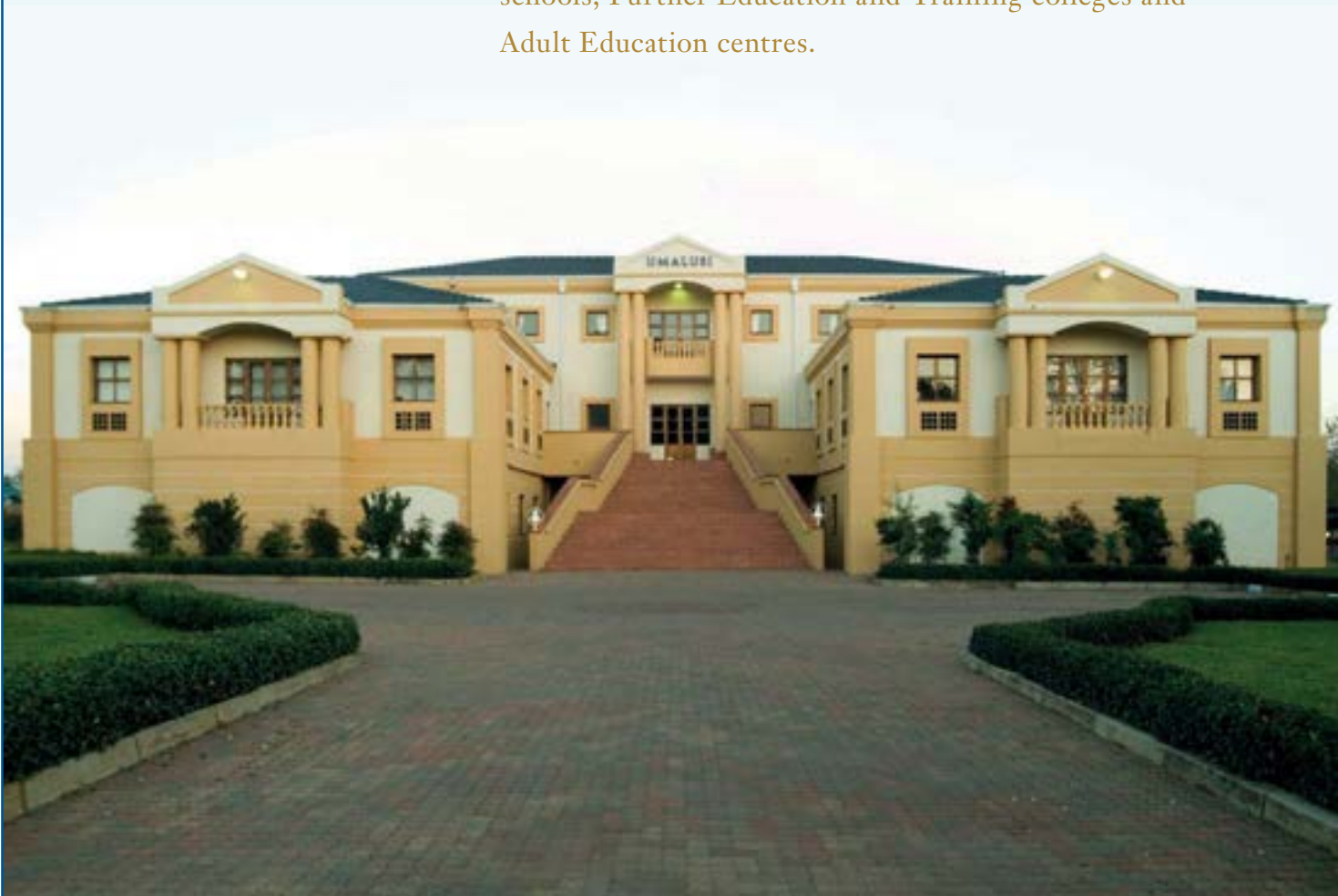
# UMALUSI

Quality Council for General and Further Education & Training.



Dr MS Rakometsi CEO of Umalusi

The name is derived from the Nguni “uMalusi” meaning “shepherd” or “herder”, or, in the African context, “guardian of the family assets”. Umalusi is responsible for the general and further education and training sub-framework of the National Qualifications Framework (NQF), i.e. levels 1 to 4. Umalusi sets and monitors quality assurance standards for this sector with the purpose of continually enhancing the quality of education in schools, Further Education and Training colleges and Adult Education centres.



Umalusi's key functions include:

- Developing new qualifications in the general and further education and training sector and evaluating existing qualifications and curricula
- Moderating assessment to ensure that it is fair, valid and reliable
- Conducting research to ensure educational quality
- Accrediting educational and assessment providers
- Certifying learner attainments

The Council ensures that the providers of education and training have the capacity to deliver and assess qualifications and programmes and are doing so to expected standards of quality.

Currently Umalusi certifies the following qualifications:

- The National Senior Certificate (NSC)
- The Senior Certificate (SC) phasing out 2014
- The National Certificate Vocational (NCV)
- National Technical Certificate N3
- General Education and Training Certificate for adults (GETC)

Umalusi's certification system is highly secured, using very sophisticated software procedures to ensure that institutions of higher education, employers and other interested parties can rely on the authenticity and quality of the certificates issued.

If you need more information on the qualifications certificated by Umalusi or the private providers accredited by Umalusi, contact us at:  
**Tel: 012 349 1510** Fax: 012 349 1511 **info@umalusi.org.za** [www.umalusi.org.za](http://www.umalusi.org.za)

Alternatively contact the NQF helpline at:  
0860 111 672 (from 08:00 – 16:00)

Or visit the walk-in centre: 1st floor, SAQA House  
1067 Arcadia Street, Hatfield (from 08:00 – 16:30)  
**help@nqf.org.za** [www.nqf.org.za](http://www.nqf.org.za)



Council for Quality Assurance in  
General and Further Education and Training





will ensure that there is a firm separation between political and administrative functions in Government. Several countries have such a post, including Kenya, Ghana, Nigeria, Canada, Singapore and the United Kingdom.

Currently Directors-General (DGs) are recruited by the President and their performance is managed by their respective ministers and by the Public Service Commission (PSC).

If the proposal is implemented, DGs would report to the head of the Public Service on administration issues, while reporting to their respective ministers on policy issues.

The plan says the position could be located within The Presidency and points out that international experience suggests that the role may have greater authority if it is combined with that of an existing one, such as the DG in The Presidency or the DG in The Office of the Deputy President.

Generally, he said, the Public Service Commission is tasked with ensuring that DGs sign performance agreements and that they sign these on time, yet they often battle to fulfill this mandate.

“In instances where the PSC is unable to get cooperation or to make it effective, they will work together with us and raise the matter with us, and we raise the matter with Cabinet and the matter then gets corrected.”

He added that Government departments all support becoming more performance-focused and adopting improved performance management systems.

While both provincial and national departments are beginning to adopt a performance-based approach to improve capacity in the Public Sector, Minister Chabane said municipalities are next in line in adopting a performance management approach.

“In our experience, there has been no resistance or reluctance by anybody to do what is supposed to be done in terms of the performance and the targets which we are setting up for them to be achieved.”



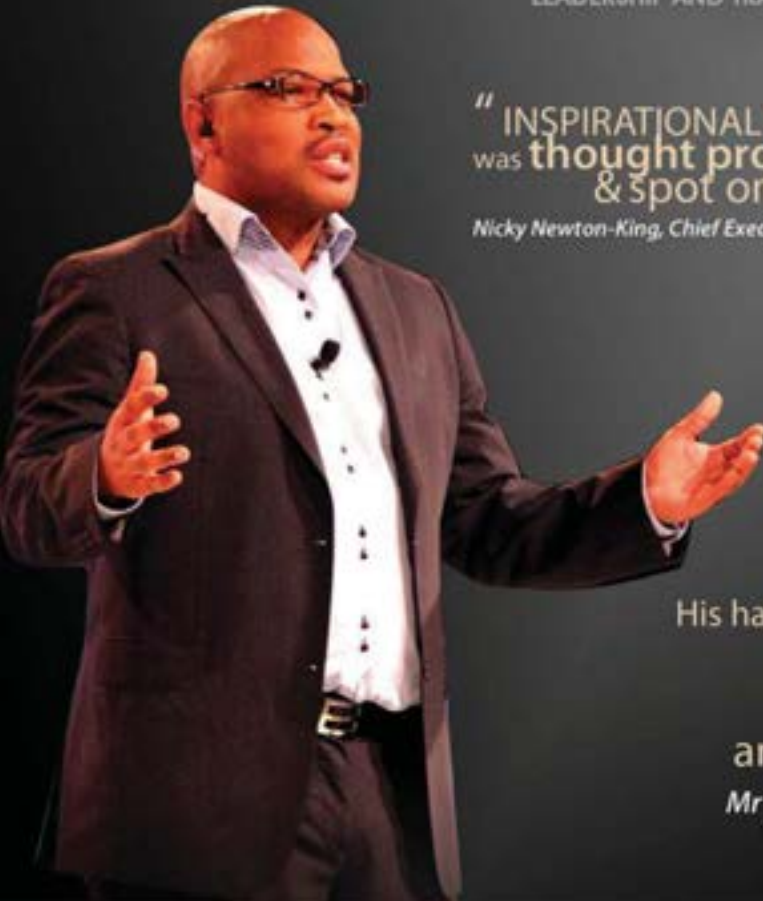
An effective Public Service is just one of the essential cogs that will drive the NDP – the country also needs an active citizenry and strong leadership. But skilled and motivated civil servants are a vital ingredient to the success of the plan, as are targets that can be clearly monitored and evaluated.

Minister Chabane’s role will be integral to the success of the plan and that of a better South Africa by 2030. 🇿🇦



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## SIMPHIWE MASIZA'S TOPICS

Innovation, Creativity, Resilience and Foresight  
Personal Consciousness & Transformation  
Personal Mastery & Branding  
Building a High Performing 21st Century Workforce  
Emotional Intelligence (EQ), Moral Intelligence (MQ)  
Strategy, Talent and Transformation  
Creating High Impact Individuals (HPI's)  
Mind Power - "For as he thinketh in his heart, so is he"  
Destiny: Engineered for Greatness!  
Paradigm Shift, positive attitude & choices  
Leadership - High Impact Leadership  
Entrepreneurship



# Fast facts at your fingertips

## Cutting carbon

**34%** – South Africa's target of reducing carbon emissions by 2020. This target could be increased to **42%** by 2025, depending on financial support from the international community.



## Rays of hope

**R4,7 billion** – the amount committed by Government towards the solar water heating target of one million installed geysers by 2014. Renewable energy sources are one way of reducing electricity consumption.

## Green jobs

About **600** construction jobs and **100** permanent operational jobs, as well as an additional **2 640** indirect and induced jobs across the supply chain during the construction phase; and **140** indirect and induced jobs during operations will be created as a result of the construction of solar photovoltaic parks near Bloemfontein and Kimberley. This is the work of American company SolarReserve, along with empowerment investment and financial advisory firm Kensani Group, and renewable energy company Intikon Energy.

## Tapping into service delivery

The number of households with access to water services increased from **92%** in 2009 to **94,7%** in 2012.

## Seeding the green economy

The **R800 million** National Green Fund is an initiative aimed at accelerating implementation of a green and low carbon economic growth path. The fund has been oversubscribed with applications to the value of over R10 billion. Over R400 million investments in job creating green economy projects have been approved by municipalities, other organs of State, community organisations and the private sector across all provinces.

## African growth

According to the International Monetary Fund, Africa saw growth of more than **5%** in 2012 and is projected to see the same in 2013.



## Jobs plan works out

**R1,4 billion** – an allocation made to the Community Work Programme for the 2012/2013 financial year. Some **114 382** work opportunities had been provided by the end of October. Of these, 71% were provided to women, 52% to young people and 0,78% to people with disabilities.



## Injection for public health fund

**R40 million** was pledged towards the Public Health Education Fund, which has been created jointly with the private sector. The fund will support the training of 100 medical students from disadvantaged backgrounds, senior managers and hospital CEOs, and doctoral and Master's degree students to undertake research into priority areas such as HIV, AIDS and tuberculosis.

## Class act

**51 760** – the number of public sector officials who have done training through PALAMA. This number surpasses the 38 000 average annual uptake. <sup>SM</sup>

## ***Sanitech Solutions for Urban Settlements***

Sanitech is the nationwide leader in Sanitation and Hygiene Solutions with 15 branches providing coverage in every province. With over thirty years' experience, Sanitech currently manages several urban settlement projects around the country of up to 2500 units per project.

It is estimated that there are up to 300,000 households in urban settlements that have no access to sanitation. Sanitech has the experience, track record and resources to assist communities with temporary sanitation facilities until formal infrastructure can be provided.



On site temporary sanitation

Portable chemical toilets have been proven to have the least impact environmentally and if properly serviced and maintained have a positive effect on the health of the community.



Pumping of conservancy tanks

Sanitech services and maintains all chemical toilets in accordance with OSHAS 18001 policies and procedures ensuring the health and safety of employees, customers and end users.



Hygiene equipment and supplies, deep cleaning

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# Joe Samuels: custodian of qualifications in South Africa

The Chief Executive Officer of SAQA, Joe Samuels.

**A** year after his appointment as Chief Executive Officer (CEO) of the South African Qualifications Authority (SAQA), Joe Samuels has settled into his position, retaining the stability that has defined the organisation over the years.

On 1 March 2012, Samuels became the second CEO of SAQA. During our interview, Samuels comes across as a relaxed, confident, co-operative, witty, informative and visionary leader.

In keeping with good corporative governance, the SAQA Board approved a prior handover period of five months between the outgoing and incoming CEOs. This meant that the outgoing CEO, Samuel Isaacs, had a structured period to perform a smooth handover and a proper induction to the incoming CEO. This ensured functionality, stability and continuity for SAQA and its operations. Samuels identifies this handover process as a valuable lesson and exemplary practice for the Public Service.

The SAQA CEO is responsible for implementing the organisation's mandate, which is embodied in the National Qualifications Framework (NQF) Act, 2008.

SAQA's work is far-reaching, and potentially affects each and every South African family. The organisation works in unison with three quality councils (QCs): General and Further Education and Training, Higher Education, and Trades and Occupations.

At an operational level, the three QCs take responsibility for the development of qualifications and quality assurance, while SAQA registers qualifications and provides overall coordination.

Clarifying his leadership approach, Samuels says: "I have seen this [initial] period as a continuation of our organisation's work, while mak-

ing the necessary changes. The reason for my approach is that SAQA has been a model statutory body. It has received unqualified audits since its inception 15 years ago. We also have a well-functioning board and oversight committees, with a dedicated and stable staff. These characteristics were developed over many years and it would be silly to change these solid foundations. I also spent time understanding anew what the NQF Act means for the organisation.

"When I looked afresh at the SAQA mandate, as part of the broad process of consultation with management and staff, I decided on four focus areas, namely career advice, articulation, recognition of prior learning (RPL) and staff development."

The CEO emphasises that the provision of career advice must be located within the context of the NQF. Career advice provides the general public with navigational tools to develop a clear career and learning pathway.

Samuels encourages public servants to take responsibility for their career path and to use the NQF and career advice hotline (0860 111 673). He further adds that public servants should be aware that their children and relatives need to choose the correct subjects in grades nine, 10, 11 and 12; as this is vital for a future career.

The concept of articulation is about clear pathways through the education and training system in South >>

# South African Aerospace Maritime & Defence Industries Association (AMD)



AMD is the Aerospace, Maritime and Defence Industries Association of South Africa. Its primary objectives are the representation of the industry in matters of mutual interest, and the promotion of a profitable, sustainable and responsible industry.

The association is acknowledged as the only trade association of South

Africa's defence industry (SADI), and is mandated by its members to promote and champion the collective interests of the industry. It comprises a cluster of leading companies in the South African private and public sector that supply defence materiel, products and services.

The South African Defence Industry (SADI) comprises companies in the public and private sectors, which provide products and services to security forces, thus forming one of the key strategic industrial sectors of the South African economy. AMD members consist of the following companies:

- Aerosud Aerospace Systems (Pty) Ltd
- AfriMeasure (Pty) Ltd
- Amphenol Interconnect South Africa (Pty) Ltd
- Armour Technology Systems (Pty) Ltd
- ATE
- Aztec Electronics
- BAE Systems Land Systems South Africa
- Bohlabela (Pty) Ltd
- Buena Vista Trading (Pty) Ltd
- Cassidian Optronics
- CCI Systems
- Cernofon cc
- Cobham Advanced Technologies
- Cybicom Atlas Defence (Pty) Ltd
- Damen Shipyards Cape Town (Pty) Ltd
- CSIR DPSS
- DCD Protected Mobility
- DENEL SOC Ltd
- Emzansi Engineering Consultants
- Exhibition Logistic Solutions
- F&R Catai Transport Solutions (Pty) Ltd
- GAC Laser International Logistics
- GEW Technologies
- Icarus Marine (Pty) Ltd
- ICP (REVA)
- ILC Lerumo (Pty) Ltd
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- Letsema Consulting and Advisory
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- Natcom Electronics (Pty) Ltd
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- Osprea Logistics SA
- OTT Technologies (Pty) Ltd
- Paramount Logistics
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- Southern African Shipyards
- S-Plane Automation (Pty) Ltd
- Sun Space & Information Systems (Pty) Ltd
- TAU Aerospace
- Tellumat Defence Systems
- Thales Defence Systems (Pty) Ltd
- Thorax LPE
- TMI Consultancy cc
- Truvelo Manufacturers (Pty) Ltd
- Twiga Services
- VR Laser Services (Pty) Ltd
- ZD Investment t/a ZD Utilities



Over the last few years, the profile of the defence industry has evolved and today the SADI is a non-aligned world-class industry that supplies equipment and services to the global original equipment manufacturers (OEMs) in the aerospace, maritime and landward environments.

Characterised by engineering ingenuity, technological innovativeness, affordability, reliability and cost effectiveness, the SADI is

a partner of choice for many who seek state of the art defence equipment, including multilateral organisations that are involved in peacekeeping operations, as well as countries seeking to equip their defence establishments.

Whilst it is necessary for the SADI to retain core competencies, capabilities and technologies domestically, exports are equally important for the long-term

survival of the industry, hence the increased international market penetration, to become a global player.

The turnover of the defence industry was stated as approximately R12bn in FY 10/11, of this approximately 60% is derived from exports and it paid approximately R900m towards tax which has a major impact in South Africa's economy.

**AMD HAS BEEN REVITALISED TO MORE EFFECTIVELY REPRESENT SADI**



Africa. Learners should be able to move seamlessly and effortlessly between different institutions and between different study and training courses.

In terms of RPL, there should be no dead-ends in the learning system.

Samuels cites the case of a parliamentary staff member who approached him for assistance. Mr X had passed four matric subjects, but had failed the two language subjects and therefore did not obtain a matric certificate when he left high school.

In subsequent years, Mr X completed a number of different courses through private institutions and was functioning way beyond a person with a matric certificate. Yet Mr X experienced much frustration as he could not apply for a promotional job as most required a matric certificate. Samuels points out that in the case of Mr X, there were a few legal routes he could pursue. The fact that he was older than 23 and had passed four matric subjects meant he could apply to study at a public institution of higher learning.

Samuels emphasises that RPL is of major relevance, and could allow many more South Africans access to further education and training opportunities.

The Minister of Higher Education is eager to establish a national RPL system as a national coordinating mechanism could play a major role in ensuring that RPL is successfully implemented across the country.

To this effect, a Ministerial Committee has made a number of recommendations to the Minister of Higher Education, Mr Blade Nzimande. Samuels serves on this committee.

The SAQA CEO has a message for public servants. He argues passionately for workplaces to become spaces of learning in line with the Minister's vision. "We live in an information/knowledge society where no Government or private institution can succeed without its employees learning on a consistent basis." SAQA advocates a culture of learning for the South African Public Service.

SAQA has a learning and development policy that allows for an organisational learning and development plan aligned to the organisational strategic plan.

This policy ensures that every SAQA employee has a personal development plan, and that SAQA provides bursaries for permanent employees. Non-formal learning and informal learning, including coaching and mentoring, are also encouraged.

SAQA, in association with the University of the Western Cape (UWC), also established a credit-bearing course on the NQF and life-long learning in 2012. After every five years of employment, employees receive a certificate of recognition and a monetary

reward towards any training course of their choice, be it flower arranging or photography. A compulsory report must be written on what the employee learnt from their chosen training course.

I am curious about the CEO's background and what his journey in life entailed.

Samuels was born in 1957 in Fort Beaufort in the Eastern Cape. Within a month of his birth, the family moved to Port Elizabeth, approximately 210 km away, where his father found employment in the motor industry. In Port Elizabeth, Samuels attended Alpha Primary School and Gelvandale Senior Secondary School. He completed matric in 1975.

Growing up, Samuels' mother was a source of inspiration to him, and always enquired about his school work. She remained a role model to him throughout his life and encouraged him to aspire to a better life, outside of his working class environment, which had limited opportunities.

Samuels' first year at the UWC coincided with the 1976 student uprising and the political ethos of the Black Consciousness Movement (BCM).

During the 1980s, Samuels became involved in the Lotus River, Grassy Park Residents' Association on the Cape Flats in Cape Town. This was a period of heightened political activity in civic and community organisations. Samuels was also active in a religious students organisation and became President of the Catholic Students Association. >>

### Biography

Joe Samuels studied at the University of the Western Cape. He completed a Bachelor of Science degree majoring in Biochemistry and Physiology, an Honours degree in Physiology and a Master's degree in Adult Education. Samuels is married to Marie-Louise Samuels, an acting Chief Director in the Department of Basic Education. Their children have taken learning seriously too: Sean obtained a Diploma in Sound Engineering, Astrid is a fifth-year medical student and Janine is a fourth-year speech language communication pathology student.



# We now know exactly who our readers are.



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**The Citizen**

During the 1984 to 1985 period of intense internal mass mobilisation against the apartheid system, Samuels was registered for an Master's degree in Physiology.

Together with a professor, he developed a method of measuring the movement of sperm in animals, when he met Shirley Walters, a doyen of adult education. Time spent in the laboratory became unattractive and the allure of adult education could not be resisted. Samuels switched studies from Physiology to Adult Education and in 1987 he joined the Centre for Adult Education at UWC.

He later joined SAQA and the Public Service as Director: Framework Implementation in 1997. In April 2005, he became acting Deputy Chief Executive Officer (DCEO) at SAQA and in August 2005 was permanently appointed to the post of DCEO.

There is a substantial connection between Samuels and an artistic gem that hangs on his office wall: an original George Pemba painting called "Learning for life". The Adult Educators and Trainers Association (under Samuels' leadership) commissioned the art work in 1996 to celebrate the first Annual Adult Learners' Week, and later donated it to SAQA.

The painting is based on a previous well-known original oil Pemba work called "Singing in the bus". It portrays a scene of a colourful group of people travelling on a bus. The painting is exquisite and typical of Pemba's artistic signature style.

It is appropriate that this painting now hangs in the office of Government's advocate for life-long learning.

He surely embodies Pemba's painting; celebrating life-long learning. 🇿🇦







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*Thando Nkutha, Chief Executive Officer at Maweza Technologies talks about how Service Oriented Architecture can help our Government improve service delivery and efficiency.*

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Thando Nkutha, CEO Maweza Technologies

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# Municipal Clean Audit Efficiency

## Municipal Financial Decline Can be Reversed

The Auditor-General's latest findings on the audited outcome of municipal finances are deeply concerning, for the extent of the decline that they reveal. Fewer than 5% of municipalities registered clean audits, while only 4 municipal entities achieved the feat, which is a decline from ten last year.

Definition of a clean audit: unqualified audit opinions with no material misstatements to the financial statements; no instances of material non-compliance with laws and regulations; no instances of material findings in the service-delivery information reported.

But the fact that clean audits spread across provinces with 5 in KZN, 2 in Limpopo, 4 in Mpumalanga and 2 in the Western Cape, suggests that the centres of excellence that can be emulated, are strategically placed to allow their lessons and methods to be spread to neighbouring municipalities and hopefully filter to provinces that have none. There are several root causes of slow progress towards clean audits. The Auditor-General (AG) has identified a lack of consequences for poor performance; lack of adequate management skills, slow response to the AG's messages and the non-implementation of key controls.

But the problems identified by the AG since 2008 are not insurmountable to address. They require a systematic and medium-term approach to be resolved. The first requirement is sustainable and embedded processes and systems for each of the areas reported on: financial management, service delivery reporting and compliance to laws and regulations. The second requirement is to empower municipal leaders and staff, including the political leaders, with the knowledge and tools to execute their respective day-to-day, strategic and oversight functions.

Clean audit outcomes have a direct bearing on a municipality's ability to deliver services. For example, the AG reports that "Non-current assets remained a major area in which the financial statements of 95 municipalities, or 32%, were qualified". This is down from 121, or 37% in 2009/ 2010, but remains high and concerning.

Non-current assets, represented by property, plant and equipment, are used for service delivery activities, such as

maintaining infrastructure within municipal borders. If the property, plant and equipment of a municipality are not properly accounted for, it means that asset management is not effective within a municipality.

A direct consequence of ineffective asset management is ineffective service delivery and poor infrastructure maintenance.

The first step in this approach requires municipal leaders, including the political leaders, to acknowledge and own their audit outcomes so that a course of action to turn the tide towards clean audit outcomes can be mapped.

The AG has offered a comprehensive diagnosis of the problem. The municipal leaders need to heed the call from the AG and change the way business is conducted within municipalities.

While one needs to acknowledge the work done by the national and provincial government; even international agencies, the work needs to be complemented by strong partnerships at municipal level from entities found mostly in the private sector, but also public sector outfits like the South African Management Development Institute, the Development Bank of Southern Africa and properly functioning Sector Educational and Training Authorities (Setas) to facilitate much-needed skills transfer.

Professional services firms are in a position to offer a range of important interventions to improving governance and operations. The first is to address minimum competence and lack of skills. Deloitte is accredited by the Local Government Seta to run various financial management units of standard training through the minimum competency framework training initiative run by National Treasury.

They can also offer a co-sourced or outsourced solution to strengthen the internal audit function and audit committee oversight role at municipalities. Co-sourcing ensures skills transfer over time.

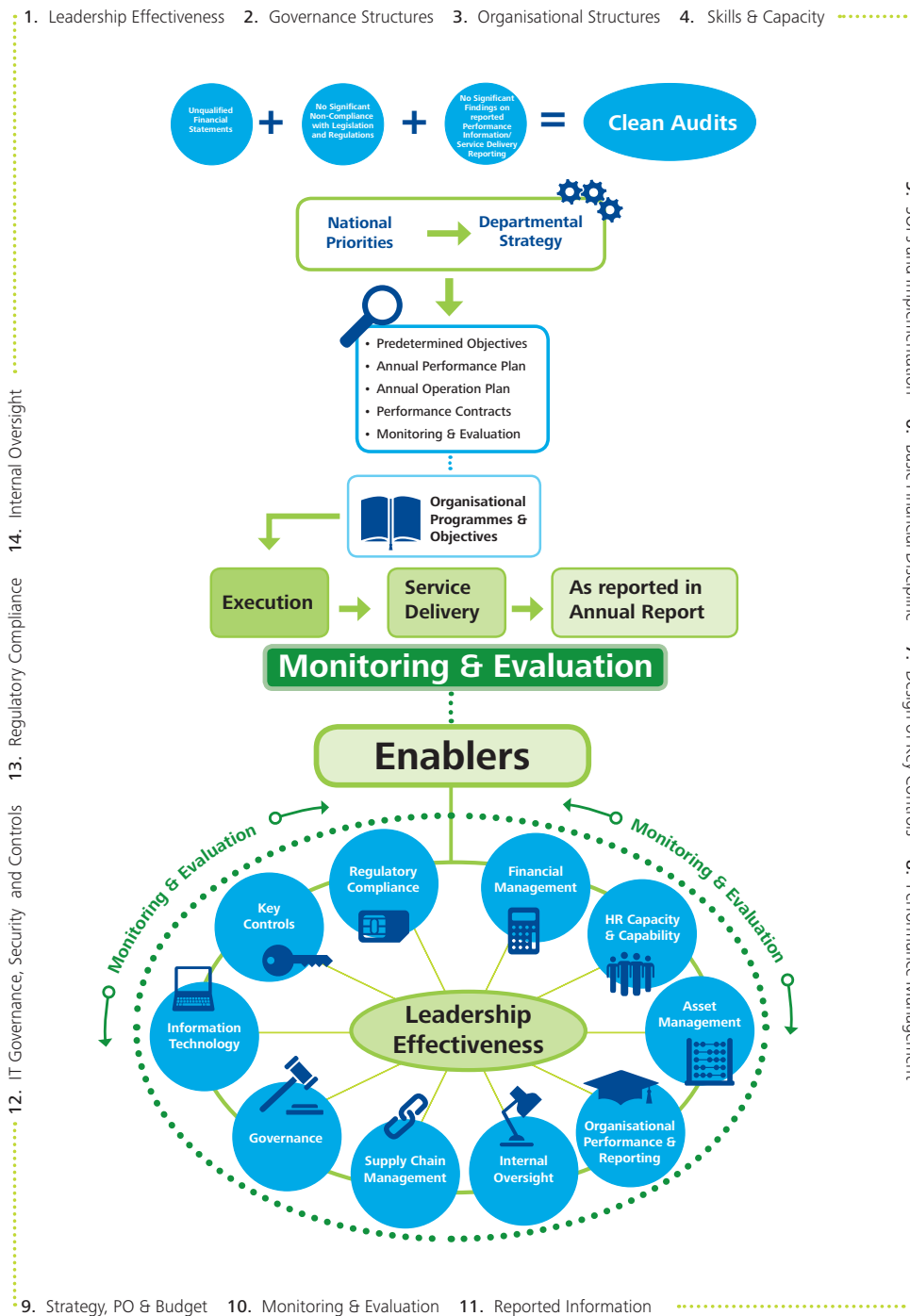
A crucial leg in the process is upskilling municipal leaders, including political leaders. This is by setting the right tone and instilling a culture of ethical behaviour throughout the organisation.

Municipalities must be managed on the same principles as private sector companies. Consequently private sector principles can be applied in developing a Financial Management Improvement Plan (FMIP) based on the AG audit outcomes and an assessment of the financial management environment.

But of course external consultants need to be held to account. This requires a commitment to embed sustainable processes and systems in a municipality so that the apron strings can be cut when contracts end. They must also provide assurances of positive audit outcomes if their approach is followed, based on a written statement of intent from municipal leaders. Finally, they must transfer skills in a manner that reduces the dependency on consultants.

# Clean Audit

## A Turnaround Success Structure



For more information on clean audit, please contact:

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The Public Protector, Ms Thuli Madonsela.

# Public Protector

with a passion for public service

**F**or someone who is tough-talking and graft-busting, you would expect Public Protector Thulisile Madonsela to be uptight and strict, like most practitioners in the legal profession. Yet, upon meeting her, you find it is quite the opposite.

Dressed in a black corporate suit that resonates well with her persona, she exudes the air of a razor-sharp, witty advocate. She is soft-spoken

with a commanding presence that charms as well as intimidates.

At the beginning of the interview Madonsela appears to be slightly apprehensive, but she gradually relaxes, dropping her shoulders and her guard as her face lights up with her passion for her work. >>





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"I am an ordinary South African woman who has focused a lot on transforming the Public Sector from a state that was very insular and insensitive to the majority of its people, to a state that is responsive to the needs of its people."

Madonsela is passionate about human rights and constitutional law. A policy specialist with over two decades' experience, she holds a Bachelor of Law degree from the University of Swaziland and an LLB from the University of the Witwatersrand.

In the early 1990s, she forfeited a Harvard University scholarship to focus on her role as one of the technical advisors working with the National Assembly to draft the Constitution of South Africa.

She was appointed by President Jacob Zuma as South Africa's first female Public Protector in October 2009. All parties represented in the National Assembly expressed confidence in her by voting for her.

Growing up in Soweto in the 1970s, she had firsthand experience of the injustices of the apartheid system; experience that shaped her career choice. "I chose law mainly because of being a child of apartheid and being born in a society that was unjust and having seen those injustices. I was influenced by the suffering and injustices of mostly black women and I wanted to make a difference."

Looking back, she has no regrets and feels that she has made a contribution towards changing that system. "I have been fortunate in that I have found myself in situations where I have made a difference or contributed to making a difference in terms of changing policies as well as in individual cases of justice."

She indicates that early in her career, she dealt with cases of people who were detained and unlawfully evicted from their homes. "Throughout my work under the South African Women in Law Association, we took a lot of individual cases involving Home Affairs and other Government departments.

"Now that I am here (as the Public Protector), it has been a job made in heaven in that I am able to influence broader Government thinking around what is a just State, what it does and how it treats its people."

Madonsela says the creation of The Office of Public Protector in terms of Section 181 of the Constitution set out to help the State correct wrongs that may be done against citizens.

She calls herself the conscience of the State. Her office is tasked with strengthening constitutional democracy by investigating and redressing improper and prejudicial conduct, maladministration and abuse of power in State affairs.

"My job is to lead a team who ensure justice for every person who feels that they were not treated right by the State in all its permutations."

Being the conscience of the State, says Madonsela, "means that we will look at each case and say 'in this the State acted wrongly, and if



the State acted wrongly, how do we make sure that we take the person back as close as possible to where they would have been if they had been treated differently?'

"But we also use that as an opportunity to be a transformative partner to the State to say, 'you are a State that has committed itself to improving people's lives, the action you have taken here is contrary to the actions you espouse.'"

### Public Sector patriot

With her vast experience and skill, Madonsela could have worked in the private sector or even started her own practice. But she has been in the Public Service since 1995, working for the Department of Justice and Constitutional Development.

She says she chose the Public Service because of its ability to impact positively on a lot of people. "I chose >>



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the Public Service because it has a greater opportunity to do well in society as a whole.”

She has always been involved in influencing public policy from the civic side, through, for instance, interacting with Government in the transformation of the labour market. She believes that her current role gives her a wide platform to make an impact.

“I think the impact is less than when you go to the well itself; instead of purifying the water downstream, you go to the well and work with the people who are custodians of the well.”

### Catching them young

Madonsela tells how every time she gets an opportunity to speak to young women, she urges them to join the Public Service. “I always encourage them to join the Public Service, because we get the country we deserve. So we cannot sit on the sidelines and say that people are not delivering the country we want. It is our job to roll up our sleeves and deliver the country we want. There are lots of opportunities in the Public Service.”

After spending most of her career in the Public Service, she believes that public servants do work hard and there are just a few who tarnish the good job done by others.

She adds that when she meets people at malls and other public places, she hardly hears negative comments about her office and that encourages her. “It is a few rogue politicians that attack the messenger instead of looking at what went wrong and whether we can do things differently.”

Dealing with a wide range of cases, she says the most difficult are administrative cases because they impact on people on a daily basis.

### Quality – quickly

Away from the glare of the media, press conferences, and interviews, Madonsela leads a team of dedicated employees who, she says, are the pillar of strength for her to do her job. Her staff complement stands at 279, with 101 investigators and 13 outreach officers.

In the 2011/12 financial year, the complaints handled by the Office of the Public Protector increased by more than 25%, putting strain on the already stretched investigations unit of the organisation. “We nevertheless continued to balance quality and swiftness.”

The investigation unit handled 27 376 cases, received 20 262 cases, referred 313 cases to other bodies and finalised 16 763 cases, with 2 000 of those rolled over from the previous financial year. Fifteen special reports were issued and 10 183 cases carried over to 2012/13.

### Blowing the whistle

For Government to run a clean Public Service, she believes that it should strengthen its internal control measures. When rules are set, they should be followed without any debate.

“If you look at corruption at the moment, the bulk of it is around procurement. Controls are needed to ensure that when there are rules about how a process is to be executed, those rules should be monitored by those that have the power to monitor their implementation.”

She urges Government to walk the talk about whistle-blowing and align its messages with actions by offering more protection to whistle-blowers.

“In some departments people are encouraged to, but in others they are not. People say one thing in public but they do another internally, and I think part of the problem is being brand conscious.”

She concludes by saying Government should enforce the message that whistle-blowers will not be persecuted. 🗨️



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## Linda Dlova: the voice of the youth

Relations Management from Cape Peninsula University of Technology.

**My job entails ...** providing strategic direction to the organisation through development and implementation of communications strategies. My job also entails providing leadership to a team of 20 staff who are part of my broad portfolio, which focuses on internal and external communications, media relations, marketing and branding, social media, stakeholder management, outreach and awareness programmes, and events management.

**My role is to ...** focus on profiling the NYDA and repositioning the organisational brand. This entails building and maintaining relationships with various stakeholders such as the public, private and civil society sectors, our primary audience – the youth – and other stakeholders such as the media.

**A typical day at work entails ...** a very fast pace, and usually knowing what to expect, but one needs to also be flexible enough to deal with and manage unforeseen curveballs. I typically have numerous back-to-back meetings with my team. I also have strategic engagements, either on a one-on-one basis or with the full executive team, and focus on evaluating our performance, enhancing our achievements and soliciting the necessary support for the NYDA's key strategic objectives from various stakeholders.

**My best day on the job was ...** when a young lady who had become a recipient of our inaugural South African Youth Awards

cried about the unbelievably positive impact that the NYDA had had in her life and how her life had changed for the better. It brought tears to my eyes and reminded me that our role is incredibly important and powerful, as we touch the lives of youth, one life at a time.

**My greatest strength is ...** that whatever I commit to, I see through; and I work extremely hard.

**The best advice I ever received was ...** there are no shortcuts in life, and therefore there is no substitute for hard work.

**My motivation comes from ...** within – my determination to be the best that I can be in everything I do.

**The highlights of my career have been ...** over a period of seven months in 2012, we saw a real improvement and an increase in neutral and positive media coverage on the NYDA, which in the previous three years had generally and consistently been negative. Stakeholders are also giving us positive and constructive feedback, which is reassuring.

In April 2012, we launched an extremely well-received campaign called Limitless Youth. It aimed at us connecting better with the youth and igniting a passion in all youth that says "anything is possible", thereby driving a mindset shift for youth to have a get-up-and-go attitude. Our message was simple – your current challenges and obstacles do not define your future.

As part of this campaign, we hosted the very successful inaugural South

**H** leading up a communications unit is no easy task, but Linda Yolisa Dlova, Executive Manager: Communications at the National Youth Development Agency (NYDA), is no stranger to challenges. With more than 14 years' communication experience under her belt, Dlova tackles each day with a new and positive outlook. PSM caught up with this charismatic, confident professional.

**Tell us about yourself ...** I started my career at Eskom in 1997 as an experiential learner and worked my way up the ranks to communication and stakeholder manager, which entailed internal and external communications, media relations and stakeholder management. In 2009, I joined the Nedbank Group for two years before coming to the NYDA in 2011.

**What are your educational qualifications?** I have a National Diploma in Public Relations Management from Natal Technikon, a Bachelor of Technology degree in Public Relations Management from Cape Technikon and a Master of Technology degree in Public



African Youth Awards in July 2012 to pay homage to the young extraordinary achievers of our country.

The primary objective was to recognise young South Africans who are making a positive contribution in the country and the world.

The awards also recognise individuals and organisations that have made an outstanding contribution to youth development.

We have been able to improve how we connect with youth through social media platforms, which has translated in an increase in our social media engagements: our Facebook page initially had approximately 5 000 'likes'; over six months we increased this to over 13 000. On Twitter, we had just over 1 000 followers and over six months this increased to 7 325.

**The most important lessons I've learnt during my career are ...** a job can be your life, your "happy pill", and your means to finding out who you are!

**Right now I'm reading ...** *Principles for Business Success* by Andre Olivier.

**To unwind, I ...** watch music shows such as the *X Factor* and *Idols*, and (I'm embarrassed to admit) reality TV shows such as *Keeping up with the Kardashians*. I am mesmerised by how this family has built the Kardashian brand.

**What most people don't know about me is that ...** I am an extremely dedicated mother and wife, and am very domesticated.



NYDA Communications Head Linda Dlova.

**How do you balance home and work life?** I am a daughter, a wife, a mother, a working professional, a friend and an avid road runner – the constant challenge lies in trying to cut a real balance in all these areas of my life.

Let us just say that in this area, *aluta continua* ...

It is not easy, but what I have found works like a charm is structure in the form of forward planning of my day, my weeks and my months ahead.

Also the assistance from my full-time helpers ensures that I have peace of mind when it comes to the well-being of my children.

I have also made a concerted decision to not put myself last as I juggle work and family life.

I make "me time" a priority, recharging my batteries. I work hard, but I also play hard!

**I'm proudly South African, because ...**

I do my bit daily in my own small way in contributing to the country of my birth.

**My advice to others is ...** there is no truer saying than "what you put in is what you get out".

Be authentic, be yourself, run your own race! 🙌





Pop-up restaurants, like this one at Nooitgedacht, are a treat for all the senses.





# Culinary Feast of the senses

*Writer: Sibusiso Mkwazi*

*Photographs: Courtesy The Forum*



*Nothing beats the zestiness of freshly-made pea soup.*

**A**cademics would have us believe that, over successive generations, humans have evolved to such an extent that we are now the best we have ever been, including our lifestyle. A day spent consuming gourmet food prepared from fresh ingredients sourced from a farm, which doubles up as a dining venue, proves we might just be regressing.

For a species at the top of the food chain, we certainly have settled for second best when it comes to what we allow to enter our mouths. Younger children – who used to frequent farms to see how cows are milked to make honeycomb yoghurt, double-thick ice cream and cheese – now consider walking to their laptops and doing online shopping as a field trip.

Our ancestors used to smell, touch and thoroughly inspect ingredients before they considered them good enough to be used in meals, but we have lost that >>





sense of culinary purpose, choosing the first green leaf we see in the nearest grocery shop.

The beauty of visiting a farm that hosts lunches using ingredients sourced from the region is that guests' appetites are not only whet by the scent of mint and rosemary growing close to where they will be served, but also by the natural beauty.

Nooitgedacht in the Western Cape is a tranquil area that, while not boasting postcard beauty, offers an unspoilt and serene environment. Thick shrubbery and overgrown wild flowers evoke feelings of unbridled freedom and a sense of unrestrained passion.

In this area you feel as though you've been transported back in time. Families live on large acres of plots and because shops are not located conveniently close to them, they bake their own bread, don't complain about the price of milk as dairy cows are milked daily, and practise Ubuntu by regularly preparing meals for one another.

Greeted by the waft of the wood-fired oven and the smell of freshly made crumpets, served with whipped cream and decadent litchi and ginger syrup, how can guests to the area not be in a mood to simply devour everything in their path, forgetting about that New Year's resolution to lose weight?

Sight too plays an important role; butternut, beetroot and corn look fresher here than anywhere else, inviting you to dip them into a jus of bright red tomato extract and olive oil.

You know you are in for a feast of the senses when your mind starts playing tricks on you as soon as the food is presented.

Your ear drums prematurely hear the crispy carrots crackling in your mouth and your tongue gets carried away thinking about how juicy your hake fillet will be. Meanwhile, your eyes fixate on



the herb garden where mint, rosemary, thyme, basil, celery and coriander are grown.

Despite society's claim that men rule the world, families know that it is really children who reign supreme. Children's reactions to food can make or break a culinary experience.

But, out here in Nooitgedacht, even the children find themselves tasting what would normally be considered no-go foods such as freshly-picked asparagus and broccoli.

The image of guests' offspring thoroughly delighting in Brussels sprouts and feeding each other spinach proved to be too much for one of the male chefs, whose eyes mysteriously started shedding tears, with not even a single onion being chopped nearby!

Pop-up restaurants, like this one at Nooitgedacht, offer so much more in terms of experiencing food than a high-end restaurant where you are charged an arm and a leg for a glass of water; and sometimes denied entry because you are not dressed in your Sunday best. Most pop-up experiences also offer the opportunity to tour the farm.

It is rewarding to see green beans sprouting from the ground and corn fighting for space among pumpkin, whose leaves are always looking to expand. It is almost as if farm visitors develop an emotional connection with the produce and then have to sever this relationship when it is time to savour the various dishes – there is no love lost when the time comes to prong a nose-to-tail pork terrine or slice into a tender roast chicken. 🍷

***The Nooitgedacht pop-up restaurant was hosted by The Forum Company. Visit [www.theforum.co.za](http://www.theforum.co.za) for details of upcoming pop-up events.***



## You never know who the next Madiba will be.

In Sub-Saharan Africa, there is an estimated 125 deaths for every 1000 children under the age of 5. With only four children's hospitals in Africa, these are not enough to care for the health needs of our children. But with your compassion and spirit of giving, we can build the Nelson Mandela Children's Hospital and improve our children's wellbeing so that they too can lead a nation.





# On your job – or on your way

## Getting the Public Service in shape en route to 2030



Minister Lindiwe Sisulu – in the market for a new, committed cadre of public servants.

**“F**or as long as our people languish in conditions of poverty, we will continue to give our all. It is a responsibility that we embrace enthusiastically.”

The Minister for the Public Service and Administration, Ms Lindiwe Sisulu, delivered this powerful pledge as the closing remarks to her input in the National Assembly Debate on the State of the Nation Address.

The debate, a Parliamentary convention that follows just a few days after the President addressed the nation, gave Government an opportunity to expand on the vision and plans articulated by the President and to respond to comments, critique and contributions by the political opposition.

Though they were timed as closing remarks, Minister Sisulu’s comments really set the tone for the way in which Government expects the Public Service to position itself in pursuit of achieving the objectives of the National Development Plan (NDP).

The NDP is a roadmap for South Africa’s development between now and 2030, and constitutes an “artist’s impression” of the South Africa of the future that will by then have overcome the problems listed in the National Planning Commission’s groundbreaking Diagnostic Overview of the challenges facing all sectors of society.

From the President’s Address and its subsequent unpacking by various members of the National Executive, a picture emerges of

a Government that is committed to hiring excellence and firing incompetence, self-enrichment and a lack of dedication.

### **Towards a professional Public Service**

In his address, President Zuma told Parliament of Government’s plan to establish a Presidential Remuneration Commission that will investigate the appropriateness of the remuneration and conditions of service provided by the State to all employees.

The first priority would be teachers, he said, because of education’s status as an apex priority since 2009, and its standing as an essential service for the nation.

President Zuma provided the following context: “By saying education is an essential service we are not taking away the Constitutional rights of teachers as workers, such as the right to strike. It means we want the education sector and society as a whole to take education more seriously than is happening currently.

“All successful societies have one thing in common – they invested in education. Decent salaries and conditions of service will play an important role in attracting, motivating and retaining skilled teachers.”



Government's emphasis on education was reiterated by Minister Sisulu in her speech in the Parliamentary debate on the State of the Nation Address.

She said education was an important pillar of the NDP, which represented the first time the country had a common plan for the country's development.

### **Fine-tuning State machinery**

She added that the goals of the NDP depended on functional State machinery, something on which Government had focused in the past seven months. "In short, the following remain serious concerns: the quality of the Public Service, corruption in the Public Service and the over-reliance on consultants to do what the State is supposed to do. These go to the core of what the NDP says about creating the capacity of the State to ensure that State machinery functions efficiently and effectively, and we can deliver to the citizens of this country the services that we promised."

The Minister said the stability and effectiveness of the Public Sector was greatly dependent on the commitment and devotion of its staff.

"The Remuneration Commission (mooted by the President) will determine whether we are getting value for money and whether public servants are remunerated in line with their output."

Minister Sisulu also reflected on the benefits of multi-year salary negotiations that have secured a three-year strike-free period in the Public Service.

She said: "The multi-year agreement creates an environment where both Government and labour can use their energies to build the State and deliver services to the people. Out of this has come an agreement to professionalise the Public Service imbued with a new culture."

Minister Sisulu said Government was "very dismayed" at the number of public servants doing business with the State. "The NDP and the Public Service Commission have recommended that we prohibit public servants from doing business with the State. We have accepted this recommendation and we are working on legislation to effect this. Henceforth no public servant will be allowed to do business with the State."

Minister Sisulu committed Government to "building the kind of professional Public Service that we require – a Public Service served by a new cadre of Govern-



*Minister Trevor Manuel warns public servants with business interests to deliver services to the people, not to the State.*

ment that will serve with commitment; motivated public servants who know that their remuneration will be determined by their productivity – public servants who know that we care about their conditions of service as much as we care that they will deliver quality service. This is our commitment."

This commitment was reinforced by ministers in the Presidency Trevor Manuel (National Planning Commission) and Collins Chabane (Performance Monitoring and Evaluation, and Administration), at a media briefing on the NDP.

Minister Manuel echoed the view that no public servant should be able to contract with Government at all – even those from different departments – and consequences should be applied to those civil servants that benefit from State contracts.

He said the Department of Public Service and Administration was working on amending the Public Service Act to make it illegal for civil servants to do business with the State.

Manuel said this legislation should trump the constitutional provision that all South Africans are allowed to own and run a business.

"If there is any ambiguity, it is our responsibility with Parliament to ensure that that ambiguity is erased," Minister Manuel said.

He added that the ratcheting up of Public Sector delivery was key to implementing the NDP; and that it was "in the interest of democracy" that public servants who were not skilled and effective be removed. ☹

# Welcome aboard – with compulsory induction

It is not just nice – it is compulsory: new public servants have to learn how to serve. They must attend a course called the Compulsory Induction Programme (CIP) for newly-appointed public servants: a fresh start for the Public Service!

The course has been punted by the Minister of Public Service and Administration, Ms Lindiwe Sisulu, as part of a fresh approach to the induction of employees in the Public Service. It aims to make the Public Service more professional by producing public servants who can demonstrate developmental values, zeal, knowledge, skills and commitment when serving the citizens of South Africa.

The course was developed following an agreement signed between the Minister and labour unions, which stipulates that all those entering the Public Service from 1 July 2012 will only be eligible for pay progression after successfully completing the training programme. In the Agreement on Salary Adjustment

and Improvements on Conditions of Service in the Public Service, the parties agreed to the introduction of a course aimed at developing a Public Service cadre that represents the ethos of the Batho Pele principles.

Minister Sisulu subsequently issued the Directive on the Implementation of the CIP in the Public Service, which was implemented on 1 November 2012. The objective of the programme is to challenge public servants to “live” the Batho Pele principles.

It seeks to instil in public servants knowledge and understanding of the intrinsic values and building blocks of the democratic State as represented in the Constitution, the Bill of Rights and other related legislation. The CIP will replace the current Public Service Induction Programme.

The Public Administration Leadership and Management Academy (PALAMA) developed a training programme to impart these value systems.

The programme comprises a one-day orientation session for participants and supervisors, followed by five modules that prepare newly-appointed officials for their roles as public servants. The CIP also teaches new public servants:

- the intent and mandates of the Constitution and policies that flow from it
- the Public Service service-delivery system
- how to be a professional, ethical, honest and considerate public servant who meets the expectations and needs of citizens
- the basics of human resource, financial and supply chain management procedures and systems.

CIP is applicable to officials appointed on salary levels 1 to 14, including those in a production or supervisory/managerial occupation specific dispensation (OSD) or non-OSD post in the Public Service; appointed on a fixed-term contract exceeding two >>



New entrants to the Public Service attending a module of the Compulsory Induction Programme.



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years; and those who have resigned and been re-appointed into the Public Service from 1 July 2012.

The programme has been designed to meet the needs of three different groups: salary levels one to five (general support staff); salary levels 6 to 12 (administrators, as well as junior and middle managers); and salary levels 13 and 14 (senior managers). An executive induction programme for salary levels 15 to 16 (deputy directors-general and directors-general), will be designed in 2013/14.

The programme combines theory and practice. It ensures this by involving supervisors of new entrants to ensure that all workplace assignments are successfully completed, signed off and submitted to PALAMA.

Supervisors are also expected to provide mentoring and coaching support to the participants in the workplace. The practical experience in the workplace will be enhanced through the support of the supervisor, and new learning by the inductees will also contribute towards supervisors' development.

The course envisages that as participants return to work with an enhanced understanding of legislation and its application, as well as an understanding of the procedures and regulations required for their work, there will also be changes in departments' admin-

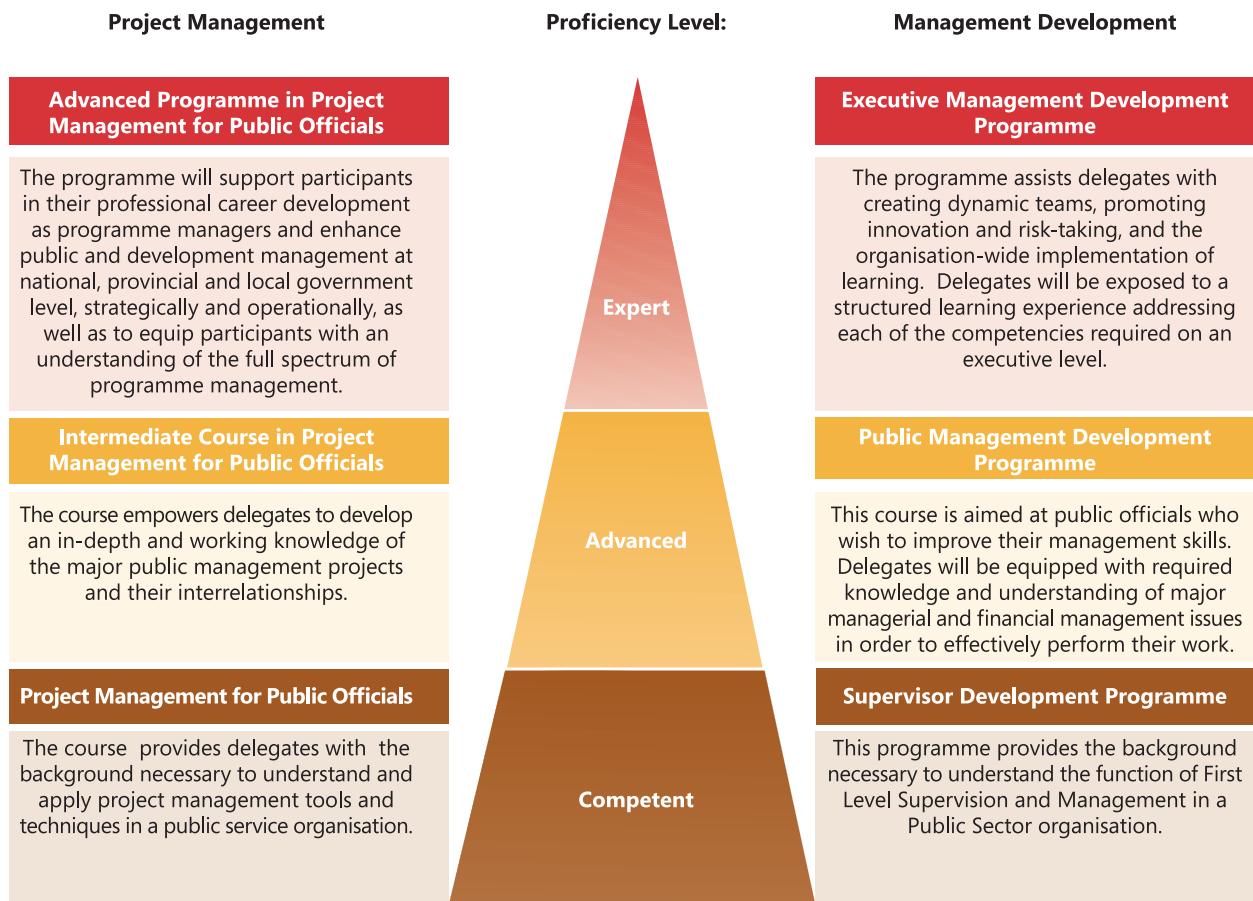
istrative functions and a consequent improvement in service delivery.

The roll-out of the pilot programme began in September 2012, when 62 participants (employed in levels 1 to 12), 22 supervisors and PALAMA officials gathered for the one-day orientation session. The excitement at the commencement of the year-long programme was palpable as participants embarked on their journey to becoming effective, efficient and caring public servants. ®

**For more information on the CIP, contact the PALAMA call centre on 012 441 6777 or visit [www.palama.gov.za](http://www.palama.gov.za).**



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# SET TO CHANGE THE COURSE



Gavin Pratt, newly appointed HoD of the Limpopo Treasury.

Limpopo Province is blessed with excellent agricultural potential, mineral reserves, and tourism opportunities. The most precious resource, though, is its people. Ensuring more inclusive economic growth, and sustainable livelihoods for the people, is a key objective the province needs to address promptly and effectively. This imperative will ensure that growth in employment and improved income and investment is sustained to build up provincial economic capability and competitiveness. This has to be conducted in an environment of a stable macro-economy.

Until recently, the Limpopo Provincial Treasury (LTP) has been faltering in its fiscal duties and was placed under administration under Section 100 (1) (b). But, that is all about to change.

To navigate these challenging waters, and set a new course, a strong captain and efficient crew are needed. (Interestingly, the name Limpopo originates from the Sepedi, *Diphororo tsa meetsa*, which means gushing strong waterfalls).

What better 'captain' to guide the province's finances and fortunes than Gavin Pratt who, with his impeccable credentials and proven track record, was appointed as

Head of Department (HoD) at the Limpopo Treasury on 13 December 2012.

Born and raised in Polokwane, the new HoD has his roots in the province and its interests at heart. He is married to Moira and the couple are blessed with two boys, Angus, who is still in primary school, and Kyle who is in high school.

Pratt matriculated at Capricorn High School in 1983. He then went on to the University of Cape Town (UCT) to pursue his studies in Bachelor of Commerce (BCom), he also did his post-graduate studies at the same institution, and additionally also served his articles in Cape Town.

He then came back to Polokwane where he was involved in his family's packaging and dairy business. He was accredited as a chartered accountant in 1991 and then briefly had his own audit and accounting practice, before joining the Office of the Premier.

Pratt has over 10 years experience in government. He has served as the chief financial officer (CFO) and chief executive in the provincial internal audit unit at the Office of the Premier since 2001. He has the distinction of having served under the leadership of former Premiers Ngoako Ramatlhodi, Sello Moloto and now Premier Mathale.

Before being appointed to the position as HoD for the Provincial Treasury, Pratt had a short stint at the department when the internal audit unit, which he was heading, relocated to Treasury in October 2010. He served as the Provincial Accountant General from April 2011, a position that included the management of the finances in all provincial government departments, before accepting the job as HoD.

Gavin Pratt engaged with PSM about the way ahead for the department in the upcoming 2013/14 financial year.

**"What better 'captain' to guide the province's finances and fortunes than Gavin Pratt who, with his impeccable credentials and proven track record, was appointed as Head of Department (HoD) at the Limpopo Treasury on 13 December 2012."**



# OF LIMPOPO PROVINCE

Well aware of the financial issues facing the province over the next five years, the new HoD projects himself as a confident, open-minded individual who is prepared to listen and then act decisively to achieve the mandate of the Treasury Department. He says that his working relationship with the national administrator is good and he often consults them, especially when it comes to making important decisions. With his strong entrepreneurial and financial background, he has identified both the shortfalls within Treasury and the action that needs to be taken to move forward in a positive manner.

“Another key priority is to identify the skills shortfall among the personnel that look after the other government departments’ finances,” explained Pratt. “This skills assessment will start in the Department of Health, Education and within Treasury itself, before being rolled out to the other government departments.” He adds that other challenges facing Treasury are its capacity to monitor the financial performance of other departments and to identify the corrective measures that need to be taken.

“Another major objective is for all provincial government departments and municipalities to achieve clean audits for the 2013/14 financial year. Together with the national administrators and expert financial consultants, some departments are currently being restructured and the necessary training and skills are being implemented to help in attaining clean audits,” Pratt elaborates.

He identified the present financial structures at municipalities as one of the most important areas that require strengthening. “New municipal financial structures and co-ordination are presently being implemented at district level to provide the necessary guidance from Treasury, something that was lacking

**“Pleasing everyone, all the time, is a daunting challenge but the new HoD and his excellent team of experts are ready and prepared to roll up their sleeves and create an efficient department.”**

in the past. Also, the money spent by municipalities and provincial government departments must directly impact the lives of the people living in the province.”

Pratt assures that he and his team will personally visit all five districts in Limpopo during the course of the year to implement sound financial structures at both municipal and provincial level. However, the first priority in February 2013 is to table the upcoming Provincial Budget to the satisfaction of everybody in Limpopo.

Pleasing everyone, all the time, is a daunting challenge but the new HoD and his excellent team of experts are ready and prepared to roll up their sleeves and create an efficient department. One that can lead the province to the prosperity it deserves and which it is capable of achieving, for the betterment of all the people of Limpopo.



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**Limpopo Provincial Treasury**

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## Lekgotla forges path for Limpopo's economic growth

**A**t its recently concluded two-day Lekgotla, the Limpopo Provincial Government reiterated its commitment to accelerating the provision of services to communities, especially in the area of water supply.

Held at the Forever Resorts Bela Bela from 12 to 13 February, the Lekgotla was convened to assess progress made in the implementation of service-delivery projects to communities in the province. It was attended by MECs, heads of departments, executive and local mayors, municipal managers, heads of parastatals and heads of national Government departments based in the province.

The Lekgotla evaluated progress made since the 2009 general elections, when the provincial government set itself goals of creating decent job opportunities for the people of the province, expanding and building healthcare infrastructure, developing rural communities, clamping down on crime and corruption and providing quality education.

There was general consensus that there are good policies in place, and the need now is to step up implementation.

### Call to action

Premier Cassel Mathale set the tone on the first day of Lekgotla, when he told delegates that there were "clear policies" in place which must be immediately implemented to grow the economy.

"We must, at the same time, speed up the wheels of service delivery, especially the creation of job opportunities for the

youth and women, expand infrastructure, build the rural economy and empower our communities."

In an effort to realise the dream of ensuring a coherent system of economic delivery, a single entity has been created to advance integrated economic planning for the province. The amalgamation of economic development agencies into a single agency in Limpopo was concluded in December 2012, with the establishment of the Limpopo Economic Development Agency (Leda).

### A leaner structure

The amalgamation saw four entities – Trade and Investment Limpopo, Limpopo Economic Development Enterprises, Limpopo Business Support Agency and the Limpopo Agricultural Development Corporation being combined.

The process of amalgamation was based on the realisation that having multiple entities dedicated to developing the economy resulted in a duplication of functions. Leda will now effectively maximise resources to the benefit of the people of Limpopo, said Premier Mathale. "Leda must operate differently and lead the way in establishing and building a strong cooperative movement in the province, improving the tourism industry, ensuring mining beneficiation for our commodities through a State-owned enterprise, growing our agricultural economy, and making Limpopo an industrious province."

He said Leda is expected to collaborate with institutions of higher learning and further education centres to ensure that there is skills development for people, especially the youth. Importantly, he said, there needs to be economic activity in all the five districts and the provincial growth points must get the necessary infrastructure.

With the establishment of Leda, the costs of running various entities, all with the aim of building the economy of the province, will be reduced, according to the Premier. Leda will seek to support a more coherent system of economic delivery in the province and play a meaningful contribution in the implementation of the Limpopo Employment Growth Development Plan.

"We have the tenacity to achieve our goals and we must motivate each other at our respective workplaces to double the commitment to the course of >>



Limpopo Premier Cassel Mathale addressing the provincial Lekgotla.

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*The Lekgotla was attended by MECs, heads of departments, executive and local mayors, municipal managers, heads of parastatals and heads of national Government departments based in Limpopo.*

improving the living standards of our people,” Premier Mathale said. He urged every Government and municipal employee to be a true patriot and activist for change, motivated by nothing but the urge to make a difference in people’s lives.

**Building infrastructure**

The Lekgotla received reports on the implementation of key infrastructural projects in the province, particularly in the identified growth points of Lephalale, Musina and Tubatse. “We have said we are going to build a city in Lephalale and we are well on track with that arrangement.”

The Premier commended the Sekhukhune District for the creation of a fresh produce market. “The district must be commended for taking the lead in this regard. The Industrial Development Corporation, a private investor, the district and local municipality are giving new meaning to local economic developed in a move that will benefit local farmers and consolidate our character as an agricultural province.”

Plans are at an advanced stage to develop a fresh produce market in Polokwane. The Lekgotla received further reports on Eskom’s electrification projects in rural settlements and the provision of water supply. Eskom and the Department of Water Affairs presented comprehensive plans for the 2013/2014 financial year.

Their reports prompted the Lekgotla to direct Government departments and district municipalities to move with more speed in bringing services to where they are needed the most.

“Our major challenges still lie in areas of financial accountability and management of assets. To some degree, there is no sense of urgency in rolling out services to our people. In the past, we agreed that every tap that has been installed must produce clean running water. The fact that money is available and has been returned be-

cause it could not be spent while our communities are in dire need of services should never happen.”

Premier Mathale identified the lack of clean running water as one of the key challenges facing communities in the province.

“Although we are increasing the number of households with access to clean running water, many remain without water. We must also ensure that there is consistent provision of access to water. We cannot boldly claim progress on this subject when many of our people have access to water for only 30 minutes and only on certain days.”

The Premier said service delivery centres that lack technical expertise to ensure that infrastructure grants are used must be assisted immediately. He said failure to use the grant because of inadequate capacity must not be left without consequences. Those responsible must be held accountable, as Government cannot afford to fail its people because of incompetence.

The Lekgotla resolved that action must be taken against those who are neglecting their mandate, betraying Government commitments, and failing the people of Limpopo, adding that “we should treat every moment as if we are on extra time.”

It also directed every municipality, department and parastatal to ensure that all critical vacant positions are filled by people with the required skills and commitment to service.

The Lekgotla ended on a high note, with delegates inspired to step up efforts to deliver services to the people. ®

**\*Selby Makgotho is the Director of Corporate Communication in the Office of the Premier, Limpopo.**



# 'Future Solutions for a Greener and Sustainable Environment Today' – Funani EMS

**Funani Environmental Management Solutions (Funani EMS)** is 100% black and women owned. It was established by Ms. Mbali Thwala in 2007 and the company's continued growth and capability to successfully undertake a wide range of projects of all extents makes it well positioned to play a role to the successful completion of projects within reasonable turnaround time while ensuring that the quality and standards are not compromised.

The South African Constitution states that everyone has the right to have access to an environment that is not harmful to their health or well-being; hence municipalities have specific responsibilities in terms of ensuring sustainable development. The Local Government Municipal Systems Act, 32 of 2000 specifically requires that municipal services be environmentally sustainable. "Environmentally sustainable" in relation to the provision of a municipal service, means the provision of a municipal service in a manner aimed at ensuring that-

- the risk of harm to the environment and to human health and safety is minimised to the extent reasonably possible under the circumstances;
- the potential benefits to the environment and to human health and safety are maximised to the extent reasonably possible under the circumstances; and
- legislation intended to protect the environment and human health and safety is complied with.

Hence Funani EMS was established with a view to bridge a gap between the developers (public and private) and the licensing/authorizing government departments, provide holistic cutting-edge solutions while enshrining

principles of environmental sustainability throughout the project/development lifespan. We are passionate about safety; hence we have been audited and accredited by major oil companies in terms of Safety Practice for Contractors.

Since its inception more than 5 years ago, Funani EMS clientele includes a number of municipalities, parastatals, private corporate businesses and small developers and its project involvement includes but not limited to the construction/extension of the waste disposal sites, refineries, railway stations, depots, filling stations, storage warehouses, housing developments, waste water reticulation.

Based on project experience, below are the main environmental services offered by Funani EMS:

- Environmental Authorisations (EA): Environmental Impact Assessments & Basic Assessments
- Water Use License Applications (WULA)
- Waste Management Licenses: Waste Management Applications
- Integrated Waste Management Plan
- Sustainability Projects
- Strategic Environmental Assessments
- Environmental Management Programmes and Public Consultations
- Geotechnical Investigations

Funani EMS has formalised professional partnership with well capacitated companies therefore positioning the company to be able to undertake the following among others:

- Environmental Auditing
- Environmental Engineering
- Environmental Planning and Assessment



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# BRICS *to build SA into a powerhouse*

Discussions about whether or not South Africa qualifies for membership of the Brazil, Russia, India and China (BRIC) bloc of emerging economies have become mute.

Our country has moved on with renewed energy to achieve the goals we have set for ourselves. We do this by continuously exploiting opportunities within this formation.

Three years on, our membership of BRIC(S) has become critical, and proved to hold greater potential and countless opportunities for the development of our country and the continent.

Years after Jim O'Neil – a Manager at Goldman Sachs – coined the acronym BRIC in 2001; many remained skeptical about South Africa becoming a member, including the founder of the acronym himself. During one of his interviews on BRIC, O'Neil argued that when he created the acronym, he did not expect that the political club of the leaders of BRIC countries would be formed as a result.

He finally explained why the "S" should not be part of BRIC to make it BRICS. In his own words, he said, "it is tough to see how South Africa matches up to the BRIC countries; it is not entirely obvious to me as to why the BRIC countries should have agreed".

In December 2010, when the former Head of State of China of China, Mr Hu Jintao, announced our acceptance to become members of BRIC, we were overcome with excitement and gratitude for this gesture, and almost forgot that Jim O'Neil himself was less optimistic about our prospects of membership.



Minister Maite Nkoana-Mashabane.

The name change from BRIC to BRICS was the beginning of a new journey in realising our vision to strengthen South-South relations with a bloc of emerging market economies that spans the four continents of Asia, Africa, Europe and Latin America.

Brazil, Russia, India and China all have had opportunities to host the BRIC(S) summits. Now is the time for South Africa – the last member State to join the bloc – to host. When South Africa hosts the fifth BRICS

Summit from 26 to 27 March 2013, it will complete the first cycle of BRICS summits.

As we prepare to host this summit, we look back and retrace our agenda with this emerging group of economies.

Our agenda is clearly defined by three major objectives:

- our quest to promote and strengthen our domestic interests
- to enhance regional integration for the development of the continent
- to increase our stake in the participation of global governance.

## Bringing BRICS to the people

It is on this basis that we have travelled the length and breadth of the country hosting BRICS roadshows ahead







The Heads of State of the BRICS countries.

of the summit. We do so because we want to enhance the understanding of our people. How we succeed in ensuring that the citizens of this country fully appreciate and understand the underlying fundamentals of our membership of BRICS depends on how well we use the public space to interface with them.

If we do not take our people along in understanding the potential benefits of this membership, we will find it increasingly difficult to get buy-in from the various social structures in our society. Social cohesion in a democratic state is an essential ingredient for success.

South Africa, like many other countries, is faced with a number of developmental challenges. We face triple challenges of unemployment, poverty and inequality. These challenges require our immediate attention. Government and the private sector must exchange innovative ideas and come up with possible solutions to this scourge.

Based on the challenges we face, it becomes natural that our membership of BRICS will be premised on creating inclusive growth, sustainable development and a prosperous South Africa and Africa.

When our country launched the New Growth Path Framework in 2012, the goal was to achieve this inclusive growth and create jobs for the unemployed.

During his State of the Nation Address in February 2012, President Jacob Zuma identified the six interventions to create jobs as infrastructure development, agriculture, mining and beneficiation, manufacturing, the green economy and tourism.

If we agree that our membership of BRIC(S) brings us closer to achieving these job drivers and eradicating

unemployment, poverty and inequality, we will remain equal to the task. Our country has to use its membership effectively to impact on the lives of the citizenry. The socio-economic breakthroughs of any country are visible through the social welfare of its citizens.

The current level of unemployment in our country stands at 24,9%, a slight decrease from 25,5% in the third quarter of 2012.

Despite this slight decrease, the majority of our people remain trapped in the yoke of post-apartheid South Africa's unemployment, poverty and inequality. It is therefore incumbent upon us to rise to the occasion and use our BRICS membership to champion the redress of this triple challenge that has preoccupied Government agenda. They are among the urgent domestic priorities we must advance in our interface with BRIC countries.

Infrastructure is central to our agenda because it provides a bedrock for new growth on the African continent and will come from economic integration and infrastructure development.

Accordingly, our BRICS partners have an important role to play in this regard. It is vital that we walk with them – take them on board, and work with them in order to realise the measurable benefits of this partnership.

### Championing African interests

As we focus on harnessing the growth and potential of BRICS for the sustainable development of its member states, we must not lose sight of the need to connect African countries with each other. We must play our role in facilitating, supporting and promoting efforts to integrate the region and develop its infrastructure.

Our potential as a country must therefore be revealed through our continued support and promotion of the African Agenda within the BRICS bloc.

>>

The need to connect the continent is informed by our realisation that Africa and its people are connected in their diversity. We share similar developmental challenges.

Our developmental aspirations are linked.

From the north of Algeria, to the west of Ghana, from the east of Kenya to the south of South Africa, we remain inextricably linked in our endeavour to create a better life for our people.

This is what should motivate us to strive for a collective partnership with like-minded countries of the South. The unprecedented rise of the South has in the recent past brought about significant change in how developing countries are perceived by world powers.

### Cementing the bricks

As a member state of a bloc that represents 43% of the world's population, 18% of global trade, attracting 53% of foreign capital, accounting for 20% of global GDP and generating 61% of economic growth in the world economy, our voice on global governance is louder.

How we succeed in advancing the agenda of developing nations within institutions of global governance depends on the extent to which we consolidate issues of common interest and mutual benefit.

BRICS has become a symbol of power in the world's largest growing economies. The bloc has already shown greater potential to impact positively on the global economic and political order. In 2011, all the member states of BRICS shared common membership of the United Nations Security Council (UNSC). Russia and China as permanent members had veto powers, while the rest were non-permanent members.

What continues to inspire these emerging economies can perhaps be attributed to their domestic similarities and challenges. Central to some of the key commonalities and challenges is social equality. Their formidable voice in the UNSC underscored the great importance they attached to various aspects of the global economic order, and a desire to wield greater influence over the rules gov-

erning international commerce and economic policy.

The five countries combined are estimated to hold less than 15% of voting rights in both the World Bank and the International Monetary Fund, yet their economies are predicted to surpass the G7 economies in size by 2013. This is why we call for the urgent transformation of institutions of global governance.

It cannot be that when our collective represents 43% of the world's population, 18% of global trade, attracting 53% of foreign capital, accounting for 20% of global GDP and generating 61% of economic growth in the world economy, we are still unable to participate and influence major decisions in shaping the global economy. We call for BRICS member states to have a fair stake in shaping the new global architecture.

On this note, we await with great anticipation the first BRICS summit to ever take place on African soil. The hard work we have done over the years will see our leaders speak with one voice on issues of common interest and mutual benefit.

One of the key resolutions expected to emerge from the summit is a desire to establish the BRICS Development Bank, which would finance infrastructure and sustainable development projects across BRICS nations and other developing nations. The establishment of this bank is a bold move by the bloc to claim a stake in the emerging world order.

The fifth BRICS Summit must deliver outcomes we can all be proud of, especially for the development of the people of our countries and other developing nations. ☺

***\* Ms Maite Nkoana-Mashabane is the Minister of International Relations and Cooperation.***



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## COMPANY PROFILE

SENER 360 is a South African company. We have a simple policy of doing business with the highest standards of integrity. We therefore pride ourselves on not merely selling a product, but building long term relationships.

Designed and built in South Africa since 1994, SENER 360 centre pivots are known for their superior construction quality and strength that is above industry standards and we are renowned for our excellent sales and after sales service.

We have been in the irrigation industry for more than 20 years, specialising in surveying, systems design, installation and commissioning of irrigation systems. We have growing business interests in South Africa, Africa and internationally and we also offer a turnkey project development service from feasibility study phase to implementation and project management.

One of our recent achievements has been the allocation of a tender for the supply of more than 55 centre pivots to the South African Government for the Taung irrigation scheme including the upgrading of the pump stations.



At SENER 360 we are passionate about our centre pivots. Apart from building a functional and exceptionally strong and rigid structure, we pay great attention to the finer details, making a day-to-day difference in your life.

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The SENER 360 centre pivot utilises trusses made from pipe being lighter than the traditional angle iron trusses, allowing us to incorporate two more sets of trusses, and so giving enormous strength and exceptional resistance to high wind. Longer 4,5 m base beams (5,8 m for the high profile machines), tower supports, stabilising rods and diagonals add to the exceptional stability.

### INNOVATIVE CONTROL PANEL RANGE

The simple modular design is also applied to our control panel range. The basic panel with direct millimetre adjustment can be expanded at minimal cost through various stages of automation and communication.

### "LAST SPRINKLER" SOLUTION

One of the problems in centre pivot irrigation is that the last sprinkler clogs regularly. We came up with a genius yet simple way to constantly keep the last sprinkler clean. SENER 360 centre pivots are fitted as standard with the pressure regulated Senninger I-Wob sprinklers on drop pipes to ensure outstanding water distribution in most climatic conditions.

### HEAVY-DUTY GEARBOX AND MOTOR

The drive train of the SENER 360 centre pivot comprises a heavy-duty wheel gearbox as standard with a free optional five year warranty\* driven by the UMC Power Saver centre drive motor and gearbox.

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**Sener 360**  
Africa's pivot of success

Since 1994



# THE SA POST OFFICE – more than just mail



*Molefe Mathibe:  
Managing Director  
of the Courier and  
Freight Group.*

**Molefe Mathibe, Managing Director of the South African Post Office's (SA Post Office) logistics arm, Courier and Freight Group (CFG), believes the future lies in diversification. As such the SA Post Office is placing substantial energy into logistics. The organisation aims to use one of its greatest strengths – the largest transport network in the country – to move the business in a sustainable direction.**

“While the Post Office will not stop delivering mail, which is every South African's constitutional right to receive, we must use our existing infrastructure to its full potential,” says Mr Mathibe. “A large part of our business is focused on delivery. The organisation is leveraging this strength to ensure that we provide a full bouquet of value-adding, logistics services to our customers.”

## **Getting to grips with the challenges**

Mr Mathibe joined the SA Post Office in October 2005 and was given the task of running CFG, a division made up of XPS, Speed Services and PX, which allow SAPO to transport anything from a parcel to a container full of goods to every corner of the country. In addition, Mr Mathibe was also charged with overseeing Docex, an information sharing service largely catering for the legal fraternity. In essence, his role was to unearth where potential existed for establishing greater efficiencies within the business units.

“When I joined I realised that the existing structure could be improved to make it more sustainable,” says Mr Mathibe. “All these business units were essentially operating under one umbrella, but they were all doing the same thing. We had four different supply chains when in essence we only needed one. It didn't make sense to have different products running on different supply chains when one would do.”

A site visit to Polokwane three weeks after commencing his tenure at

CFG sparked his mission to completely reorganise the SA Post Office's logistics operations.

“I studied in Polokwane,” says Mr Mathibe. “As a town it was not big enough to warrant the amount of vehicles that were deployed. We had vehicles that were literally following each other around while working for different entities. Only a quarter of the vehicles capacity was being utilised.”

It was only after this revealing encounter that Mr Mathibe realised the solution lay in consolidating the business and streamlining its functions to incorporate only those that contribute to the sustainability of the business. On doing this, his next mission was to establish how to best manage these newly efficient networks.

The network existed across the country and ran every day and night, but opportunities existed to further optimise the system. For example, parcels that were due for delivery on a Saturday were bundled with parcels due for delivery on a Monday and were all flown on a Friday evening. At the same time the freight vehicles were departing half empty in the same direction. By taking advantage of the empty trucks and transporting the parcels by road rather than air, Mr Mathibe saved the organisation substantially. All it took was a simple rearrangement of infrastructure utilization.

## **The road ahead**

“We have to further optimize our infrastructure utilization. There is no room to waste,” says Mr Mathibe. “With the current strategy of forming

one monolithic brand, we would like to become a 'house of brands' with all subsidiaries working under one entity – the South African Post Office.”

Mr Mathibe wants the brands under the SAPO umbrella to retain their identities as single products for the average consumer. But for businesses, these brands must be able to be consolidated into integrated supply chain solutions in order to compete with other logistics and courier companies.

“We want to take all courier and logistics work that government hands out to private logistics companies,” contests Mr Mathibe. “We will gladly compete. Let us be benchmarked. We will continue to tender on projects and give a competitive price relative to the market.”

“There is nobody out there who can boast the countrywide logistics network that we have coupled with on-time delivery standards in excess of 96%. Yes, we have an obligation to deliver mail, but why not take the existing infrastructure and use it to its full potential.”

According to Mr Mathibe, mail will still be a necessary service for the foreseeable future. But while the demand for mail may decline, the need for the physical movement of parcels and other items will always exist. This is where the SA Post Office can optimize on its infrastructure in logistics.

There is a lesson to be learned from postal operators around the world – there is a natural migration from pure postal services to logistics as a way to ensure future sustainability. This is the model the SAPO has adopted and is implementing.



# Becoming 21st Century industry leaders



Nhlanhla Dube (extreme right) engaging customers about key offerings



Part of the new fleet.

As General Manager of Sales and Marketing at the SA Post Office's logistics wing, Courier and Freight Group (CFG), Nhlanhla Dube echoes Molefe Mathibe's sentiment – the future of the South African Post Office lies in logistics.

"The barriers to entering the transportation industry are low and this attracts a lot of disparate players with varying levels of competency," says Dube. "As we move into areas such as warehousing and supply chain management, key features of any solid logistics operation, the field becomes narrower and the potential for growth is high."

In his current role, Dube's is tasked with ensuring the organisation meets its annual revenue targets and to position Speed Services, XPS and PX to consistently and precisely meet its customer's needs.

"Our customers need to be constantly reminded that the SA Post Office's logistics wing is here to stay and that their goods are in capable hands," says Dube. "Secondly, I have to assure our customers that we are a growing business that is diversifying its offerings to meet their ever-changing needs."

## The Challenges

When Dube joined CFG the challenges were two-fold. Firstly, it came down to the manner in which the brands were positioned in the marketplace.

"Our PX brand was communicating a myriad of benefits with no singular positioning that captures the single greatest advantage of utilising the brand. We held many discussions with our top customers and took cognisance of the reasons they chose the brand," says Dube.

Following these discussions, the most prevalent issue among customers was the issue of security. This is why CFG

came up with the payoff line, "When your business depends on it", and put world-class security measures in place, specifically in the PX container offering which attracted the biggest client base.

The second challenge lay in establishing a sales team able to compete in the marketplace on an equal footing.

"This refinement continues through our training and development programmes of both sales staff and management," says Dube. "In two years our sales management team has interacted with management, sales, leadership and human resources in becoming international and local 21st Century industry leaders."

## Going forward

Dube says, "We need to leverage the strength of our infrastructure and that of the SA Post Office to create a fully-fledged and efficient logistics company that provides quality transportation, warehousing and supply chain management."

He maintains that CFG and the SA Post Office's greatest strength lies in its vast and established infrastructure. This enables the company to deliver both door-to-door and counter-to-counter to the most regional and remote areas in South Africa on a daily basis.

"This infrastructure enabled us to deliver Grade R books to over 16,000 schools in 2012; issue Grade 12 booklets across the country encouraging learners to timeously apply to tertiary institutions; and distribute all Census 2011 booklets and stationery with no incidences of loss."

Dube wants to remind both government and the private sector that this infrastructure is available to them. "We will grow this business and take full advantage of the opportunities that lie in front of us," concludes Dube.



# Ushering DOCEX into the new world



Dina Lume introducing e-DoceX

The SA Post Office's DOCEX service operates as a privately run post office, moving documents overnight between its members, safely and securely. This service is largely limited to documents of a sensitive nature (legal papers and the like) and can only be delivered to other DOCEX members via a dedicated, numbered and lockable mailbox at one of the over 250 DOCEX exchanges scattered across the country.

Over the years DoceX has firmly entrenched itself as an indispensable partner to the legal fraternity. Currently, this product of the SA Post Office has accrued more than 4,000 members.

Current National Sales and Marketing Manager at DOCEX, Dina Lume, aims to take this service forward with plans of making DOCEX the preferred partner in the digital communications arena for the legal fraternity.

"It is imperative that we overcome the current challenges by entering into the digital environment and introduce new e-products with the establishment of an e-DOCEX unit," says Dina. "We also want to introduce new and innovative products with regards to the physical movement of documents, which will always be a necessity."

A key challenge in growing the DOCEX business has stemmed from the current state of economic decline faced by the world. But the company has grand plans to grow by at least 10% in the next four years via aggressive strategies of new business acquisition and increased customer volumes.

"As we take DOCEX into the future, we will continue to securely advance reliable, credible and timeous communication and transactions, including electronic, for our members and civil society. We will do this by unleashing value through all channels that make sense for our customers," says Dina.





# Post Office logistics prowess gives learners a fighting chance



Pupils in the Northern Cape have started the academic year with a full set of school books after courier company XPS, a product of the SA Post Office's logistics wing, Courier and Freight Group (CFG), delivered all required text books to a total of 523 schools in the province.

"The Northern Cape comprises almost 372,900 square kilometres," says Nhlanhla Dube, General Manager of Sales and Marketing at CFG. "We delivered 723,455 textbooks to schools from Kimberley to Upington, Kuruman to De Aar and everywhere in between. At XPS we believe we have made an invaluable contribution to the future of the learners in the Northern Cape."

XPS drivers literally went the extra mile, working longer hours to make sure all textbooks were delivered before school started.

"It is because of the SA Post Office's enormous infrastructure that we are equipped to deliver anywhere in the country from the largest cities to the smallest towns," says Dube.

This is not the first time XPS has been contracted aid learners in their constitutional right to be properly educated. In 2012 the courier managed to deliver Grade R (formerly Grade 0) textbooks to over 16,000 schools on behalf of the Department of Basic Education.

Also, towards the end of 2012, the South African Qualifications Authority contracted XPS to distribute Grade 12 booklets across the country, which aimed to encourage students to apply to all institutions of higher learning on time. This exercise contributed to the increase of applications to these institutions in January.





The Deputy Minister of Higher Education and Training, Mr Mduduzi Manana, addressed a recent PSM Forum on the various initiatives the department has undertaken to improve access to post-school education and training.

# The power of knowledge

## Why we need more higher education and training

**T**he Jacaranda Ballroom 1 at the Sheraton Hotel, Pretoria, resembles a beehive of activity as guests mill about. It is a January evening in the capital city and people are gathered for the first PSM Forum of the year.

January's forum was more special than usual, as it was the last to be chaired by the Government Communications (GCIS) Head of Editorial and Production, Vusi Mona, who was en route to a new role at the South African National Roads Agency Limited.

Academics, Government communicators, teachers, students and managers from various Government departments gathered to listen to the Deputy Minister of Higher Education and Training, Mr Mduduzi Manana, who delivered a powerful presentation on the challenges facing higher education in South Africa and progress made by Government in making higher education more accessible to young people.

Deputy Minister Manana said higher education was pivotal in addressing challenges relating to skills shortages and the lack of synergy between the skills taught at institutions of higher learning and the labour market.

He spoke at length about the problems facing historically disadvantaged institutions, explaining that the country is facing a ticking time-bomb of some three million youths who are out of school and unemployed. The Government's quest, said Deputy Minister Manana, is to "provide skills to a skill-starved economy". In response, the Government has "made an informed decision to make education and job creation a number one priority for the current period".

But Government has to grapple with various challenges, including the problems facing historically disadvantaged institutions.

### Always on the back foot

The majority of historically disadvantaged institutions are trapped in a state of underdevelopment and continued financial difficulties, which prevents them from being vibrant centres of academic excellence.

"They are mostly isolated in peripheral areas, and have stunted infrastructure and administrative capacity." These institutions attract mainly students from disadvantaged backgrounds, who are poor and underprepared for tertiary education. They also rely heavily on funding from the State, as they attract limited private funding.

Resources allocated to these institutions do not seem to be sufficient to address and deal with the many challenges they face, including infrastructure backlogs and faster growth in enrolments than they can accommodate.

Deputy Minister Manana explained that, aside from these structural problems, these institutions also tend to have ineffective corporate governance, adding that these challenges must be urgently remedied.

He also punted vocational educational training and the college sector as viable for building skills needed by the economy. "They make more young people eligible for employment, but there is a stigma attached to Further Education and Training (FET) institutions. This has led to a shortage of mid-level personnel!"

The Deputy Minister said Government had taken a lead by increasing the intake of learnerships, and he called on the private sector to follow suit. "We desperately need artisanal skills in the country, and also need to increase professional capacity at our educational and training institutions. It is important that the youth see FET institutions as a first choice and not as a last resort."

Lack of financial resources also prevents many young people from accessing tertiary education, explained the Deputy Minister. To allow needy students to realise their potential, Government has set up the National Student Financial Aid Scheme (NSFAS).

To increase access to education, Government has increased its allocation to NSFAS from R441 million in 1999 to R5,7 billion in 2013/14. "The number of students assisted by NSFAS to date is 991 759. The amount spent by NSFAS on needy students is R25 billion."

### Apply Now campaign

Last year, the Department of Higher Education and Training in partnership with the South African Qualification Authority launched the Apply Now Campaign that encourages Grade 11 students to apply for university entry and informs them of the opportunities available post-matric.

"It is important that learners are aware of the various opportunities available to them while they are still studying," said Deputy Minister Manana.

The campaign also creates awareness of career options and application procedures to be followed at training institutions.

Deputy Minister Manana said that the roll-out of the programme to all the nine provinces had been a resounding success. He added that all 23 universities in the country reported fewer late applications and fewer queues this year, signalling the positive impact of the campaign.

### Universities in Mpumalanga and Northern Cape

In his 2012 State of the Nation Address, President Jacob Zuma announced that Government had set aside R300 million for the preparatory work towards building new



Limpopo Provincial Government spokesperson Tebatso Mabitsela at the Forum.

universities in Mpumalanga and the Northern Cape.

These institutions, said Deputy Minister Manana, "will serve local and provincial needs in addition to the national footprint. We look forward to see them collaborate with FET institutions".

He explained that the two institutions would be fully-fledged comprehensive universities that would serve provincial and local needs in addition to the national needs, and collaborate with FET colleges in the region. They would also form partnerships with local industries and other institutions such as businesses.

"The new institutions will develop their own identities and uniqueness, characterised by commitment and excellence in teaching and research. Their unique research programmes will attract academics and students from outside the two provinces."

He added that a team of experienced academics from existing universities had been assembled to develop policies that will guide the two new universities. The two institutions will enrol their first student intake at the beginning of the 2014 academic year.

The Deputy Minister's articulate and forthright presentation left the jam-packed forum with confidence that key challenges have not only been identified, but are being addressed in comprehensive ways. 🗨️



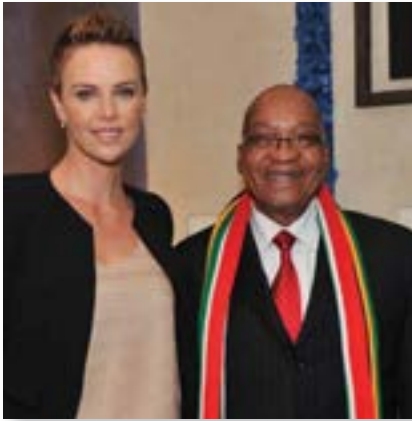
Acting GCIS CEO Phumla Williams with Deputy Minister Manana at the first PSM Forum for 2013.

**The PSM Forum is sponsored by South African Post Office.**





# In other news



## Charlize Theron: HIV's best supporting actress

President Jacob Zuma recently congratulated South African-born Hollywood star Charlize Theron on winning the Crystal Award at the World Economic Forum

(WEF). The World Economic Forum, an independent international organisation committed to improving the state of the world by engaging business, academic and other leaders of society, met in January in Davos, Switzerland.

"We are proud of our Charlize. She has succeeded in an extremely competitive environment and is a visible and hardworking ambassador for her country," said President Zuma.

Awarded each year, the Crystal Award honours artists who have used their art to improve the state of the world. Theron, through her outreach project, finances programmes designed to prevent HIV among youth Africans and South Africans in particular. The project includes providing mobile health services to secondary schools in the rural uMkhanyakude District of KwaZulu-Natal.

The uMkhanyakude District is one of the poorest regions of the country, with only 6,6% of the population employed and nearly 83% of households living below South Africa's poverty level.

Zuma met with Theron on the sidelines of the WEF where she briefed him on her project. "We wish her success in every venture she undertakes. I assured her that South Africans love her and wish her all the best," said the President. Last year the award went to artist Yvonne Chaka Chaka.

## Building up the artisan base

Minister of Higher Education and Training Blade Nzimande has officially declared 2013 as the Year of the Artisan. One of the major problems and priorities facing South Africa,



says Minister Nzimande, is to develop qualified artisans to support the economy.

The Year of the Artisan therefore seeks to bring into sharp focus the need for producing artisans as part of the national strategy to deal with the shortage of critical skills in the country. The year will highlight the National Programme for Artisan Development.

As part of this awareness drive, a delegation led by the Deputy Minister of Higher Education, Mr Mduzuzi Manana, will visit all nine provinces to promote artisanry as a career option for the youth and raise awareness of the professionalisation of the field.

The programme will also recognise and profile the skills of existing artisans and highlight the skills development opportunities available to learners, the youth and unemployed adults.

"In declaring 2013 as the Year of the Artisan, we also wish to appeal to our critical stakeholders to work with us in putting into focus the need for artisans to address the shortage of critical skills in South Africa.

"We have, as a department, also invested billions in the development of our Further Education and Training colleges. Our goal is to develop them into institutions of choice, so that we will not have to import skills from other countries in order to deliver on our strategic infrastructure projects," said Minister Nzimande.

## Keeping it professional

Minister Blade Nzimande has launched the Policy and Criteria for the Recognition of Professional Bodies and Registration of Professional Designations on the National Qualifications Framework (NQF). The Minister also acknowledged 40 professional bodies, the first group to be recognised in terms of the NQF Act, 2008.

The Policy and Criteria for the Recognition of Professional Bodies and the Registration of Professional Designations has been developed by the South African Qualifications Authority (SAQA) as part of its mandate to further develop and implement the NQF.

Minister Nzimande urged professional bodies to help nurture young talent and assist the youth to gain skills in their particular professional areas. >>

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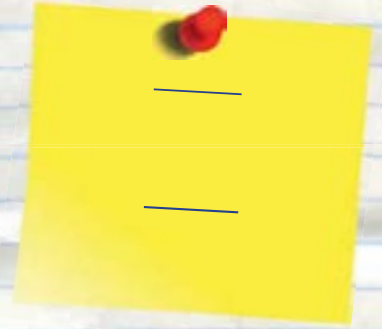
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# In other news

Congratulating the 40 professional bodies, Minister Nzimande said he hoped that their recognition would contribute to strengthening social responsiveness and accountability within professions, and promote the constant improvement of the professional work of their members.

"Professional bodies are key role players in the development and implementation of the education and training system, as well as in career paths in particular professions. The registration of professional bodies should help eliminate any confusion between recognised professional bodies and bogus professional bodies or expert groups," said Minister Nzimande.

SAQA Chief Executive Officer Joe Samuels said the NQF sought to accelerate the redress of the past in terms of unfair discrimination in education, training and employment opportunities.

"Redress is a key imperative in the South African legislation, policy and regulatory environment and the NQF is no exception.

"It is critical that perceptions of exclusionary practices be addressed upfront and that professions do not apply unjust policies and practices with regards to who gains access to a profession. It is also important that there is a common understanding and approach to these and other issues that facilitate the transformation of education and training within this sector," said Samuels.

*See our profile of Joe Samuels on page 26.*

## Commonwealth women lay down the law in the Eastern Cape

The Eastern Cape Provincial Government recently hosted the fifth Commonwealth Women Parliamentarians (CWP) African region conference at the East London International Convention Centre.

The CWP is an organisation of national parliaments, provincial legislatures and territorial legislatures for members whose countries are members of the Commonwealth in Africa. The event was held from 9 to 13 February 2013.

The delegates included representatives from 19 African countries, including Botswana, Cameroon, Gambia, Kenya and Mozambique. It was the first time that a sub-national branch, in this case the Eastern Cape, hosted the conference.

The CWP is a network that provides an opportunity for members to share experiences, discuss topics of common interest and seek solutions to the special problems faced by the female minority in parliaments.

The theme for the conference this year was: *Are African Parliaments on Target Towards Attaining the 2015 Millennium Development Goals?*

Speaking at the conference, Eastern Cape Premier Noxolo Kiviet said that more work needed to be done on the continent to speed up the reduction of maternal death and disability. She called on African countries to revitalise primary healthcare systems.



## Meeting Africa's growth needs

One of the biggest events business exhibitions on the African continent, Meetings Africa, took place from 19 to 21 February at the Sandton Convention Centre.

Speaking at the event, the Minister of Tourism, Mr Marthinus van Schalkwyk, said the events business sector had potential for growth and that it was important that the African continent gave the world one offering for business events.

Meetings Africa is the only business events trade show that covers meetings, incentives, conferences and exhibitions in southern Africa, aimed at profiling and showcasing the capabilities, services and products South Africa offers the industry. The theme of Meetings Africa 2013 was: *Advancing Africa Together*, and the focus was on African professionals partnering to transform Africa.

"Meetings Africa provides the ideal platform to initiate better and more inclusive continental partnerships, which will work to realise the untapped potential of our continent as a business event destination," said Minister Van Schalkwyk.

The key message of Meetings Africa 2013 to the world was that Africa is determined to advance its global rankings and accessibility. 🌐



# PARTNERSHIP

## to expand economic opportunities



### Economic Development:

Chevron is committed to a social investment strategy that is aligned with both the needs of the communities in which it operates and the priorities of the Government of South Africa. The three core focus areas for Chevron's social investment strategy are Economic Development, Health and Education. Through these three focus areas, Chevron aspires to empower and uplift communities through the power of partnership.



inspection turnarounds as well as enabling these communities to better empower themselves by becoming more employable.

The Skills Development programme starts off with six weeks of basic trade skills training with top achievers advancing to complete a full artisan qualification. The training takes a full year to complete with four months of that year spent at Chevron refinery where learners go through experiential training. The learners who successfully complete the training qualify as artisans.

### Skills Development:

Chevron is committed to developing trade skills in the communities near its Cape Town refinery, fostering social and economic opportunity through vocational training enabling individuals to become employable and lead more sustainable lives.

An engagement through the Chevron Community Advisory Panel which involves communities neighbouring the refinery resulted in a skills shortage being identified as an opportunity that needed to be addressed. This gave birth to a skills development program which was developed in Partnership with the government's Chemicals Industries Education and Training Authority (CHIETA), Northlink College, SAOGA and Empro Training Services Ltd. The main focus of the program is to make provision for those skills needed during cyclical refinery maintenance and safety



During Chevron refinery's 2012 maintenance and safety inspection 23 individuals from the basic skills program were hired by contractor companies to work on site. Three of the graduates have since received direct contracts with Chevron and eight have received contracts with Chevron's main contractors. One of the graduates directly contracted to Chevron will be going to Norway for a week in October 2012 to participate in SOTS Kursenter Petro Challenge.

### Intervention with Micro finance for Aids and Gender Equity (IMAGE) IMAGE:

Gender based violence and HIV are two of South Africa's most pressing public health challenges, with women and girls comprising 55% of those infected with HIV (Human Research Council, 2002) and 25 % of women reporting having been physically abused by an intimate partner.



It is against this background that the Intervention with Micro Finance for Aids and Gender Equity (IMAGE) was developed.

IMAGE is a community based intervention that combines group based micro finance with gender and HIV training curriculum known as Sisters for Life. Based in rural South Africa the focus of the project is to address poverty, gender inequality, intimate partner violence and HIV risk through a sustained process of economic development, social education and mobilisation. The micro finance component of the intervention is delivered in partnership with Small Enterprise Foundation (SEF)

The purpose of the IMAGE Program is to improve the economic wellbeing and independence of women, reduce vulnerability to both HIV and gender based violence and foster robust community mobilisation to address common concerns.

The IMAGE program has demonstrated that over a two year period women on the program experience substantial improvements in the following respects:

- Households of the women involved in the program experience considerable improvement in their economic wellbeing
- The level of intimate partner violence is reduced by 55%
- Young women participating in the program also benefit in terms of changes in HIV risk behaviours, with greater condom use, HIV testing and communication with sexual partners
- There was improved self-confidence, self-esteem and autonomy in decision making among the women on the program, they are more able to challenge gender norms and leave abusive relationships.



# Education: lessons from the NDP

**T**eacher unions and the Government must improve their relations if South Africa is to raise the quality of its education. Pupils, particularly those in poor areas, are often left without instruction when teachers leave the classroom to go on strike.

The National Development Plan (NDP), which was approved by Cabinet six months ago, attributes the country's poor education outcomes partly to a lack of cooperation between key unions and Government.

Poor language skills of learners, substandard teachers and principals, as well as a lack of school support from district offices also contribute to the low quality of education, says the plan. It adds that these continue to hinder the progress that South Africa has made in providing free education to learners from poor households in the last 18 years.

The plan calls for educators and public officials involved in education to sign an education pact, and proposes various measures to boost relations between union leaders and the Department of Basic Education (DBE). The plan suggests that the department changes the pay structure for teachers and also sponsors advanced studies for union leaders as a way to build a constructive partnership.

The department, says the plan, should also accredit professional development institutions linked to unions. This will enable them to offer continuous professional development that earns points towards the continuing professional teacher development demands of the South African Council for Educators (SACE).

National planning commissioner Professor Marcus Balintulo, who is the former vice-chancellor of Walter Sisulu University, says the country has not yet solved the issue of teachers going on strike; and adds that leadership in educational institutions and schools remains a huge challenge.

In January, President Jacob Zuma suggested that teaching be classified as an essential service, making it illegal for teachers to go on strike. But education policy analyst Graeme Bloch, a senior researcher at the Mapungubwe Institute, believes Government should rather engage with unions than ban them.

Bloch is in favour of public officials being held more accountable and adds that officials need to see their work as offering support to schools and institutions, rather than simply complying with rules and regulations. He is largely in support of the proposals contained in the

NDP to improve education, but says the plan evades political issues and includes very little about how politicians will take responsibility.

Bloch backs the DBE's *Action Plan to 2014* as well as the annual assessments for learners and teacher workbooks the department introduced in 2011, but stresses that the quality of teaching alone is not enough. He believes teachers also need to change their attitude and approach to the profession, if learning outcomes are to radically improve.

Nevertheless, there is great concern that the poor quality in teaching is negatively affecting learners.

When the NDP was first released for comment in 2011, competency tests for all teachers entering schools or up for promotion were proposed. The NDP draft also called for training courses to be followed by competency tests – with those who fail to make the grade either being put through further training, or being removed through formal procedures.

## Testing the teachers

At the time, the South African Democratic Teachers Union (Sadtu) rejected the proposal on the grounds that testing teachers was an "insult" that would add to their "low morale".

The final Cabinet-approved NDP says only that South Africa should "investigate" professional certification, which should be renewed after five years.

Education policy expert Johan Muller, who is in favour of competency tests, says this "does not have the teeth of the earlier proposal", and argues Government appears to have backed down.

But Brahm Fleisch, a professor of education policy at the University of the Witwatersrand, says competency tests for teachers are not the right way to go. He adds that international research has not found conclusive evidence that such tests help improve teaching, and



that it is also difficult to determine what one uses to measure good teachers.

Fleisch also points out that regulations in the Employment of Educators Act, 1998 already allow education departments to remove teachers who continually perform poorly, but that until now very few teachers have been fired for capacity reasons.

He says the emphasis should be on providing support to poorly performing teachers first, before deciding whether to fire them.

Sadtu general secretary Mugwena Maluleke maintains such tests will not address the systematic problems in education. In his view, making education an essential service is not the answer to improving education.

Structural problems – such as classrooms not being conducive to learning and the absence of teaching in home language, especially for Science and Mathematics – have to be addressed, he says.

He also points to a 2009 ruling by the International Labour Organisation following a complaint by a teacher's union in Argentina over attempts by the Government to ban teachers in a certain province from unionising.

Though Sadtu welcomes the NDP's proposals on salary restructuring and professional development for teachers, Maluleke stresses that the union will not sign the plan's education pact until the Director-General of Basic Education, Mr Bobby Soobrayan, is removed.

In response, Communications Head, Panyaza Lesufi, said the statement by Maluleke was made "in a particular

context" and therefore required Soobrayan's response.

But Lesufi stressed that the current National Economic Development and Labour Council Accord on Basic Education, signed in 2011, stood as the most public statement of collaboration and common purpose between the department, Sadtu and other stakeholders.

He also pointed out that the department already had a process in place to assist unions with sharing the responsibility for meeting continuing professional teacher development requirements of the SACE. This agreement is shaped by the union's commitment to deliver quality teaching and teacher support.

Lesufi says when it comes to testing the level of teaching by teachers in South Africa, the department is currently guided by the recommendations of the 2009 Teacher Development Summit, the National Strategy for Teacher Development and particular collective bargaining agreements related to professional development of teachers.

"Anything outside of these processes and platforms is simply ad hoc and would not have longevity or impact positively on the system," he stressed.

### **Building education resources**

The plan also calls for the expansion of university infrastructure. In response, the Department of Higher Education and Training (DHEAT)

is overseeing the building of two new universities – in Mpumalanga and the Northern Cape – that are expected to be completed in 2014. >>



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The department is also building more and better student housing, following the release last year of the ministerial committee's report on the review of the provision of student housing.

Additionally, plans are underway to boost Further Education and Training (FET) colleges, with a turnaround strategy having been implemented last year by the DHEAT.

The NDP also makes various proposals on how South Africa can boost its research and innovation capacity.

It states that while South Africa has excelled in some areas, such as registering plant cultivars, there has been little increase in Public Sector research personnel, doctoral graduates and research outputs. This compromises South Africa's global competitiveness. The country's global competitiveness needs to be improved, and the system of innovation has a key role to play, it says.

Despite this, the plan points to some progress – including the creation of the South African Research Chairs of the National Research Foundation as an important contribution to developing research capacity.

Last year, South Africa won the right to co-host the Square Kilometre Array radio-telescope project, giving the country the potential to develop its capability in astronomy.

The Department of Science and Technology's spokesperson, Nthabi Maoela, said the contract for the design, manufacturing, installation and commissioning of the 64 MeerKAT antennas had been finalised.

Detailed design of the antennas had commenced and the first MeerKAT antenna would be erected before the end of this year, with all the antennas expected to be completed before the end of 2016.

Maoela said a panel had been appointed to review the Technology Innovation Agency, which was set up in 2008, and that the review would take place in March.

The NDP proposes, among other things, that special consideration should also be given to dedicated programmes in water, power, marine, space and software engineering, in which South Africa has both comparative and competitive advantages.

Companies that focus on such programmes should provide internship programmes for experiential learning, specifically in manufacturing and services.

The plan suggests that Government relax immigration requirements for highly-skilled Science and Mathematics teachers, technicians and researchers. All graduates from foreign countries should be granted seven-year work permits. The movement of people, ideas and goods should be encouraged across the eastern and southern African region. 🌐

**The GCIS Acting CEO and Cabinet Spokesperson Ms Phumla Williams will host a Government Communicators Forum from 19 to 20 March 2013 at Glenburn Lodge, Muldersdrift. For more information contact Bongive Gambu: bongive@gcis.gov.za or 012 314 2148**



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# Consultancies: don't rush outside when you don't have to

**T**he National Treasury intends reviewing its guidelines on consultants in an attempt to strengthen the process for appointing consultants and strengthening Treasury regulations.

This emerged following the release of a report by the Auditor-General (AG) on the use of consultants earlier this year. The report, released in January, found that national and provincial departments had spent an "exorbitant" R102 billion on consultants during a three-year period from 2008 to 2011.

Responding to the report, Treasury said it planned to stress to departments that officials must monitor compliance related to the appointment, management and use of consultants.

The Department of Public Service and Administration (DPSA) also announced that it would ensure that by 2014, all

Speaking on the report, Deputy AG Kimi Makwetu said it was worrisome that the same issues that had been underlined in the AG's 2002 report again had come out in the AG's most recent report on consultants.

He had several recommendations for departments – principally that they strengthen internal control capacity to ensure that expenditure is kept down, value for money is obtained and officials ensure they plan better and then follow up and monitor contracts with consultants more effectively.

## Parliamentarians outraged

Members of Parliament (MPs) have called for action over the report, which revealed that of the R102 billion, national departments had spent R33,5 billion and provincial departments



departments submit Human Resource (HR) plans to support the HR Planning Strategic Framework for the Public Service.

It also pledged to carry out research and development interventions to reduce the vacancy rate and improve the recruitment processes of departments by March 2014. The department will also provide information on the skills needed in the Public Service in relation to job requirements in a bid to address the skills gap.

R68,5 billion. Makwetu said his office would engage with parliamentary committees over the findings.

The AG found that the Government is not getting enough value for money from consultants and that a significant amount of work that could have been performed internally was outsourced.

In many cases, departments had also failed to ensure that the transfer of skills – which would have ensured that more work



was done internally by the department – was carried out effectively by consultants while executing contracts.

Most alarmingly, the report found that little had changed to ensure more value for money from consultants since the AG's last report on the use of consultants in 2002 – despite guidelines having been released in 2002 by the National Treasury on the use of consultants.

In 2001, the DPSA had also instructed departments to undertake an institutional assessment of their capacity to absorb outside assistance before tenders are issued, and to include skills transfer in the contracts, but in many cases, these instructions had also not been followed, the AG noted.

Inkatha Freedom Party MP, Mario Oriani-Ambrosini, who is also a member of Parliament's Standing Committee on Finance, said that the appointment of unqualified persons to public posts is the root cause of the exorbitant amount spent on consultants. Until this is solved, he says, the excessive usage of consultants will persist.

Oriani-Ambrosini, a former civil servant, said the solution would be to enact a more flexible labour regime that would allow for easier hiring and firing of employees – including civil servants. This, he believes, would create a better attitude to hard work.

"No one would be seen running a business this way, it is absurd. So why should we tolerate it for our country?"

The Democratic Alliance's Marius Swart, who serves on the same committee, said action should be taken against non-performing civil servants. He said employment equity and "jobs for pals" lead to unqualified people being appointed to the Public Sector. But fellow committee member Zukile Luyenge of the African National Congress argued that the extensive use of consultants by the Public Sector had nothing to do with employment equity.

Luyenge insisted that action must be taken, but added departments needed to each carry out their own investigations into why consultants had been used on such a grand scale. He said the possibility that corruption had taken place in the appointment of some consultants to projects should not be ruled out.

Turning to the issue of excessive use of consultants, he said in a number of instances departments needed to tap into specialised and very technical skills when undertaking certain work. Under these circumstances it was necessary for departments to take on consultants.



Eastlandshomes.co.uk

### Where consultants should not tread

However, departments should not be relying on consultants to perform functions that could easily be carried out by officials in departments themselves. The AG's report found that 42 contracts (valued at over R3 billion) out of a total of 124 contracts that his office audited, were contracted on the basis that there was a lack of internal capacity and skills at departments.

Makwetu singled out a case where the Department of Correctional Service had spent R20 million on consultants to perform HR functions – and added that this "looks like a duplication of costs". Added to this, the AG's report found that the transfer of skills was either not included in contracts or ineffective in 23 projects amounting to R1,8 billion.

Makwetu said departments should have ensured that consultants that were carrying out these contracts provided guidance or training to public officials. Departments should then have followed up to see that the transfer of skills had indeed been carried out.

For example, he said the transfer of skills could include consultants sitting with public officials to point out areas of concern in financial statements.

The AG had not looked into the possible effect that employment equity may have had in contributing to the inflated consultants' bill, as this had not formed part of his office's mandate, said Makwetu.

When it comes to boosting internal capacity, the AG made several recommendations, which include:

- updating HR plans to align departmental needs with existing and projected capacity requirements, as well as funding that will be needed
- outlining the impact that the moratoriums on filling vacancies may have on service delivery
- developing retention strategies to retain key staff
- monitoring the period taken to fill vacant posts to ensure that these processes are concluded in a timely manner
- ensuring that there are processes to recruit staff after resignations and prioritising advertisements for vacancies in key positions.

Boosting internal capacity would enable departments to be less reliant on consultants, and save the Government a fortune. ☺



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# Bedding down classes and accommodation for students

**S**ome 20 000 students will be welcomed into two new universities set to open in the Northern Cape and Mpumalanga in 2014, with planning for the new institutions already at an advanced stage.

The construction of the universities as well as the addition and refurbishing of student housing and Further Education and Training (FET) colleges form part of Government's Strategic Infrastructure Project (SIP) 14 on infrastructure for higher education.

According to Department of Higher Education and Training (DHEAT) spokesperson Vuyelwa Qinga, the land assembly process and environmental impact analysis for each site is currently underway. She added that it is expected that everything will be in place for construction to begin by September.

The main campus for the University of Mpumalanga will be located at the Lowveld Agricultural College, while the main seat and campus for the University of the Northern Cape will be in Kimberley.

The two universities are expected to have a student intake of 20 000 – 15 000 for Mpumalanga and 5 000 for the Northern Cape. They form part of a Government plan to increase university enrolment to 1,5 million students, with a project participation rate of 23%, and boost enrolments in colleges and other post-school

institutions (such as the proposed community education and training centres) to four million students, with a participation rate of 60%.

It is expected that the two institutions will be legally established shortly, and the aim is to start up with a small number of students in a few selected academic programmes by 2014.

Qinga said academic champions have been identified and working groups established for each of the universities.

"In addition, partnerships are in the process of being formalised with existing universities," she said.

The full implementation plans, with a 5 to ten year developmental trajectory, will be ready by March. This will pave the way for more detailed designs of the various buildings.

The department last year asked South Africans to submit names for the two new universities and these will be submitted to the Minister of Higher Education, Mr Blade Nzimande. Minister Nzimande is then expected to run these proposals by various stakeholders before names are chosen and gazetted.



## Home sweet campus

Turning to the construction and renovation of student housing, Qinga said the department was finalising a policy on the development and management of student housing. This follows the release of a ministerial committee's report on a review of student housing by Minister Nzimande in February last year.

The report found that the backlog in student housing as of 2010 stood at R4,4 billion – which included R2,5 billion to maintain existing residences and modernise the 2010 residences to be “fit for purpose”.

In all, R1,7 billion has been allocated to universities to help build new student housing and refurbish old housing – with R1,4 billion going to historically disadvantaged universities.

Universities are contributing a further R500 million from their own resources, including loans.

For some universities, these projects began recently as the funds were released to universities in November, December and January.

Qinga said projects would accelerate later this year and next year. The funding is mainly for new beds but includes funds for renovations.

The ministerial committee report found that in 2010, 535 433 students had applied to the country's 554 residences, but that only 20% or 107 598 could be accommodated in that year because of the limited number of beds available.

Qinga said that for the period 2012/13 to 2014/15, 9 000 additional beds will be provided.

The Public Investment Corporation (PIC) has also set up a special fund for university accommodation. Qinga said funds were available to individual universities on a case-by-case basis and no longer in the form of a special fund, adding that discussions between the DHEAT and the PIC were ongoing for individual universities.

## Building new FET colleges

Meanwhile, the construction of 12 new FET campuses will start in the first quarter of 2013. The campuses will be located at:

- Msinga, Sisonke, Umkhanyakude, Nkandla and Muden in KwaZulu-Natal
- Balfour in Mpumalanga
- Thabazimbi and Giyani in Limpopo
- Aliwal North, Graaff-Reinet, Sterkspruit and Lusikisiki in the Eastern Cape.

Qinga said of these, six had been prioritised, namely Umkhanyakude, Graaff-Reinet, Lusikisiki, Giyani, Sisonke and Sterkspruit.

Refurbishment will also be effected at other FET colleges, with

a particular focus on urgent upgrading of teaching facilities as well as the current hostel accommodation.

The refurbishment and construction of new FET campuses will be funded by an initial R1,5 billion from the National Skills Fund and R1 billion from the Sector Education and Training Authority, over the course of the next three years.

State funding for FET colleges between 2009 and 2014 is set to progressively increase from R3,1 billion to R5,2 billion.

The DHEAT is also implementing a turnaround strategy for FET colleges. Minister Nzimande said in November last year that the strategy would cover all 50 FET colleges, which have 264 campuses, countrywide. ☺







# STATE OF THE NATION ADDRESS 2013

## The 2013 State of the Nation Address in numbers



### BUILDING SOUTH AFRICA

- **R860 billion** – the amount that Government will have spent on infrastructure between 2009 and the end of March 2013.
- **11 million** – the target for job creation by 2030.
- To improve the transportation of iron ore and open up the west coast of the country, rail capacity has been expanded through the delivery of **11 locomotives**.
- **7 000** – the number of new fibre-optic cables laid by the private and public sector in 2012. The plan is to achieve 100% broadband internet penetration by 2020.

### INVESTING IN ENERGY

- Some **675 kilometres** of electricity transmission lines have been laid to connect fast-growing economic centres and bring power to rural areas.
- **R47 billion** – the value of contracts signed by Government in the renewable energy programme.
- **R800 million** – the value of Government's National Green Fund. Over R400 million's worth of investments in green economy projects have already been approved.
- **315 000** – the number of solar water geysers installed since January 2013 to poor households.

“As South Africans, we should continue to have one primary goal – to make our country a truly great and prosperous nation.”  
 – President Jacob Zuma, State of the Nation Address, 14 February 2013.



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## REACHING MORE PEOPLE

- **200 000** – the number of households that have been connected to the national electricity grid in 2012.
- **12,1 million (85%)** – the number of households with access to electricity.
- **Nine out of 10** households in South Africa have access to water.
- **R126 million** – the budget committed by provincial departments for housing for people who earn too much to qualify for RDP units, but too little to get a bank loan. So far, **R70 million** of this amount has been used.

## BOOSTING EDUCATION



- **98** – the number of new schools to be built by the end of March 2013. More than 40 are in the Eastern Cape and will replace mud schools.
- Some **11 740** young people have joined the National Rural Youth Services Corps for various training programmes.
- More than **2,2 million** people have been reached through the adult education programme, Kha Ri Gude, between 2008 and 2011.

## EXPANDING HEALTHCARE



- **600** – the number of private medical practitioners who will be contracted to provide medical services at **533** clinics in villages and townships in 10 of the pilot districts of the National Health Insurance (NHI) from April 2013. This will build up to the launch of the NHI Fund next year.

## FIGHTING CRIME

- Over **363** life sentences – with a conviction rate of **73%** for crimes against women above 18 years old and **70%** for crimes against children under 18 years of age – were secured by the Family Violence, Child Protection and Sexual Offences Units in the last financial year.
- **600** – the number of staff at the Special Investigating Unit (SIU) – up from an initial 70. The President has signed **34** declarations since 2009 directing the SIU to investigate allegations of corruption, fraud or maladministration in various Government departments and State entities.



- By the end of September 2012, criminal investigations had been initiated against **203** accused persons in **67** priority cases under investigation by the SIU. In total, pre-trial proceedings have been initiated against **191** people. Freezing orders were obtained against **46** people.
- **107** – the number of officials working within the criminal justice system who were convicted in the past financial year.
- **R541 million** – the value of assets seized by the Asset Forfeiture Unit. A total of **R61 million** of these assets have already been forfeited to the State and will be channelled back into fighting crime and corruption.
- **R150 million** in additional funding was approved for the work of the Anti-Corruption Task Team last year. The team is made up of the Hawks, the SIU and the National Prosecuting Authority.



For the complete version of the State of the Nation Address 2013, go to:



# Hamba kahle,

**O**n 31 January 2013, South Africa lost an iconic struggle stalwart and consummate campaigner for women's rights. Amina Cachalia, a close friend of former President Nelson Mandela, passed away at the age of 82, leaving a legacy of inspired principles and exemplary stoicism in the face of adversity.

Cachalia was born into a family of activists, the ninth of 11 children born to Ebrahim and Fatima Asvat. Father Ebrahim was a companion of Mahatma Gandhi and chairperson of the Transvaal British Indian Congress (later the Transvaal Indian Congress). Inspired by her dad, Cachalia dedicated her life to fight for equal rights and freedom for all.

Her political activism saw her play leading roles as a member of the Transvaal Indian Youth Congress and Transvaal Indian Congress, as treasurer of the Federation of South African Women and as patron of the Federation of Transvaal Women, among others.

She served several stints in prison, including when she was arrested during the 1952 Defiance Campaign and when she participated in the 1956 Women's March against apartheid pass laws, and was banned at various stages.

### An unforgettable icon

Cachalia was a truly inspiration figure; a woman who believed in being the change she wanted to see. She believed in fighting for one's convictions. Her memory will continue to inspire

generations of South Africans and live on in the lives she touched. Former President Mandela put it best in a letter he wrote on 1 June 1986, when he was in Pollsmoor Prison: "I love you and Yusuf very much and you are always in my thoughts ... There is, therefore, no danger whatsoever of me forgetting you."

Hamba kahle, Amina. We will miss you. 🇿🇦

### Tributes to a great leader

*"Cachalia deserves a special place in our history for her humility and commitment over many decades to the cause of freedom." – Statement issued by The Presidency.*

*"Our country has lost one of the most tireless and consummate fighters for liberation that we have known." – President Jacob Zuma.*

African National Congress (ANC) spokesman Jackson Mthembu said Cachalia was *"among the women who are credited for having placed gender equity firmly as a site of struggle and aligned it to broader struggles led by the ANC. As an individual she lived through the pain of police harassment, imprisonment, house arrests, banning and humiliation."*

>>



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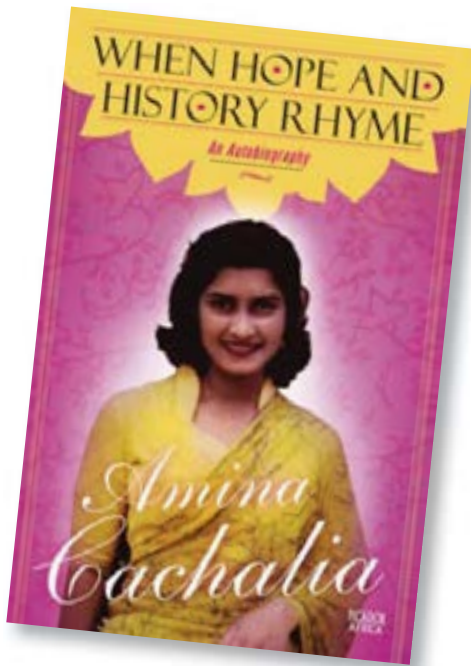
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**Memoir of an extraordinary woman:  
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"Of all Amina Cachalia's distinctions and achievements, the greatest is her identity, life-long, active in past and present, as freedom fighter, now needed as much, believe me, in the aftermath of freedom as in the struggle." – Nadine Gordimer



The ninth of 11 children born to political activists Ebrahim and Fatima Asvat, Amina Cachalia's political activism and championing of women's rights was almost a preordained path with her father's connection with Mahatma Gandhi and a family tradition that started with her father's explanation of racial discrimination.

*When Hope and History Rhyme* explores Amina's remarkable life from her early childhood to the women's march on the Union Buildings in Pretoria on 9 August 1956, when a heavily pregnant Amina was one of 20 000 women to march against the pass laws for black women, to her banning, in 1963, for 15 years and the trials and tribulations when her husband, Yusuf, was placed under house arrest and banned for a total of 27 years.

The book includes details of Amina's close relationship with Nelson Mandela, from their first meeting to their poignant encounters after his release from prison in 1990, and allows the reader to experience the people, places and events that have been a part of her extraordinary life journey.

*When Hope and History Rhymes* is available at all leading bookstores.

**Timeline  
of a life  
well-lived**

Born  
in Vereeniging,  
Transvaal (now  
Gauteng).

Asks to  
join the Indian Passive  
Resistance Campaign but  
told she is too young.

Joins the Transvaal Indian Youth Congress.  
Helps to launch the Women's Progressive  
Union.

Arrested and sentenced to prison for being  
part of the Defiance Campaign.

Helps to launch the Federation of South  
African Women, becomes treasurer.

Participates in the Women's March against  
pass laws, while heavily pregnant.

Plays a role in planning and executing the  
escape of activists from Marshall Square prison;  
placed under house arrest during the Rivonia Trial.

House arrest ends. Cachalia becomes  
involved in the struggle against Government's  
efforts to co-opt Indian and coloured communities.  
joins the United Democratic Front.

Joins the African National Congress's  
Women's League.

Elected as MP; declines an ambassadorial  
appointment.

The University of the Witwatersrand  
confers an honorary Doctor of Law degree  
on Cachalia. She receives the Order of Luthuli  
in Bronze from The Presidency for a lifetime  
contribution to the struggle for gender equality,  
non-racialism and a free and democratic South  
Africa.

Passes away in Johannesburg, Gauteng.



**Sources:** [www.info.gov.za](http://www.info.gov.za), [www.southafrica.info](http://www.southafrica.info), [www.citypress.co.za](http://www.citypress.co.za), [www.sahistory.org.za](http://www.sahistory.org.za), [www.whoswho.co.za](http://www.whoswho.co.za), [www.ewn.co.za](http://www.ewn.co.za), [www.theworld.org](http://www.theworld.org).



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# The 2013 State of the Nation Address



**T**he State of the Nation Address (SoNA) is an important occasion when the President addresses the nation in his capacity as Head of State at the opening of Parliament. It's an opportunity for the nation to take stock of the country's domestic and foreign situation and for the President to share Government's plan of action for the year ahead.

It is a colourful and glamorous event that sees provincial legislatures, the Diplomatic Corps, eminent South Africans, members of the Judiciary and Parliament, among others, coming together to celebrate the start of a new political year.

The event starts with guests proceeding up the red carpet to the National Assembly at Parliament. A 21-gun salute is fired in honour of the President. Thereafter, the President is led into the National Assembly to address the nation.

In the week following the address, political parties are given an opportunity to debate the President's speech in Parliament and he is given an opportunity to respond to this debate.



*President Zuma took time out to meet with learners ahead of his address to hear their views and expectations of Government.*





Parliament was abuzz with activity in the days ahead of the SoNA as rehearsals got underway and the Parliamentary precinct was prepared for the big event.





# Seen at the State of the Nation Address



President Jacob Zuma, Speaker of Parliament Max Sisulu, First Lady MaKhumalo Zuma and Chairperson of the National Council of Provinces Mninwa Mahlangu greet onlookers.



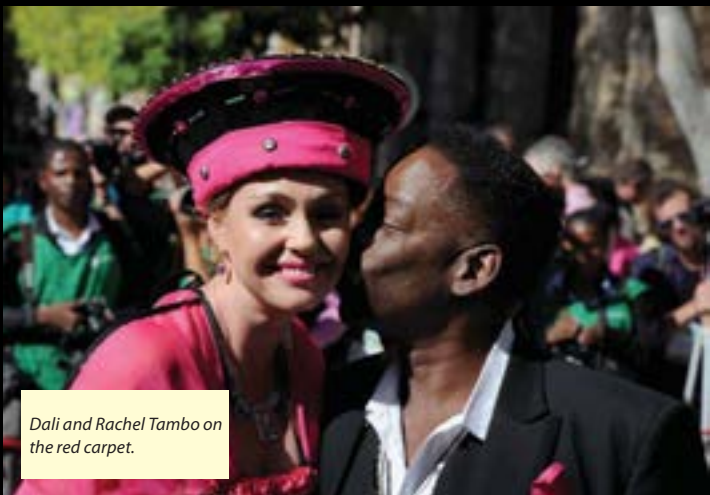
Deputy President Kgalema Motlanthe and his partner, Gugu Mtshali.



A variety of the country's culture and tradition on show at the event.



GCIS staff members Tshегоfatso Modubu and Nokuthula Zulu.



Dali and Rachel Tambo on the red carpet.



National Police Commissioner Riah Piyeга.



National Assembly Speaker Max Sisulu, First Lady Thobeka Madiba.



First Lady Bongi Ngema flanked by National Assembly Speaker, Max Sisulu and Chairperson of the National Council of Provinces, Mninwa Mahlangu.





The President and the First Lady, MaKhumalo during the singing of the National Anthem.



Deputy President Kgalema Motlanthe and Deputy Speaker of the National Assembly Nomaindia Mfeketo make their way down the red carpet.



First Lady MaNtuli with National Assembly Speaker, Max Sisulu and Chairperson of the National Council of Provinces, Mninwa Mahlangu.



Western Cape Premier Helen Zille and her husband, John Maree.



Patrice Motsepe with his wife, Dr Precious Motsepe.



Deputy Minister of Communication Stella Ndabeni-Abrahams with her husband.



Top Billing presenter Lorna Maseko.





# *Killing the rhino*

**The next front of colonisation**

**G**enerally, we all agree that rhino poaching and all other brutal killing of wildlife is barbaric and criminal. Evidence suggests that rhino poaching is fuelled by at least two determinants. The first of these is greed: those wanting quick and easy money kill wildlife to profit from their various body parts.

Reports confirm that initially, most poaching took place on privately-owned game farms, with alleged involvement of game farm operators who made a quick buck through poaching. However, owing to the depletion of private stock in private game farms, the crime spilled into public games reserves like the Kruger National Park.

The second and perhaps more complex driver of rhino poaching is superstition. There is large market for rhino horn byproducts in eastern Asia, where a sizable number of adult males are preoccupied with existential questions of virility and immortality. Sammy Mafu, a marketing expert who has studied this rhino poaching phenomenon, has

observed that some demographic groups in countries like Vietnam and Thailand have the highest demand for rhino horn byproducts owing to the concomitant prevalence of non-virile young adult men. Scientists blame mass diet change and the onset of debilitating diseases. The horn is deemed as an aphrodisiac for greater sexual health and, by extension, a pathway to immortality.

We also observe that in South Africa, poaching – as demonstrated by its exploitation by numerous stand-up comedians – can easily be racialised. Some people cannot help but notice the enthusiasm of whites in “save the rhino campaigns”, while they do not extend as much activism to anti-poverty and job-creation initiatives.



kidsandmamafinds.blogspot.com

Further, there is consensus that it would be tragic if the rhino were to become extinct due to the greed of human beings, whereas the equally tragic annihilation of great species like the dinosaur is largely attributed to rapid changes in the ecosystem – changes which human beings cannot be exonerated from entirely.

### **A threat to national sovereignty**

But there are other, perhaps even greater, problems with rhino poaching in South Africa in particular and the African continent in general. Firstly, you have people operating as syndicates, terrorising the nation with their murderous actions. Secondly, foreign nationals feature prominently in these syndicates. Thirdly, high-calibre weapons (of war) are used in these hideous crimes.

Fourthly, rhino poaching is threatening our tourism industry, and therefore jobs and much-needed revenue. Fifthly, responses from officialdom of countries where the majority of implicated foreign nationals come from is rather, for all intents and purposes, lukewarm – although countries like Vietnam have signed cooperation agreements with South Africa to curb poaching, while China has committed to intensifying search-and-seizure operations in ports of entry.

### **What does this other greater problem with rhino poaching mean?**

It means we are being invaded and occupied by greedy external forces (assisted by internal parties) with no regard for our national sovereignty and territorial integrity. The idea of machine-gun-wielding foreign nationals colluding with local syndicates smacks of early signs of insurgency in a constitutional democracy. >>



Call this exaggeration. But how else in modern society would you characterise this abhorrent act of mass killings of wild animals, employing conventional war methods and equipment? One day, these combat guns will land in the hands of other criminals and renegade groups, who will use them in the commission of heinous crimes and sabotage.

### Call to action

Recent comments by the former head of our national parks agency prompted a thought: patterns of invading and colonising forces mirror those of rhino poachers in many ways, including the fact that they both plunder national resources for the benefit of a few (often foreign interests) while intimidating and instilling fear in local communities.

Secondly, when such events occur, countries often react by activating their diplomatic machinery to negotiate with the implicated foreign countries; much like when there is threat of hostilities between countries. Internally, countries being invaded mobilise the army to reinforce security in ports of entry and in national parks. When the army is deployed (it being the last line of defence), it is a demonstration that the country takes the threat too seriously to combat via agencies like the police.

Finally, read in anti-colonial discourse, concerns about rhino poaching extend far beyond narrow racial narratives of "animal-obsessed whites" saving the rhino while turning a blind eye on poverty, unemployment and equality. It transcends humanitarian (opposition to the idea of killing) and economic (impact on tourism) considerations. It extends far beyond tighter marshalling of ports of entry and the efficacy of immigration and customs agencies. It is not just about the stiffness of sentences for poachers.

Employing a political attitude in the analysis of poaching brings to the fore geopolitical and national



sovereignty questions since, as already argued, poaching impacts negatively on our political economy and undermines national sovereignty. It should therefore be annihilated in that context.

In the final analysis, a national and international broad-front is required to combat poaching in the same way as countries like South Africa attained freedom: through the multiplicity of anti-colonial and anti-oppression strategies that included mass mobilisation and international solidarity. Therefore, saving the rhino by totally exterminating poaching will consolidate our anti-imperial struggles while preserving our natural resources for the purposes of buttressing national heritage, growth and job creation initiatives.

The end of colonialism and institutional racism was the greatest development of the 20th century. Arguably, it would count among the greatest tragedies of the 21st century if the rhino suffers the same fate as the dinosaur. 🐉

***\*Busani Ngcaweni is a public servant writing in his personal capacity.***



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**M4P Consulting** was established in March 2007 by Ulandi Claassens, who started her career as a Software Developer in 1989, and through various opportunities gained knowledge in various industries.

M4P is able to apply a simple and unique business model to help clients achieve their strategic objectives. M4P Consulting is also passionate about giving back to the community and continuously looks for opportunities to mentor and coach.

We are able to assist you to understand your current business processes and indicate where integration problems exist, proposing an efficient and effective solution.

Subject to approval, we will help implement the solution, using a structured approach to ensure that all stakeholders are kept informed of the changes and the impact thereof. Applying this same approach, we will also ensure that your technology systems support your integrated business processes.

M4P was selected as the strategic Program Management partner at the University of the Western Cape for the implementation of an integrated student administration system. A bottom-up approach was followed. This left UWC with:

- Reviewed business processes
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- Single source of accurate information
- A solid platform for the development of decision making solutions such as Student Tracking
- A better understanding of the roles required to support the student administration function
- A South African solution catering for the needs of students in South Africa

The Registrar, Dr Ingrid Miller, states, “UWC experienced some challenges with the program as all the components of the solution could not be developed simultaneously. Integration of the different sub-components required a good understanding of our strategic vision as well as sound programme and project management. M4P brought a structured and professional approach to the program and worked closely with the management and end-users of affected departments. They ensured that our requirements were met despite very tight timelines and budget constraints.”

“The benefits realised with the integrated administrative system are substantial. We are now able to provide a professional service to our students and academic community; and focus our time on solving real problems for our students and improving the quality of our work rather than wasting time on technical issues”, says the Deputy Registrar, Professor Judith Cornelissen.



For more information, contact Ulandi Claassens

Tel: 021 914 2459 / 89 • Email: [ulandic@m4p.co.za](mailto:ulandic@m4p.co.za) • Website: [www.m4p.co.za](http://www.m4p.co.za)





### **Gladys Bogoshi**

#### **Chief Executive Officer (CEO), Charlotte Maxeke Hospital**

Gladys Bogoshi is one of the first Master of Science (Msc) graduates of the Medical University of South Africa (Medunsa). She also holds a MSc degree in Physiotherapy, a diploma in Orthopedagogics as well as a Master's degree in Public Health for Hospital Managers from the University of the Witwatersrand (Wits).

She has held various leadership positions, including General Secretary of the Youth League at Medunsa, Executive Committee Member of the South African Society of Physiotherapy, and Executive Member of the Stroke Foundation. Bogoshi kicked off her career at the Leratong Hospital in Krugersdorp as a junior physiotherapist from 1986 until 1989, before moving to Dr George Mukhari Hospital (previously known as Ga-Rankuwa Hospital) in Pretoria, where she was appointed chief physiotherapist in 1994 after being a

senior physiotherapist for five years.

Bogoshi has been an honorary lecturer in Physiotherapy at Wits since 1998. She served as acting head of the Department of Physiotherapy until 2011. From 2003 to 2006, she was a Senior Clinical Executive at the Chris Hani Baragwanath Hospital. She then spent six years as CEO of Helen Joseph Hospital before her current appointment.



### **Thulane Madonsela**

#### **CEO, Dr George Mukhari Hospital**

Thulane Madonsela graduated with a Professional Nursing Diploma from the Bonalesedi Nursing College. He holds Bachelor of Commerce (BCom), BCom Honours and Master of Commerce degrees in Business Management from the University of North West.

Madonsela worked at both Leratong and Sebokeng hospitals before moving to the Vereeniging City Council Hospital, where he worked for 10 years as a community health nurse. In 1995, he was appointed Chief of Nursing, and later promoted to Deputy Head of Health at Lekoa Vaal Metropolitan Council. From 2006 to 2007, Madonsela worked at the City of Johannesburg as Director of Cooperative Services and Logistics after acting as CEO at the Natalspruit Hospital in Katlehong.

In 2008, he was appointed CEO of Potchefstroom Hospital, after holding the same position at Kopanong Hospital in Vereeniging. He was transferred to Chris Hani Baragwanath Hospital, where he was acting deputy CEO for five months in 2008, before moving to the Port Elizabeth Hospital Complex from 2009 to 2012.

In June 2012, he was appointed Chief Director for Johannesburg Health District; a position he held until his appointment as CEO of Dr George Mukhari Hospital.



### **Gerald Vusithemba Ndima**

#### **Deputy Director-General (DDG): Heritage Promotion and Preservations, Department of Arts and Culture**

Gerald Vusithemba Ndima holds a Bachelor of Arts (BA) (Cum Laude) degree, a BA Honours in History from Unisa and a Master's degree in Arts in History from Wits. He is currently studying towards a Doctorate in Heritage and Historical Studies at Wits.

Ndima has risen through the ranks in the Department of Arts and Culture since 1997, serving as Deputy Director: Cultural Tourism Development and then Director: Heritage for a year before being appointed Chief Director: Heritage.

As the Head: Heritage Promotion and Preservation, Ndima is responsible for the overall strategic management, development and implementation of cultural heritage and archival policy, as well as legislation and strategic programmes that result in socio-economic development and inclusion.



### **Jeanette Hunter**

#### **Deputy Director-General (DDG): Primary Healthcare Services, National Department of Health (DoH)**

Jeanette Hunter holds a BA degree in Nursing Science from the University of South Africa (Unisa), a Diploma in Community Health Nursing Science from the University of the Free State (UFS), a Postgraduate Diploma in Health Services Management from the University of Cape Town and a Master's degree in Business Administration from UFS.

She began her career in 1983 as a clinical nurse tutor and a primary healthcare nurse at Kimberley Hospital. She then moved to the education sector in 1997, heading Education Support Services in the Northern Cape Department of Education in 1997, before heading up the Division: Policy and Planning in the Northern Cape Department of Health in 1998. In 2003, she was made responsible for knowledge and information management in the North West and Gauteng departments of health. Hunter has worked in senior management positions in the Public Sector for 12 years. Before being appointed at the DoH, she served as CEO of the Health Systems Trust, affording her three years of executive management skills and experience.

In her new position, Hunter will develop policies for District Health Services: Primary Health Care and District Hospitals; identify and promote best practice models; and support planning, delivery and quality improvement.



### **Vusi Mona**

#### **General Manager: Communications, South African National Roads Agency Limited (Sanral)**

Vusi Mona holds BA and Bachelor of Education degrees from the University of the North. He has obtained various certificates in journalism and completed an executive development programme at the Stellenbosch Business School.

Prior to joining Sanral, he served as Deputy CEO of the Government Communication and Information System (GCIS). A former teacher activist in Mpumalanga, Mona was one of the pioneers of the National Education Union of South Africa and the South African Democratic Teachers' Union in the then Eastern Transvaal. In 1996, he was appointed inaugural Editor of *The Teacher* newspaper, a subsidiary of the *Mail and Guardian*. In 1997, he received a press fellowship scholarship to attend Cambridge University in the United Kingdom. Upon his return, he was appointed editor of *Tribute* magazine. He has held the positions of editor of *City Press* and Managing Director of the Corporate Communications Agency. In 2007, he was appointed head of media and communication at the Rhema Church; also serving as its Deputy CEO before being appointed to head up communication in The Presidency in 2009.

At Sanral, Mona is responsible for the conceptualisation and implementation of the overall marketing and communications strategy. This includes media relations, stakeholder relations, advertising, online platforms and publications.



# Make sure that you are insured correctly



**S**hort-term insurance should be an important part of one's financial plan, but is often considered an unnecessary expense, or is omitted because people feel they can't afford the extra financial burden.

Before you decide to go without, decide whether you can afford to replace that diamond ring or your car out of your savings or monthly income.

To help you on your way, consider these short-term insurance tips from Donald Kau, Head of Corporate Affairs at Santam.

- **Find a reputable insurance company.** Choose an insurance company that has a good claims-payout record and a solid background with proven expertise and commitment to its customers.
- **Don't underinsure your valuables.** Make a thorough list of all the items you want to insure and value them appropriately. Remember that if you underinsure an item by 30%, insurance companies will only pay you 70% of the value when you claim.
- **Know exactly what you are covered for.** You need to understand the type of cover you require. For example, when

Writer: Helen Ueckermann

considering household cover, do you want a general policy that will protect your household possessions in the event of an accident, burglary or loss, or do you want home insurance that has additional benefits such as cover for contents of fridges and freezers?

- **Review and update your policy.** It is important to update your policy annually, to ensure that any new items are accounted for and covered. It is also important to let your insurer know what improvements or additions you have made to your home or vehicle to avoid being underinsured for them.
- **Check your comprehensive cover.** Not all comprehensive cover is comprehensive enough. Common exclusions include an alternate driver for your vehicle or hail damage cover to your vehicle and home.
- **Receiving added value.** Often this is in the form of additional products and services to help you reduce risks, examples include roadside assist and home-drive assist.
- **Get an expert on your side.** Brokers are a tremendous source of information and can assist you with updating your inventory, providing your insurer with updated information for your policy and with the process of lodging a claim.

### The main reasons why claims are rejected:

- **The item is not on your insurance policy.** Always check that everything/all items that you want insured are listed.
- **You didn't select the policy section.** Read your policy carefully and always make sure you know which section of your policy you are opting out of.
- **It's not an insured risk.** Note that a risk can be non-insurable because it has too much uncertainty, for example wear and tear on machinery or a dog chewing on the TV cable.
- **The cover for the item is not activated.** Always make sure when acquiring new items/possessions that you have activated the relevant cover for them.
- **The policy conditions are not met.** Your claim will be rejected if your contract requires burglar bars and you don't have them, your house alarm wasn't set or your car was stolen but it didn't have an immobiliser. 🚗

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1

**Govan Mbeki by Colin Bundy**

**1** This is a pocket biography of Govan Archibald Mvuyelwa Mbeki (9 July 1910 – 30 August 2001), an intellectual giant who radiated an unflinching commitment and devotion to the struggle for freedom. During his lifetime, he set a sterling example of dedication to the rural poor and the working class of South Africa. A disciplined and hardworking member and leader of the African National Congress (ANC) and the South African Communist Party, he devoted his life to the struggle for the liberation of his people.

Colin Bundy is best known for his writings on the South African rural resistance. He recently retired as principal of Green Templeton College, Oxford.

**South Africa's Struggle for Human Rights by Saul Dubow**

**2** *South Africa's Struggle for Human Rights* contextualises and explains current concerns about rights and constitutionalism, as well as the populist reaction against the "compromises" or "deals" involved in the elite pact that brought about the new South Africa.

Saul Dubow is a professor of history at the University of Sussex, England. He has published widely on the development of racial segregation and apartheid in all its aspects: political, ideological and intellectual.



2

**The ANC Youth League by Clive Glaser**

**3** *The ANC Youth League* presents the first overview of the ANC Youth League from its origins in the 1940s to the controversies of the Malema era, providing implicit and explicit comparisons between the earlier Youth League and the contemporary one. It analyses the ideology and tactics of its founders (notably Nelson Mandela and Oliver Tambo), some of whom later became iconic figures in South African history.

Clive Glaser lectures in History at the University of the Witwatersrand (Wits). He has published widely on the history of youth politics, youth culture, crime and sexuality in South Africa.

**Plague, Pox and Pandemics by Howard Phillips**

**4** *Plague, Pox and Pandemics* provides the first look into the history of epidemics in South Africa, probing lethal episodes which significantly shaped this society over three centuries. Focusing on devastating diseases such as smallpox, the bubonic plague, the Spanish influenza, polio, HIV and AIDS, the book probes their origin, their catastrophic course and their consequences in both the short and long term. Impact ranges from the demographic to the political,

the social, the economic, the spiritual, the psychological and the cultural.

Howard Phillips is a professor in the Department of Historical Studies at the University of Cape Town, where he pioneered research in, and the teaching of, the social history of medicine and disease.

**Steve Biko by Lindy Wilson**

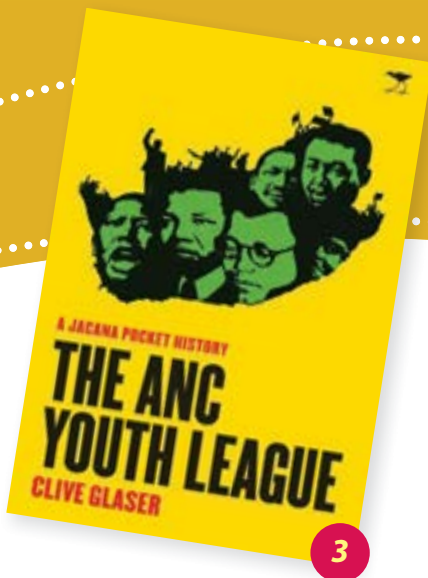
**5** Steve Biko is often seen as the charismatic leader of the Black Consciousness Movement, who played a useful stopgap role in South African politics in the late 1960s and 1970s. This biography of Biko shows, on the contrary, just how fundamental he was to the transformation of South Africa in the second half of the 20th century – and just how relevant he remains today.

Lindy Wilson is an independent writer and documentary filmmaker who met Biko when he was banned.

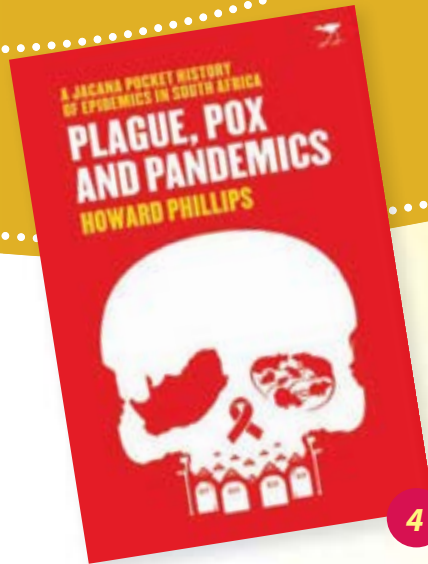
**Shaka by Dan Wylie**

**6** We all picture Shaka as a lean, mean, assegai-wielding warrior-king, the military genius who founded the Zulu nation. In fact, we don't actually know when he was born, what he looked like, or exactly when he died. Almost every other story you've heard is probably either wrong or contested. This biography draws on the last two

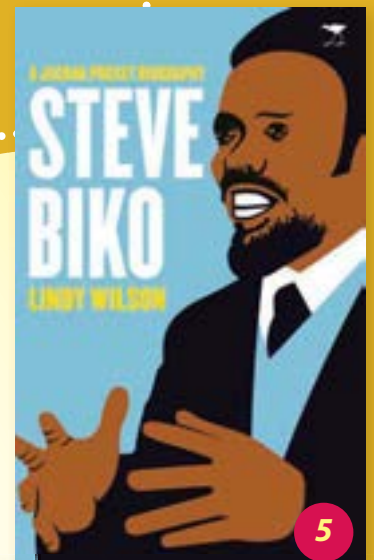




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decades of historical research to reassess the eyewitness accounts and use newly available oral traditions. The picture that emerges is astonishingly different from the popular stereotype.

Dan Wylie teaches English at Rhodes University, Grahamstown and his book *Myth of Iron: Shaka in History* (2006) was the first full-length scholarly biographical study of Shaka.

#### **Umkhonto weSizwe by Janet Cherry**

7 Umkhonto weSizwe, or MK, was arguably the last of the great liberation movements of the 20th century – but it never got to march triumphant into Pretoria. A small group of revolutionaries committed to the seizure of power, they found their principals engaged in a negotiated settlement with the enemy and were disbanded soon after. The history of MK is one of paradox and contradiction, of successes and failures.


Cherry presents in broad outline the various stages in MK's 30-year history, considers the difficult strategic and moral problems the army faced, and argues that its operations are likely to be remembered as a just war conducted with considerable restraint.

Janet Cherry is a human rights activist, researcher and academic who teaches at the Nelson Mandela Metropolitan University.

#### **San Rock Art by David Lewis-Williams**

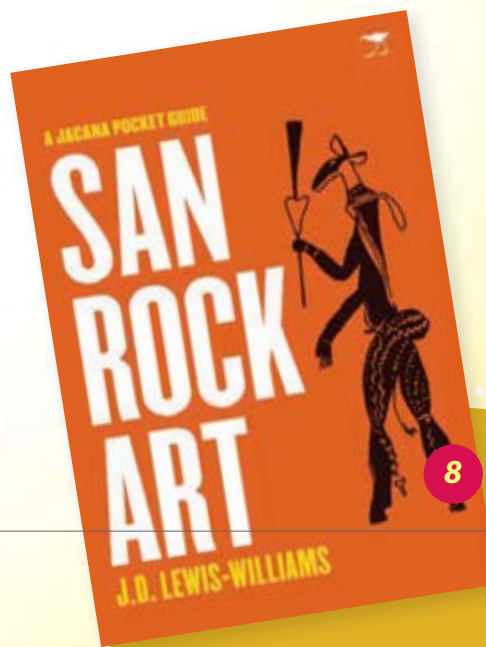
8 San rock paintings are scattered over the entire area of southern Africa and present us with one of the greatest cultural treasures of humankind. It is estimated that some 15 000 rock art sites are known and possibly as many await discovery. But how are we to make sense of their images; often baffling in their complexity and strangeness?

Taking as his starting point the magnificent Linton panel in the Iziko South African Museum in Cape Town, Lewis-Williams shows how it can shed light on San Rock Art in general and lead us to the heart of the San thought-world.

David Lewis-Williams is a Professor Emeritus and former Director of the Rock Art Research Institute at Wits. 



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- Ensure the full participation of women in local government

- Develop capacity in municipalities
- To act as an employer body on behalf of municipalities

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## Teeing off with Trust



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The much-anticipated annual Presidential Address Golf Challenge, held at the De Zalze Golf Estate in Stellenbosch, Cape Town on 16 February 2013, helped raise R7 million for the Jacob Zuma RDP Education Trust.

Ministers, Public Sector officials and representatives from the private sector participated in the tournament. At the dinner held afterwards, President Zuma called on everyone to do their bit to boost education. To date, the trust has assisted 23 000 disadvantaged learners since inception 17 years ago – 60% of whom are female.



6

- 1 & 2. President Zuma in action on the golf course.
- 3. President Zuma, ANC Deputy President Cyril Ramaphosa and Minister Collins Chabane share a light moment.
- 4. President Zuma and the Minister of Public Service and Administration, Ms Lindiwe Sisulu, congratulate winners at the event.
- 5. (From left) Tuso Zibula and Carla Motau from the Department of Public Service and Administration, with Sipiwe Dlamani; from the Department of Defence.
- 6. (From left) Guests at the dinner included Shiny Gobiyeza, Sandie Mbatsha and Hennie Botes.





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Information and photographs:  
Supplied by DIRCO

# DIRCO hosts annual diplomatic dinner

The annual diplomatic dinner, hosted by the Minister of International Relations and Cooperation, is normally held after the State of the Nation Address (SoNA). This year's event was held at the Lourensford Estate in Somerset West. The annual dinner provides an opportunity to reconnect

with foreign representatives and to reinforce the message that the President shared during the SoNA. It is also an opportunity for politicians, technocrats, civil society, academics, business and captains of industry, media and the relevant stakeholders to network and exchange ideas. 🌐



1. Guests arriving at the prestigious event.
2. Host of the event, Minister of International Relations and Cooperation, Maite Nkoana-Mashibane addresses guests.
- 3&4. The sprawling Lourensford Estate made an ideal venue.
5. Renowned South African artist Hugh Masekela performs at the event.

# Small steps to a better life

**M**any of our problems, at work or in our private lives, come from within our own minds. We cause them through our own poor mental habits. We think we should act this way or that; soon find ourselves tied in knots, and making our lives difficult and stressful.

It's not too far into the new year to make a resolution to change your work and personal life for the better, taking it one step at a time.

Cape Town freelance media practitioner Miriam Mannak, a hardworking professional, unexpectedly found herself in tears a few months ago and could not stop crying.

"I realised that I was severely overworked. I was always on my phone, answering e-mails, following the news and pitching story ideas. I had taken on too much work. As a result, I had "unlearned" how to switch off and was always in work-mode," she says.

This had a negative impact not only on her professional life, but also on her relationship and social life.

"Whenever my boyfriend came home from work, he had switched off from the office due to his 30-minute drive back home and an after-work beer with his business partner. I, on the other hand, never took that half hour to switch off. I hardly relaxed and had become less social. People around me began to notice, and as a result I was invited out less often. This caused even more stress and anxiety attacks. I knew it was time to take action and make a plan to better my life."

Miriam made an appointment with Cape Town life coach Alan Hughes who, in six weeks, taught her how to take the first steps to manage her life better, be happier and stress less, and overcome her anxiety attacks.

She agreed to share what she learned with other professionals, knowing she was not an isolated case. Miriam now follows the following stress-busting techniques:



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- Meditate when things get too much.
- Take half an hour between work and a social event to give yourself time to wind down – either take a bath or go for a walk.
- Leave your phone at home when you go out for dinner. You don't always have to be on call 24/7.
- Switch off your phone after a certain time at night, say after seven.
- Don't stress about what people might think of you.
- Manage your stress levels.
- Exercise: it winds down the mind and is good for the body.
- Eat healthy, particularly when things are stressful. A lack of nutrients will make a burn-out so much worse.
- Set limits when it comes to working hours. Working hard to squeeze in everything between eight and five makes you a much more efficient worker.
- Take a break at lunch, don't eat in front of your desk. Go for a walk, or have your sandwich at the park.





Now.dartmouth.edu



Foxnews.com

“It made a huge difference. I have anxiety relapses from time to time, but I know how to manage them better. It is a work in progress. I have learned that taking a break is good for the soul and for your relationships,” she says.

### Invest in yourself

This year, make a resolution to invest in yourself. One way to do this is by goal-setting, says Bill Burrridge from New Insights Africa. His favourite tips for goal-setting are:

- Get detailed: setting vague goals simply won't work. Give your goals some substance. Instead of thinking “I need to make more money”, get specific. How much money, why, by when and how will it feel?
- Your goal must inspire you: you must be able to connect with it, to make it your own.

- Manageable chunks: you can dream big, but break it down into small action steps and focus on achieving those one at a time.
- Start small, but start! Make the first action step something easy, like meeting a friend for a relaxing coffee and a chat if you're stressed.

“Once you start planning and handling the small steps effectively, success with the bigger steps will come automatically,” says Burrridge.

### Leave the comfort zone

To make small changes to better your life, whether in terms of stress relief, an exercise regime or a healthier eating plan, you have to leave your comfort zone.

Setting a SMART goal may get you on your way:

- **S** – Specific and Simple
- **M** – Measurable and Meaningful to you
- **A** – As if now, Achievable, and relevant to All areas of your life
- **R** – Realistic and Responsible
- **T** – Timed and Towards what you want.

“The whole point of your life is not just to be successful, but also to experience and give joy and happiness. For this, it is important to keep the final aim in mind. No matter how committed and serious you are about setting goals to change your life, always remember why you are doing it. Keep the end in mind and, in the proper context, be sure to have fun getting there!” ☺

**Additional sources:** <http://lifecoachingcapetown.com>; [www.life.coaching.insights.com](http://www.life.coaching.insights.com)

TRAVEL



An idyllic view from the Hilton hotel.



Bold and beautiful architecture characterises the capital city, Doha.

# Hidden of the East

I was beyond words when I was recently assigned to a journalism assignment in Doha, Qatar to cover the COP18 United Nations climate talks. Although I was going to cover a subject close to my heart, I was excited about the challenge, the prospect of being in a foreign country for a couple of days.

My two-week experience in this small but fascinating country, also known as “The Pearl of the Middle East”, is one that I will not easily forget as the country more than lived up to this title.

After a seven-hour-or-so flight, I landed at Doha International Airport – an understated airport with rows of maroon chairs and some unfriendly faces – around midnight. I was tired, but still excited.

I checked into the Hilton Hotel and my room had breathtaking views of the ocean and the city skyline, which I only

got to appreciate in the morning while having tea on the balcony. The eating area downstairs extends onto the beach, so I had the option to either eat inside or sit outside and enjoy the view and the seabreeze. Heaven!

So, what is Doha like? It is absolutely beautiful. It’s hard to believe that at one stage it resembled a ghost town and was originally a pearling and fishing settlement.

Today, it’s one of the fastest-growing economies in the world and has the highest per capita income globally, thanks to its large oil and natural gas reserves.

Doha is small, but it offers visitors enough to make a stay memorable and enjoyable. As a visitor, you’re spoilt for choice with the exciting mix of Western and Arabic influences. There’s everything – from extravagant five-star restaurants and hotels to shisha (hubbly) bars and *souqs* (fleamarkets).

Whether you’re a culture enthusiast or a sports fan, you’ll enjoy the diverse array of events and attractions Qatar has to offer.

## Tastes and sights of the city

Something that the Qataris have in common with South Africans is the appreciation of food and drink in their culture and hospitality. Doha offers various dishes, including Arabic, British, Italian, French, American, Mexican, Indian and Japanese. I loved





The Islamic Museum in Doha houses a world-class collection spanning 1,400 years.

At the moment, there is construction on every street as the city prepares to host the 2022 FIFA World Cup™. The tournament will take place during summer and as such, 12 innovative air-cooled stadiums are being constructed to deal with the heat. An entire rail network, a metro system, a new network of roads and a new city north of Doha are to be constructed over the next eight years.

being able to drink a variety of fresh fruit juice – not bottled or boxed with an expiry date, but made while you wait.

I also had the best vegetable biryani, and enjoyed a specific brand of herbal tea, the name of which has sadly escaped me.

The standards offered in the hospitality industry are high, and guests feel like queens (or kings).

Doha isn't a pedestrian-friendly city, and as such I didn't see a lot of people afoot. There is also a lack of city buses or minibus taxis because oil, one of their main exports, is in abundance and priced at levels unseen anywhere else. As a result, the cost of owning a car and filling up with fuel is much more economical than travelling via public transport.

If you're used to taking a stroll downtown for some window-shopping or to visit cafes, in Qatar, you can't. You will need to drive (or be driven) everywhere – to most places anyway.

And as you drive to or walk around malls or the *souqs*, you will see many of the locals in traditional dress; white *thobes* for men and black *abayas* for women.

The Qatari women, with their distinct Arabic perfumes, do not only keep their heads covered, but their entire faces as well. As part of maintaining modesty, women do not shake hands with men.

Qataris are very wealthy but dignified about their wealth, which is reflected in the incredible buildings and cars in the immaculately clean streets.

Doha is more liberal than most towns in Qatar, but there is a list of rules to follow on how to dress so that you do not offend the locals.

It's also advisable to always have a scarf in your bag (if you're a woman) especially if you're going to go out of the city.

Things don't happen that quickly in Qatar; there's somewhat of a relaxed and laidback attitude about everything, although it may not purposely be so. For example, if you're told that your shuttle leaves at 8 in the morning it may actually only leave 30 to 45 minutes later, and getting all worked up about it will not help, because you will either get a blank stare, or, at most, a nod and a smile.

Although I spent most of my days being shuttled between the hotel and confined within the beautiful marble walls of the Qatar Convention Centre, I did get some time off in the evenings.

I loved being able to walk on the extra-small pavements at night to the mall without worry. I loved that shops stayed open until midnight and I fell in love with the sprawling and perfectly restored Souq Wasif (literally

"the standing market") – the food, the atmosphere, the merchandise, the architecture ... just about everything!

### A place to be

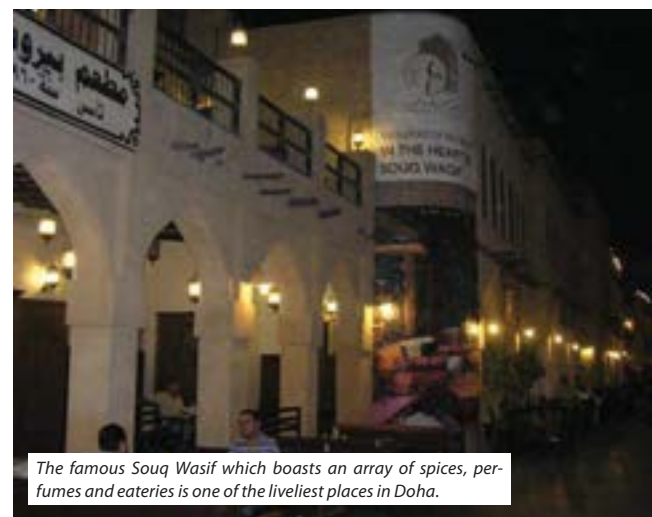
Do yourself a favour, and visit Qatar at least once in your life. You will need a couple of months to save up because life is not cheap, but it is an experience worth every cent.

The best time to visit Qatar is between November and February, when temperatures are much cooler. Don't leave behind a good jacket, though, because the air-conditioning in the malls and conference venues are brutal!

A local I met at the *souq* told me that in the summer months, temperatures in Doha go up to at least 45°C. It's during this time that a lot of people apparently leave Qatar.

The visit to Qatar was one of the greatest experiences of my life. I will definitely go back for a visit with my family.

Although I loved my stay in Doha, it was great to be back home. As clichéd as it may sound, I missed the warm and friendly faces. Oh, and I also missed being able to afford the bare necessities! ☹️



The famous Souq Wasif which boasts an array of spices, perfumes and eateries is one of the liveliest places in Doha.

Hyundai's onslaught on superb car design continues with the introduction of the new Santa Fe.



Writer: Ashref Ismail\*

# All new and awesome

## What's hitting the road this March?

### Hyundai's compelling new contender

The all-new, third-generation Hyundai Santa Fe has arrived in South Africa, showing off striking styling and luxury as well as performance features that are bound to make it a compelling and very popular contender in the large sport-utility vehicle (SUV) market.

Buyers in this segment are given a choice between the front-wheel-drive Santa Fe Premium and the two all-wheel drive derivatives – the Executive and the Elite. When carrying more passengers is a priority, the Executive and Elite, with their third row of seats that fold away into the cargo floor in the rear, offer another option to make it an even more versatile vehicle.

Stylish, spacious and comfortable, the Santa Fe is loaded with features. Fuel-efficient and advanced at every level, Hyundai brings new energy and a very attractive alternative into South Africa's SUV market with this next-generation vehicle.

It is designed to be manageable in a city environment, with flexible seating arrangements and clever use of internal space. It is also the ultimate leisure vehicle: high ground clearance, the all-wheel drive system in the Executive and Elite, and a frugal, efficient turbo diesel engine make long trips on the variety of South African roads a pleasure.

The new Santa Fe is equipped with a smooth, quiet and

efficient 2,2-litre, four-cylinder turbo-diesel engine. This powerplant, used for all three derivatives, features an advanced third-generation common-rail fuel injection system and a high-efficiency electronic turbo-charger.

The 16-valve R2.2 engine with double overhead camshafts delivers 145 kW at its peak power output at 3 800 rpm, and loads of torque that reach its maximum of 436 Nm when the engine runs between 1 800 rpm and 2 500 rpm. Fuel consumption figures at 8 litres/100 km for the Premium and 8,3 litres/100 km for the AWD Executive and Elite derivatives have been recorded in combined European testing cycles.





## Unrivalled beauty

Fans from 52 countries have voted the Mercedes-Benz A-Class The Most Beautiful Car of the Year 2012. Voting was carried out via seven mini websites, provided in various languages by TV channel Eurosport.

The award was presented on 29 January 2013 at the International Automobile Festival in Paris, France. Marc Langenbrinck, Director-General of Mercedes-Benz in France, accepted the award at the Hôtel des Invalides. The public vote has been held since 1987, and this time votes were accepted between 6 December 2012 and 20 January 2013.

The new A-Class has already received a number of awards for its progressive design, and was named Germany's Most Beautiful Car at the 2012 AUTO BILD Design Award.

Readers of the German *ADAC Motorwelt* and users of the ADAC website also showed their support for the A-Class: Germany's favourite car was awarded the Yellow Angel 2013 by Europe's largest automobile club.

*Voted the most beautiful car in 2012, the A-Class will set the cat among the pigeons as it takes on arch-rivals, the BMW 1-series and the Audi A3.*



## Engine economics

Honda Motor Southern Africa has announced the addition of an all-new compact, turbo-charged diesel engine to its Civic hatch line-up. This finely-tuned four-cylinder engine features ultra-low emissions, exceptional fuel economy and ample torque, which ensures superb performance.

Known as the 1.6-litre i-DTEC, the new engine is the lightest diesel engine in its class, weighing 47 kg less than Honda's own 2.2-litre i-DTEC engine. Despite its relatively small capacity, the new engine packs surprising punch without compromising on fuel economy or emissions.

The 1.6-litre i-DTEC will be introduced as an option on the existing Civic hatch model range, and will be available in the Executive grade. Standard features on the Executive Civic hatch include

leather and heated seats, rain sensing wipers, auto headlights and a reversing camera. With the exception of the power plant and small changes to the emergency brake lights and aerodynamic trim of the rear, the Civic range itself remains unchanged, and still offers the same levels of refinement and driver enjoyment as before. Thanks to the new engine, however, this enjoyment now comes with significantly lower CO<sub>2</sub> emissions and fuel consumption. >>

*Honda's dynamic Civic now comes with a frugal but powerful diesel engine that will satisfy those wanting good performance without sacrificing fuel economy.*





*Toyota is upping its game by introducing designs that are exciting and inspiring.*

### Shaking things up

Toyota has taken on the challenge of awakening the passion in its products, while at the same time trying to ensure that its vehicles remain a logical choice. With this in mind, the world's largest automaker has taken the wraps off two contrasting new concepts at the Geneva motorshow in Switzerland. The FT-86 Open and Toyota i-Road concepts will pave the way for two new model introductions that will augment the Toyota model range in coming months. They share the spotlight with the all-new, fourth-generation RAV4 compact SUV.

### FT-86 Open concept and Toyota i-Road

The Toyota FT-86 Open concept previews a possible future development of the award-winning 86 sports coupé. The show car will help Toyota gauge public reaction to the idea, at the same time as it carries out engineering tests on a prototype. The Toyota i-Road has been conceived as a compact, fun and emissions-free personal mobility concept, designed to offer quick and efficient urban transport for two people.

### RAV4

The fourth-generation RAV4 will soon be appearing at a European motor show for the

first time, coinciding with its market launch in Europe. The newcomer will make its South African debut during the second quarter of this year. The new model builds on its pioneering heritage, putting a greater emphasis on the qualities demanded by the modern families at the heart of its target market, without sacrificing its core values. The RAV4 offers distinctive styling, a high-quality interior, greater efficiency and improvements to its all-wheel drive system that help deliver a more engaging drive. RAV4's debut will be supported by two special design studies, the RAV4 Premium and RAV4 Adventure. 📸







## WOMEN ON WHEELS



**What I do:** Traffic Officer, National Traffic Police

**What I drive:** VW Polo

**Marital status:** Single

**The motto I live by is** ... Go big or go home!

**My first car was** ... a Chevrolet Spark, too slow for my liking!

**The worst car I ever owned was** ... Mmm. None. I only buy okay cars.

**Who taught you to drive and how many attempts before you got your licence?** I learnt through a driving school and passed on my first attempt.

**My dream road trip would be** ... doing the Garden Route in the Western Cape in a Citroën DS3, travelling with my loved one.

**The music I play in my car is** ... anything with a beat that would make me want to step to it and sing along. I don't do depressing music.

**My dream car is** ... a Volkswagen Scirocco GTI.

**What annoys me most about other drivers is** ... when they don't obey road traffic rules. I dislike some drivers because of their aggression and disrespect for other road users.

**What I like most about my current car is** ... that it's cute and sexy. The VW Polo is very economical and it goes when I say go!

**How would you get out of a traffic fine?** Unlikely, as I'm a traffic officer myself.

**If I had a puncture, I would** ... speed-dial the emergency numbers of the roadside services saved on my phone. Of course, I know where the spare tyre is, though! 📞

*In the previous edition we incorrectly identified the person pictured in the Women on Wheels feature as Bridget Manshiu. Her name is in fact Gladys Simpson. We apologise for the error.*



To prove that we at PSM appreciate women (and their indisputable good taste in cars) we've introduced a feature called Women on Wheels, which profiles interesting women in Public Sector management positions from around the country and their equally interesting wheels. If you think you have what it takes to hold our motoring editor, Ashref Ismail's interest, e-mail [ashrefi@rtmc.co.za](mailto:ashrefi@rtmc.co.za) with at least three clear, high-resolution pictures of yourself and your car in interesting surroundings. Your car needn't be new or expensive, but it must be interesting and must belong to you or your partner and not be borrowed or stolen! Each month, one story will be chosen and published. Numbers plates will be obscured, for obvious reasons.

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The hotel boasts 25 exquisite en suite rooms with free-standing baths and separate showers, 5 twin bedrooms, 19 king bedrooms and an executive room. All beds are extra length, sumptuously fitted with pure cotton linen, a pillow of your choice (a menu is provided) and a choice of duck down or hollow fibre duvets.

All rooms are unbelievably spacious and luxurious with a host of modern amenities including wall-mounted LED screens with Satellite TV, electronic safe, mini bar and WIFI.

Your dining experience at The Marion on Nicol will simply be out of this world! The dining room and terrace are available for exclusive events. Executive chef, Auret Morolo, prefers to use fresh local produce rather than imported produce and goes the extra mile in presenting beautifully crafted seasonal meals that are both visually exciting and delicious. Some of the country's finest wines, ports and sheries feature on the wine list. A new fine dining a la carte menu has been introduced. Visit our website for a taste of what's on offer. Breakfast is from 07:00 to 11:00, lunch from 12:00 to 16:00 and dinner from 18:00 to 23:00. High tea is served on weekends and public holidays from 14:00 to 17:00 on the terrace.

Guest facilities include an exclusive executive spa with complimentary sauna, steam room and cardio-fitness centre and a heated outdoor rim-flow swimming pool.

Fully air-conditioned conference facilities are available and a dedicated service ambassador ensures that meetings and events held at The Marion on Nicol consistently exceed the highest standards. Executive boardrooms are available for small groups of 4 to 12 persons and conference rooms can accommodate up to 30 delegates. Special packages are available on request.







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# Green with envy

Colour is still a big trend, but it could be a bit intimidating for some. With these bright accessories you can add some colour for a sophisticated yet fashionable look – without breaking the bank.

R150 Zara



R89,95 Edgars



R79,95 Woolworths



R199 Country Road



R89,95 Edgars

R199 Zara



R499 Woolworths



R299 Markham



# Berry

R599,95 Edgars



Add some colour to your winter wardrobe with these pink and berry accessories – all within a reasonable budget.

R599 Luella



R150 Woolworths



R130 Woolworths



R99 Foschini

R230 Foschini



Stylist: Rochelle Howard  
Photographer: Donovan Fichardt

Stockists: Edgars 0860 692 274 Luella 011 447 2690/021 529 3146 Woolworths 0860 022 002 Foschini 021 441 3840/011 685 1400

# Surf's Up! Get on board

Not too many codes of sport can match the exhilarating and natural experiences that surfing offers, and as a result the sport has been riding a growing wave of popularity.

**"T**hey call it the stoke. You catch that one ride of the day and you're smiling from ear to ear."

That's how Janine Strickland, an instructor at a Canadian surf school, summed up the enthusiasm of her clients whose average age ranges from late thirties to early forties. Along Canada's coastlines, the surfing community continues to grow more and more as women are surfing year round.

Over the years, there has hardly been a surfboard in sight along the coastline of India but the "Surfing Swamis" have started changing that.

Just over two years ago, Jack Hebner, a former American surfer turned swami, stirred interest in the port city of Mangalore. A number of his fellows started engaging regularly and that led to the formation of the Surfing Federation of India, which recently organised the first Indian Surfing Festival.

Unlike Canada and India, South Africa is a power-house in world surfing and in the past the Rainbow Nation has hosted many world events.

Surfing in the country falls under the jurisdiction of Surfing South Africa, the recognised national governing body for the sport. Surfing South Africa is also a member of the International Surfing Association, the world governing body for the sport.

Surfing South Africa is committed to raising surfing's appeal among people of all ages and from all communities. It strives to make surfing accessible to all and ensures the implementation of structured programmes while ensuring the transformation of the sport.

#### It's time to hang 10

South Africa's two coastlines offer numerous spots that provide the ideal surf for any level of surfer. Beginners need to make contact with the nearest surfing club or surf school, and the necessary contact information is available on Surfing South Africa's website.

The basic equipment includes a surfboard, wetsuit and, in cases where the water is really cold, boots and gloves. Do not think





Epistodmedia/123RF

about acquiring equipment before making contact with a club because initially they will offer a range of equipment and experts there will advise.

At the outset, arrive at the club armed with a pair of surf shorts or a bathing suit.

### **Join the tribe**

If you are not close to regular surfers, a good idea to improve your understanding of the sport is to chat to staff at the local surf shop. They may well just take you under their wing and offer invaluable guidance.

There is no ideal age at which to start out, but experts say it is all a state of mind. Most instructors will suggest age six years for kids starting out.

You will need some swimming ability and usually you'll be tested to see if you can manage 50 metres in a pool. The instructors at clubs will also satisfy themselves that your health is in order.

South Africa has a healthy crop of surfers ranging from 35 years to over 55 who compete competitively in masters

events. Clubs will be keen to welcome "senior citizens" into the beginner ranks if they have some swimming ability.

### **What the wannabes don't get**

If you're a surfer wannabe, someone who wants to be a surfer, who wears the clothes and talks the talk but can't surf, then you're missing out on the great health benefits that the sport offers. You rarely hear about or come across an unhealthy surfer.

Surfing ensures that all the body's muscles come into play while you engage in what is really a wonderful cardiovascular exercise. With every outing you increase your stamina and energy. Your muscle tone will change, particularly in your upper arms and shoulders.

And the great thing is, even when you're just sitting on your board riding the gentlest of waves, your sense of balance is tested and all the while your posture and mental focus improve. 🌊



# High-5

**W**hen you first pick up the iPhone 5, you can't help but notice that it is incredibly light and thin. Indeed, it's a mere 7,6 mm thick and weighs a paltry 112 g. At the same time, the metal case gives it a strong, solid feel – although it is rather prone to picking up fingerprints.

One downside is that its sides are quite sharp, and the back is entirely flat, which means that the iPhone 5 doesn't sit very comfortably in your hand. The other is that, while it is taller than its previous incarnation, it's the same width, which makes it seem slightly awkward and imbalanced in use.

The positioning of the ports, buttons, and switches remain largely the same. The 3,5 mm jack has been moved to the bottom, though.

Probably one of the biggest changes to the iPhone 5 is that of the size of the display. Gone are the days of the 3,5-inch iPhone screen, replaced by a four-inch panel. It seems

like a small change, but it's immediately noticeable.

The resolution has changed as well, which keeps the pixel density intact.

The screen itself is

crisp and clear, rendering images and text beautifully. Viewing angles are superb, and if you max out the brightness on the iPhone 5, it is easily legible in direct sunlight.

The speaker on the iPhone 5 is probably one of the better ones you'll find. It's plenty loud, but the quality can get a bit thin.

The earphones that come with the iPhone 5, named EarPods, are definitely some of the better bundled earphones.

## iPhone 5 by numbers

- A6 system-on-chip
- Dual-core 1,2 GHz CPU
- PowerVR SGX 543MP3 GPU
- 1GB RAM
- 16GB, 32GB or 64GB internal storage
- WiFi a/b/g/n
- Bluetooth 4.0
- HSPA+ (up to 42,2 Mbps down and 5,76 Mbps up)
- Recommended retail prices for the iPhone 5: R8 699 (16 GB), R9 999 (32 GB) and R11 399 (64 GB).



The EarPods are oddly shaped when compared to common circular earphones. They fit and sit snugly and, most importantly, stay there.

Audio quality is impressive, with a surprising amount of bass and a distinctly warmer sound. Whether EarPods can truly rival high-end headphones that cost hundreds more is up for debate, though audiophiles will still prefer their carefully selected gear and casual users will be happy for the upgrade.

The eight-megapixel camera on the iPhone is fantastic. It gives great detail, resulting in

crisp, clear shots. Colours are generally good, though they tend to be slightly over-saturated. It also offers some great close-up shots, something that a lot of otherwise great phone-cameras struggle with.

The camera is more than good enough for video chats, and even for self-portraits, if that's your thing!

Battery life on the iPhone 5 is stellar. It easily lasts a day (calls/texts, browsing, social networks, and a bit of gaming) and it's easy to get multiple days of use. ☺

**\*This is an edited version of an article that originally appeared on [www.mybroadband.com](http://www.mybroadband.com).**

The iPhone 4 and iPhone 4S are things of beauty, and it's clear from where the **iPhone 5** draws its inspiration.





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# Courting fate while you check your male

“ Courting is not what it used to be, especially since most men don't know how to ask women out on a proper date anymore. ”

It's been a long time coming, but I finally have a date. With a real person. Whom I'll meet face to face.

As the unmarried legions will tell you, these days, that is a very rare occurrence indeed. You see, as good as technology has been to the world, it has destroyed the courting process.

I never did get that date on Valentine's Day, but I did scour the Internet for possibilities. After sifting through all of the crazies, I managed to maintain conversations with a couple of normal, non-serial killer-type men.

But just when I thought all hope was lost, I started speaking to a man in the bookstore. My intentions were pure. I wasn't trying to score a date. But he asked for my phone number and I gave him my business card, went on my merry way and forgot all about him.

That is, until an e-mail from him landed in my inbox. He said it was nice meeting me, he worked near my office, we should get together for a coffee or lunch sometime, etc, etc.

At first I thought nothing of it. When a guy asks you to coffee over e-mail, surely he's putting you straight in the "friend zone". Surely, if he meant to take me on a proper date, he would call me and ask me to drinks. At night. A first date in the afternoon is hardly going to lead to any variation of hanky panky. No legs would be shaved for an afternoon coffee date.

But, my friends convinced me otherwise. An e-mail, these days, is as good as gold on the dating scene. And if he follows it up with an SMS, even better. If he calls, I should pick out a wedding gown.



In an era where practically everything is free, my friends feel that I'm lucky this man didn't ask for my BBM pin, or even worse, ask me to invite him on Facebook so we could do our virtual dating there. If I said no to either, he would ask if I subscribed to any other free communication programmes.

I found myself longing for the days when guys would actually do the work to score a phone number, and then call, despite the risk of rejection. I missed the era

when you knew exactly what they looked like without the effects of Instagram. Quite frankly, I detest the fact that they don't have to spend a single cent on phone calls, flowers or the entire wooing process.


Thanks to technology, there is no suspense or anticipation of the next call. You can see exactly when he's online. And because it's free, that's all day. There are no special trinkets sent to your office. Instead, you'll have to make do with a picture of flowers or a teddy bear attached to your e-mail.

During conversations with those Internet men, I was told that they'd only commit to a date once they felt the woman was in love with them. It wouldn't be uncommon to propose marriage on the second date, so as to not waste any more time or money on the courtship.

Feeling down in the dumps by the state of modern courtship, I jumped when my phone rang. It was the bookstore guy. I hadn't replied to his e-mail, so he decided to call instead. He didn't want to sound forward, but he really wanted to take me out sometime.

Who knows where this is going to lead, but at least there's hope for old-fashioned courting. I'm shaving my legs just in case. ☺





# The WHOLESALE provider of choice for backhaul connectivity.

For South Africa to unlock innovation, create new jobs and industries, we need to connect our communities in ways that build sustainable economic growth. We need broadband. As South Africa's operator-neutral broadband carrier of carriers, Broadband Infraco is committed to its mandate of unlocking economic growth by delivering Wholesale Broadband Infrastructure and capacity that stimulates public sector development.

So, contact our Key Account Managers today at (011) 235 1600 or via email at [business@infraco.co.za](mailto:business@infraco.co.za) or just visit: [www.infraco.co.za](http://www.infraco.co.za) and let us help you unlock your potential.

Connectivity that unlocks economic growth for our clients, their clients and the country.

Connect. Growth, UNLOCKED.

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# UIF *on line system for* **Employers**

**DOING BUSINESS WITH THE UIF**  
*at a click of a button*

**[www.ufiling.gov.za](http://www.ufiling.gov.za)**

**AS AN EMPLOYER YOU CAN NOW REGISTER, DO PAYMENT AND AMEND  
YOUR EMPLOYEE'S DECLARATIONS AT THE CLICK OF THE BUTTON.**

## **U-FILING FACILITATES SECURE ONLINE SERVICES FOR:**

- Declarations
- Amendments to declarations
- Contributions
- Activating a receipt for payment of contributions

## **BENEFITS FOR USING THE SYSTEM ARE AS FOLLOWS:**

- Instant update and access to U-filing data
- A secure and convenient online service
- Reduce data errors
- Improved service delivery