

PublicSector



M A N A G E R

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

MARCH 2012

Deputy Finance
Minister

Nhlanhla Nene

How to go big by cutting back

New SA story

State of the Nation vs the state
of the State

Provinces line up new growth

Lead roles

SAA's Siza Mzimela on taking
a public enterprise to the world

Mamodupi Mohlala champions
a better deal for consumers

Minister

Roy Padayachie

gears the Public Service
for impact

Lifestyle

Multitasking fashion
What are you doing
this Easter?

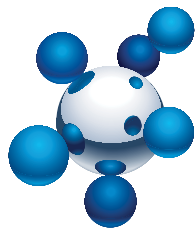


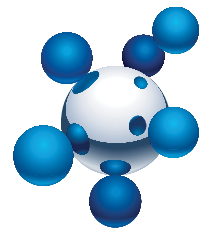
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Printed by Shereno Printers

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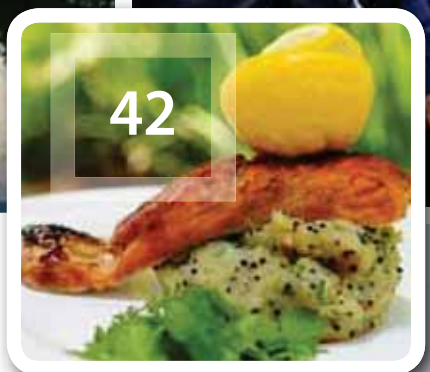
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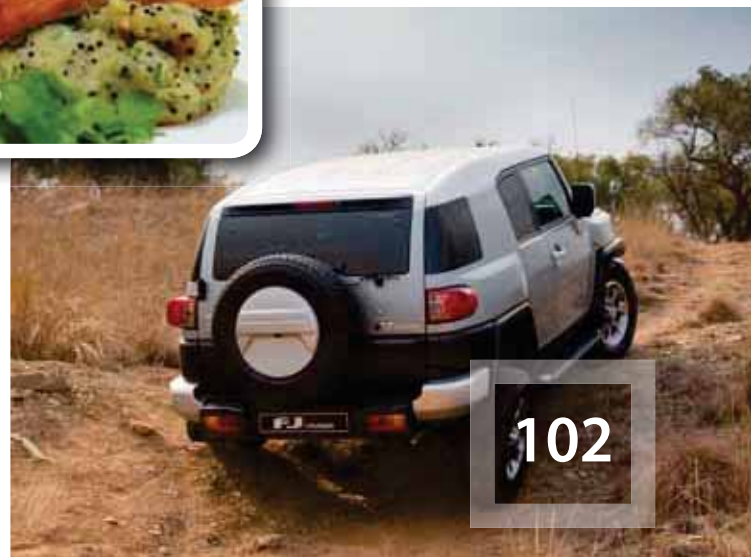
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Justice DG Nonkululeko Sindane looks forward to a better department

Mid-term: time to reflect and refocus

November 2011 marked the middle of term of our Administration; it marked the period of reflection and review of our work and our commitment to make a difference in the lives of our people. It marked a period where we need to report back and provide an account to citizens on whether we are making progress on the mandate we have been given.

In 2009, we committed to building a performance-orientated state through institutionalising performance monitoring and evaluation through the Department of Performance Monitoring and Evaluation in The Presidency. Since then, a lot of work has been done to ensure that we put in place all the necessary tools that will allow us to measure our performance. We undertook to focus on a few areas which we believed that if done properly, will move our country towards a higher road of focused development.

The selection of the five priorities was a conscious and yet deliberate attempt to give this government strategic focus on what needs to be achieved and make an impact, rather than concentrating on activities with no due regard for the outcomes they lead us to. These were as a result of massive expenditure in, among other areas, education, health, crime and corruption and housing, but yet, these have not translated into all the outcomes we wanted and our people expected. One of the hallmarks of this Administration has been a commitment to increase the use of monitoring and evaluation to improve government's performance.



In pursuit of this objective, Cabinet agreed on a set of 12 outcomes (or priorities) to provide a strategic focus for government, building on the five priorities in the ruling party's election manifesto. The five priorities of health, education, crime and corruption, rural development and the creation of decent work became the centre of government-focus and its delivery.

Since then, the President entered into a performance agreement with each of his ministers, in which he spelt out the key results that he expected for each of the outcomes. He also requested some of the ministers to coordinate the production of interdepartmental and intergovernmental plans or delivery agreements for each of the outcomes, setting out how the outcomes would be achieved, and identifying measurable indicators and targets.

The delivery agreements were completed by November 2010. Pursuant to that, we then committed to monitor the implementation and report to Cabinet every quarter on progress with the implementation of these delivery agreements.

The year 2011 marked the full year of monitoring and reporting to Cabinet, present-

ing us with lessons and challenges we need to correct. But most importantly, we have recorded good successes against what we have set ourselves to do.

We have also now started to carry out evaluations of major government programmes related to the outcomes, with a view to assess their impact and identify required revisions to the delivery agreements. Initial evaluations have started in some areas such as Early Childhood Development (ECD), and further evaluations will start shortly on human settlements, child and maternal health, and the Comprehensive Rural Development Programme.

For example, the *Diagnostic Review of the ECD sector* is pointing to the need to increase investment in the sector due to its very high impact on the long-term prospects of people (and their children, i.e. the inter-generational effect), and the increased returns from primary, secondary and tertiary education if children have been exposed to ECD interventions. This is particularly true in the period from conception to two years old, which is neglected at present. It is also pointing to the need to expand home- and community-based provision, rather than just relying on ECD centres. Ten evaluations will be undertaken in 2012/13 as part of the National Evaluation Plan, which signifies that our evaluations are taking shape.

November 2011 was the mid-point of the 2009 – 2014 electoral term and this prompted us to conduct a mid-term review of the implementation of our system and work. The review focuses on education and skills; health; fighting crime and corruption; employment; economic infrastructure; human settlements; local government and basic services; environmental assets and natural resources; an efficient and development-orientated public service; and our work in the international relations arena. It is a comprehensive review which gives progress, challenges and what is in place to address them.

In each of these areas, we provide a short problem statement, an analysis of the causes of the problem, a summary of our 2009 commitments to address the problem and a summary of progress to date against the commitments. We also identify key challenges and make recommendations for focus areas for the remainder of the term. The review is intended to be high-level and focused on a few areas and therefore does not comprehensively cover all the work of government.

Our intention has been to provide a balanced and frank assessment of our progress with the priorities to

date, and we hope that the review makes a contribution towards developing a culture of continuous improvement and accountability, and the transparent government to which we committed.

This mid-term review indicates that there are areas where we have made good progress against the targets which we set ourselves at the beginning of the term. However, it has also identified areas for which, on the basis of progress to date, it appears that the 2014 targets are unlikely to be met. These areas will require particular attention and focus during the remainder of the term.

The mid-term review will be publicly released this month and we would want to see the entire Public Service engaging with it together with society so that we can indeed deliver on our mandate. It also provides an opportunity for reflection on the work that public sector managers are doing and how it contributes towards achieving government's objectives. It also calls on us to form partnerships with society, working together to ensure that we produce the outcomes we want and meet our people's expectations.

It is often human nature to defend what was not achieved when a critical analysis is provided of our failures and challenges. However, for us to build and improve on our performance requires a great deal of listening and reflecting on our performance to achieve better results.

When we release the report, we will encourage public sector managers to engage society, commentators and subject experts outside the Public Service on the issues in the report so that we collectively find better solutions for challenges in our country. Through dialogue and sharing of ideas we can effectively respond to our people's needs and expectations.

I believe that working together we can do more to address the challenges of poverty and underdevelopment our people are facing.

Let us all unite in our diversity and build a public service that is efficient, effective and development-orientated.®



Olm Collins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

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Shortly before I joined GCIS, *Public Sector Manager* Magazine came to life in a trial edition in December 2010. From there, things took off in earnest in 2011 with the team managing to put in place the systems and structures, both internally and externally, to make this magazine a permanent monthly feature on our suite of communication products.

It was not an easy task.

As with all things of good quality, it has taken trial and error, working and reworking long and hard and also a good dose of encouragement from our readers, to make this happen.

Most of all, it required of the team at GCIS to step outside of convention and aspire to produce something that could stand its own alongside other glossy magazines; a bold task, but one that I am pleased to say they have stepped up to with enthusiasm and vision.

Within a short space of time, the magazine has built its brand further through mediums such as the monthly *Public Sector Manager Forums* where senior managers are given an opportunity to interact with the political principals featured in the magazine.

To this end, I wish to express my gratitude to our leadership that have shown their support for our effort and come out to address these forums.

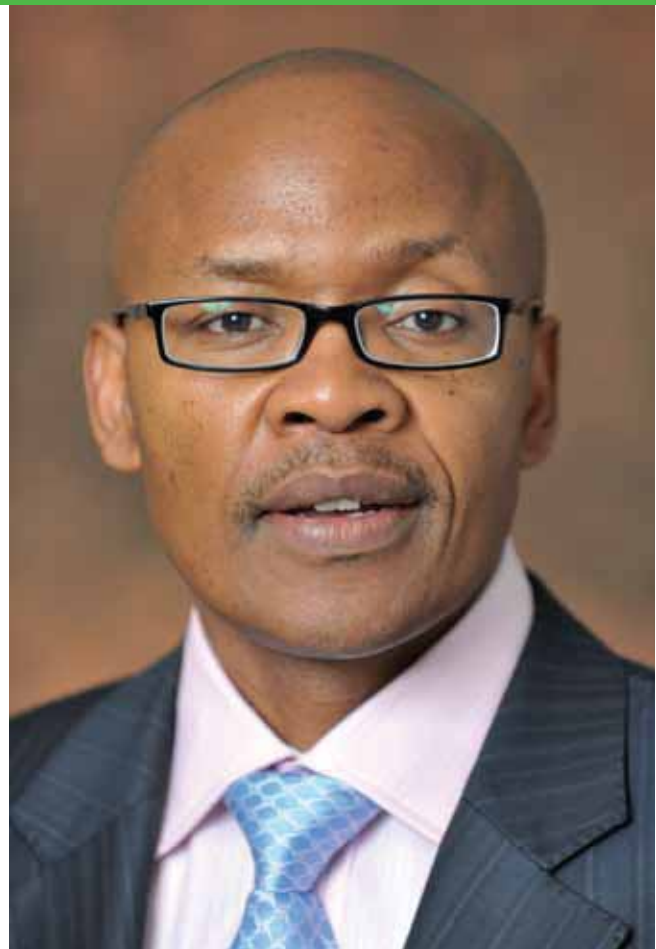
This is a milestone month for us as we formally launch the magazine. From here, the magazine will be retailed so that it can, in the spirit of innovation that saw its inception, become a financially self-sustaining platform.

I challenge more public sector managers to come out in support of this magazine by subscribing and also by continuing to share your inputs and experiences here with us, for the benefit of all senior managers.

I dwelt on the approach and model of this magazine intentionally. Taking into account that we have a people-centred administration that is real about shaping up the Public Service for the greater good and utilising resources to work smartly, I think this model is just one example of how this can be achieved.

Not only did this magazine arise out of a strategic need to mobilise and communicate with the foot soldiers of government, but in its evolution it gave expression to the kind of innovation that is required of us as public servants today.

This is in keeping with the tone of President Jacob Zuma's State of the Nation Address and the call made by



Minister Pravin Gordhan when he presented the National Budget Speech – all of which called for greater efficiency and a more responsive public service which uses its resources wisely.

In this edition, it is particularly valuable to have the Deputy Minister of Finance, Nhlanhla Nene, spelling out what this means practically for us. It is also valuable that we have the insights of the Minister of Public Administration, Roy Padayachie, and Professor Solly Leko, the Director-General of PALAMA on how the Public Service itself will push its own boundaries.

I am always encouraged by the many profiles of young and older leaders that are featured here in *Public Sector Manager*. This month is no exception. The dynamic Commissioner of the National Consumer Commission, Mamodupi Mohlala, and the first female Chief Executive Office of South African Airways, Siza Mzimela, prove to me that everyday, we are indeed finding new talent and pushing back old boundaries.

Be inspired!®

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson

We hear your views!



Dear Editor

The "High Hopes for 2012" feature (*Public Sector Manager*, February 2012) is a really interesting piece, as it gives a better insight into what various stakeholders are thinking of in the year ahead. Ministers, councillors and the general public gave an idea of what plans they want to see implemented and ways in which they can contribute positively to these plans. South Africans would like to be positive change-makers in their communities and the country; and to do the things that they are able to do to help the country become what they would like it to be. It adds a different dimension and more insight to read what the ministers and members of executive committees say they would like to see and plan to do, and then to read what the public would like to see their leaders doing to improve the lives of the citizens. Reading what the public has to say is also encouraging, as they offer opinions and thoughts to what they as citizens living in the country would suggest as "pressure points" for themselves, families and communities. However, they also give ideas on what the focus should be on and how these things can be tackled to be made better. The hopes for 2012 are high, but realistic and encouraging.

- Phumeza Mzaidume, Facebook

Dear Editor

Thank you for the *Public Sector Manager* magazine. The publication affords us an opportunity to get closer to our public sector leaders. We get to know what they are planning and the direction our government is taking. I am happy to read about the simplified government programmes and follow-ups on them. I hope it gets distributed across all provinces and made accessible to all. The magazine presents me with a South Africa I have not seen – a

South Africa that gives me renewed hope all the time. What is more important is that government speaks directly to us and we hear the message better. I look forward to the upcoming publications in the future. I feel much closer to South African activities and developments.

- Trevor Khanyile, Facebook

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Human Rights Day

21 March

The national Human Rights Day celebrations this year will commence with a formal programme at the Walter Sisulu Square in Kiptown, Soweto, where President Jacob Zuma will deliver a keynote address. Thereafter, the celebrations will continue at Orlando Stadium, Soweto.



World Water Day

22 March

Every year during March, the Department of Water Affairs celebrates National Water Week in South Africa, which also features World Water Day on 22 March.

World Water Day grew out of the 1992 United Nations (UN) Conference on Environment and Development (UNCED) in Rio de Janeiro. The UN General Assembly designated 22 March of each year as the World Day for Water. The theme for this year's campaign is: *Water is life – respect it, conserve it, enjoy it.*

13th Cape Town International Jazz Festival

30 – 31 March

The Cape Town International Jazz Festival has grown into a hugely successful international event since its inception in 2000. Each year, more than 30 000 music lovers flock to this proudly South African music festival, which is ranked No 4 in the world, outshining events such as Switzerland's Montreaux Festival and the North Sea Jazz Festival in Netherlands.

The festival's winning formula of bringing more than 40 international and local artists to perform over two days on five stages has earned it the status of being the most prestigious event of its kind on the African continent. Known as Africa's "grandest gathering", the festival will be in its 13th year when it takes place at the Cape Town International Convention Centre.



Freedom Day

27 April

Freedom Day commemorates the first democratic elections held in South Africa on 27 April 1994. This year, we celebrate 18 years of freedom and democracy in South Africa and the achievements we have made as a nation.

Freedom Day provides a milestone for all South Africans to collectively participate in the commemoration of the struggle to build a non-racial, democratic and free South Africa in which we all have the freedom to prosper.

Lean Leadership

7 – 9 May

Lean Leadership – nothing to do with physical shape – is a new course being presented by the University of Cape Town's Graduate School of Business under its executive education portfolio.

Lean leadership is a philosophy. It is a consistent way of thinking and being in your role as a leader. It is a continuous way of being for all people in an organisation, department or team – a never-ending search for a better way. In other words, it is an environment of teamwork and improvement versus being a set of tools to be implemented. For lean leadership to be sustainable, it needs to become a culture.

During this three-day interactive workshop, delegates will be able to start their journey towards creating an organisation, department or team that has the right combination of philosophy, people, process and problem-solving that can create a lean organisation through learning. For more information, go to:

www.gsb.uct.ac.za/leanleadership



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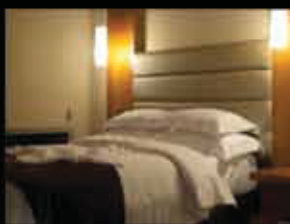


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Fast facts at your fingertips

80% – The Presidential Hotline's overall resolution rate. Since 31 January 2012, the hotline has logged a total of 122 589 calls nationwide, with the overall case resolution rate standing at 79,89%. This is a major improvement from 2009, when the resolution rate was at **39%**.

Provincial focus

Eastern Cape goes green

R4,063 billion – the amount of investment secured from private investors in the automotive, aquaculture, agroprocessing, renewable energy and business process outsourcing sectors. Of this amount, **R3,3 billion** is for two renewable energy projects – the Langa Renewable Energy Project in Berlin and the Ikhwezi Photovoltaic Project.

Gauteng Premier's line hot up

The Gauteng Premier's Hotline, launched in March 2011, is linked up with all provincial municipalities, departments and agencies. Since the start of the incubation phase of the hotline, the Premier's Office has responded to over 95 000 calls on service-delivery matters.

KZN development in the pipeline

Up to **R8 billion** – The total pipeline investment going to all the districts in KwaZulu-Natal for each district. This excludes Uthukela, Uthungulu and eThekweni, where more than **R20 billion** is dedicated to special projects.

Quality education

A total of 108 educators will study towards Bachelor of Education degrees in three different streams, i.e. Bachelor of Education in Foundation Phase, Bachelor of Education in Mathematics and Bachelor of Education in Languages.

North West beats job target

The North West has exceeded its own job-creation target of 52 898 jobs with 27 535 jobs, by creating 80 433 jobs in 2011/12.

Western Cape farms out support

R91,7 million – invested by the Western Cape Department of Agriculture and Rural Development and different commodity groups to develop 85 projects to support emerging farmers in 2011/12.

Highlights from the Budget Speech

Revenue

Total government revenue for 2012/13 is estimated at **R905 billion**, or **27,4%** of gross domestic product (GDP).

In the trillions

Total government expenditure in 2012/13 is expected to be **R1,1 trillion**, or **32%** of GDP.

Energetic spending

A total of **R4,7 billion** will be spent on the installation of one million solar-heated geysers. Municipalities will get **R600 million** for low-energy lighting, while **R300 million** will be spent on electrifying informal settlements.

Building a better South Africa

R844 billion – the amount government will spend on infrastructure over the next three years.

Major injection for health

R121,9 billion has been allocated to health this year, with an extra **R12,3 billion** over the next three years. The National Health Insurance project will receive **R6 billion** in 2014/15. **R968 million** has been allocated for the next three years for antiretroviral treatment at the CD4 threshold of 350.

More money for education

R236 billion has been allocated for education, of which basic education will receive **R152 billion**, while the allocation for tertiary education is up by **13,9%** to **R31,3 billion**. Vocational and continuing education and training is up to **R14,4 billion**.

Gauteng freeway users fork out less

From 30 April 2012, Gauteng motorists will start paying to use the highways. The breakdown of costs is as follows:

- **R550** – the amount regular road users will pay in tolls per month. A **15%** discount will be given after toll fees reach R400.
- **30c** – the amount paid per kilometre by light vehicles with e-tags. Motorcycles will pay 20c/km and non-articulated and articulated trucks will pay 75c/km and R1,51/km respectively.





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Budget 2012:

New growth calls for sacrifice – Finance DM Nene

Writer: Stephen Timm

Photographer: Siyabulela Duda



Deputy Minister of Finance Mr Nhlanhla Nene

Moderation – that is the new buzzword the National Treasury wants public servants and departments to adopt, if government is to get more bang for its buck from the billions of rands that taxpayers contribute every year.

The Minister of Finance, Pravin Gordhan, outlined in his Budget Speech that his department would continue to cut down on wasteful expenditure, ensure that departments spend their allocations and limit the rising public-sector wage bill.

These measures will ensure that more spending goes towards endeavours such as employment projects, business incentives, boosting service delivery at municipalities and funding new infrastructure – which will create thousands of jobs.

But in doing so, National Treasury wants to reduce the portion spent on wages from the present 30% of government expenditure to 18% by 2014/15.

Containing the public-sector wage bill

This is no easy task, admits a frank Deputy Minister of Finance, Nhlanhla Nene.

Speaking to *Public Sector Manager*, Deputy Minister Nene said a social pact between all sectors of society – employers and employees – was necessary if South Africa is to eradicate poverty, inequality and unemployment. All South Africans – including public servants – will have to be prepared to sacrifice something.

The increasing public-sector wage bill threatens to push up government's expanding debt and drive inflation which is already at some 6%. It also threatens to draw expenditure away from job-creating investments, such as incentives for jobs and infrastructure spending.

The public-sector wage bill already makes up 38,7% of all non-interest expenditure – up from 35,7% in 2008. The hiring of new nurses, health-

care workers and police, as well as hikes in the remuneration of certain public servants and the addition of better medical benefits, have all helped to drive up the wage bill in recent years.

This year's Budget provides for a 5% cost-of-living adjustment for civil servants, as well as a 1,5% pay progression. Through this moderate increase, the National Treasury says the public-sector wage increase will decline to just 1% a year, down from the 9,4% increase between 2007 and 2010.

"If we are putting forward a moderate percentage increase for the workers, we expect the workers also to moderate their demands in trying to meet government halfway in building the country and without necessarily compromising on their needs.

"If we are able to do that, we are going to be able to attract

more people who are outside of the mainstream economy and those who are unemployed. Aspiring entrepreneurs should now also be given space to enter the fray. But unless those of us who are inside already – those who are employed, those who are in business, those who are in government – if we do not do that, we are going to continue to have the problem of the 'outsiders' and the 'insiders,'" says Deputy Minister Nene.

Spending taxpayers' rands more wisely

But wage restraint is not the only issue the National Treasury is battling with. It also wants govern-



Minister of Finance Pravin Gordhan flanked by Deputy Minister Nene, SARS Commissioner Oupa Magashula and Treasury DG Lungisa Fuzile arrive in Parliament to deliver the Budget Speech.

ment departments and agencies to become wiser in how they spend their respective allocations.

Although the State has been able to save billions of rands by reprioritising spending across all spheres of government in the last few years and is expected to make savings of R27 billion over the next three years, Deputy Minister Nene says government has not always been that successful at spending budgetary allocations very well.

This was why his department put forward various interventions in the Budget to ensure that taxpayers get a better deal for each rand of tax they contribute.

The interventions outlined in the Budget by Minister Gordhan include holding to account officials who misspend, overspend or do not spend their allocated funding. Other interventions involve providing technical assistance and placing graduates at underperforming municipalities, and setting up a municipal infrastructure support agency to focus on rural municipalities that lack planning capacity.

The establishment of the Presidential Infrastructure Coordinating Commission in 2011 will also help to improve the coordination of infrastructure spending and ensure that proper processes are followed to ensure that money allocated to projects is spent wisely.

Another intervention is the National Treasury's plan to have a national price-referencing system or benchmark for goods procured by the State.

Using this idea, government officials will be able to know that wherever a computer, for example, is bought, it will cost the same, or close to the same.

Deputy Minister Nene concedes that even the current practice of sourcing three quotations for goods or services that departments or state agencies procure that fall below the price threshold for tenders, is not sufficient: "If all three quotes are above the norm, it means that whatever you settle for, you will still be above the norm."

He does, however, add that any checks and

balances that are added should not result in procurement processes becoming unnecessarily cumbersome.

Cutting down on wasteful expenditure

According to the Deputy Minister, departments also need to ramp up their capacity to ensure that resources are spent in a transparent and accountable way, and that departments and municipalities plan, spend and report according to these principles.

Though wasteful expenditure still remains a problem, Deputy Minister Nene says the National Treasury is always willing to assist departments and municipalities to overcome this challenge.

To this end, he applauds the Minister of Public Works, Mr Thulas Nxesi, for coming forward and requesting assistance from the Treasury to help clean up his department's asset register for government buildings and to evaluate the department's property leases.

Another measure announced by Minister Gordhan in his Medium-Term Budget Policy Statement, was the intention to set up a policy reserve at the National Treasury.

Deputy Minister Nene said this would not take the form of a dedicated fund, and explained that amounts identified as savings by each department would be kept by the National Revenue Fund.

These amounts would be reallocated to the fiscus and would help the State spend what little it has – about R900 billion in revenue – more wisely when it came to attaining South Africa's development goals.

Departments could make savings in various ways. One example he cites is to reduce the number of back-office workers employed and instead increase the number of frontline staff – such as nurses and doctors, or teachers.

"A social pact between all sectors of society – employers and employees – is necessary to eradicate poverty, inequality and unemployment."

CHRIS HANI

District Municipality



CHRIS HANI
DISTRICT MUNICIPALITY
SUSTAINING GROWTH
THROUGH OUR PEOPLE

Greening Sustainable Commons

What started as a Greening Sustainable Commons project by Three Crowns Junior Secondary School in the rural area of Lady Frere, within the jurisdiction of Chris Hani District Municipality (CHDM) in the Eastern Cape, is now breaking frontiers in the Environment Management Sector all over the world.

The school-to-community empowerment project, spearheaded by CHDM's environmental health, introduces alternative energy designs, such as a greenhouse/shade-house nursery made from recycled plastic bottles, a solar cooker, two different models of a solar water heater, a hot-box, a bio-gas digester, eco-circles, vermiculture and permaculture, and a zeer fridge.

According to CHDM Acting Director Health and Community Services, Francois Nel, "These

designs are simple, effective and easy to replicate, and built from any readily available material.

The concept is now ready to be replicated into a village set-up in all local municipalities within our jurisdiction".

The Department of Basic Education is set to use this as a pilot project for all schools in the district to visit the school in order to learn about energy efficiency and be able to replicate similar projects within their own schools.

Educators at Three Crowns have also developed lesson plans and units of work which detail construction of the models, sustainability of the energy supply, and environmental benefits for using the models.

For more information please visit:
www.chrishanidm.gov.za



VISION

A well capacitated municipality, characterised by a good quality of life and a vibrant, self-sufficient economy driven by skilled communities living in a safe and healthy environment.

MISSION

To provide affordable quality services, alleviate poverty and facilitate social and economic development of the area, through integrated development planning, co-operative governance, skills development and the sustainable utilisation of resources.

PRIORITIES FOR 2011/12

LOCAL ECONOMIC DEVELOPMENT including Rural development, Agriculture, Forestry, Tourism, Manufacturing, Construction and Trade

SERVICE DELIVERY and INFRASTRUCTURE
Water and Sanitation, Roads, Housing, Municipal Public Works, Health (Primary + Public), Municipal Health, Environmental Management, Waste Management, Disaster Management, Fire Fighting, Community Facilities, Safety and Security, Education, Social and Community needs development, Town and Regional Planning, HIV and AIDS

MUNICIPAL FINANCIAL VIABILITY and MANAGEMENT
Clean Audit Statements, Budget + Expenditure, Reporting, Supply Chain Management, Risk Management Revenue + Billing, ICT

MUNICIPAL TRANSFORMATION and ORGANISATIONAL DEVELOPMENT
Powers and Functions, Organisational Development, WSP, EEP, HIV/Aids Plan, Special Programmes

GOOD GOVERNANCE and PUBLIC PARTICIPATION
Public Participation, Municipal Planning (IDP, PMS, SDF etc), IGR, Anti-Corruption, Customer Care Relations + Communication, Internal audit, Archiving, Meeting Minutes, ICT, HIV and AIDS, Contract Management, CDW's

SPATIAL ANALYSIS and RATIONALE
Land use management and spatial planning

“We are now looking everywhere where we can find a cent in order to finance that which had not been budgeted (for),” said Deputy Minister Nene, who pointed to the R5,8 billion the National Treasury had allocated to the South African National Road Agency Limited at the 11th hour in this year’s Budget to cover debt under the Gauteng Freeway Improvement Programme and help bring down the cost of its tolls.

Compliance and cutting wasteful expenditure is all good, says Deputy Minister Nene, but the true test for the Government is whether departments are able to spend their allocated

amounts in the most effective way – to serve the needs of ordinary South Africans.

This will essentially be the key challenge. With the National Treasury having steered South Africa out of the massive debt left by the apartheid state and into a relatively good fiscal position, it is now down to attending to the hard work – spending wisely so that the country can eradicate poverty, reduce inequality and create jobs in greater numbers.📧

How the National Budget is drawn up

The Budget is a culmination of extensive consultations between a number of stakeholders, including the Cabinet, the Medium-Term Expenditure Committee, an interdepartmental committee and Finance Minister Pravin Gordhan’s committee on the budget.

Departments are also tasked with providing input on new policies and areas that they are pursuing which may need financing, while local governments and provincial governments also have a say through their respective committees – the Budget Forum and the Budget Council. Portfolio committees in Parliament can also provide inputs, as can provincial legislatures.

At the same time, the National Treasury provides technical support for the compilation of the Budget, as well as mapping the fiscal framework and acting as the central coordinator of inputs into the Budget.

Generally, the budget cycle starts in April each year, with a review and evaluation of new and present policies. This culminates in the tabling of the Medium-Term Budget Policy Statement in October, which sets out the policies of government for the next three years.

Since last year’s Medium-Term Expenditure Framework budget process, government has adopted a functional approach to drawing up the Budget. This involves drawing from workgroups in eight key functions to ensure that it meets its goals in all key areas.

The eight functions are general public services; science and technology; defence, public order and safety; economic services and environmental protection; economic infrastructure; local government, housing and community amenities; educa-

tion and labour; and health and social protection.

Each function is given a budgetary envelope to work towards. Each workgroup then discusses the various priorities that have to be met to boost South Africa.

For example, the workgroup for economic infrastructure is made up of the departments of energy, transport and communications; and the provincial departments of roads and transport and public transport.

The National Treasury believes that functional budgeting promotes transparency and improves coordination in the budgeting process. It also allows departments and public entities to work better together to achieve developmental aims.

Since 2010, Parliament has had a greater say in how the Budget is drawn up, with the passing of the Money Bills Amendment Procedure and Related Matters Act, 2009 (Act 9 of 2009).

The Act helps to further empower members of Parliament to make inputs on how the Budget is allocated. It allows for the setting up of an appropriation committee in each house to evaluate spending and make inputs on the Budget.

It also allows for the setting up of a budget office in Parliament – which has yet to happen. This will put South Africa in line with countries like the United States of America, Mexico, Korea, Australia and Canada, all of which have budget offices in their respective legislatures.

Promotion of Administrative Justice Act (PAJA), 2000 (Act 3 of 2000)

Public officials are continuously expected to take decisions as part of their day to day functions as administrators. Some of the decisions they take have adverse effect on the rights of members of the public. The adverse effect is at times based on the negative decisions taken or failure on the part of the public officials/administrators to take the decision when they are supposed to.

The Promotion of Administrative Justice Act (PAJA) is an Act of Parliament founded on section 33 of the Constitution. The PAJA is meant to guide administrators in taking decision and its purpose is to prevent abuse of power on the part of administrators when taking decisions and to prevent violation of the rights of members of the public. The PAJA is therefore meant to promote an efficient administration and good governance and creates a culture of accountability, openness and transparency in the public sector. It guides the organs of the state to make decisions that are unquestionable, unchallenged and that will improve on service delivery and efficiency. The PAJA requires an administrator in public office:

- to take decisions that are lawful and reasonable;
- to follow fair procedure when taking decisions;
- to give reasons for decisions taken; and
- to inform the affected party about the right to appeal or review through the Court of Law

Failure by government departments to comply with the above-mentioned provisions when taking decisions leads to departments having to face costly legal actions based on failure to comply with the provisions of the PAJA. Some government departments have failed to comply with the above-mentioned provisions in taking decisions. This has led to these government departments having to face costly legal actions based on failure to comply with the provisions of the PAJA. Many of the legal actions involve civil actions which result in huge loss in State Revenue. Most cases that government departments are faced with are as a result of non-compliance with the mandatory provisions of the PAJA either on the basis of ignorance on the part of the decision makers/administrators, or negligence or carelessness in applying the correct procedure in the decision making process. The PAJA is applicable to all administrators

in the three spheres of government, namely National, Provincial and Local. It excludes, among others, the following:

- Policy decisions of the National Executive;
- The making of legislation by Parliament, a provincial legislature or a municipal council; and
- The exercise of Judicial functions by officers of courts and some other bodies.

Cabinet has therefore declared it imperative for all decision-makers (National, Provincial and Local spheres) of government to be trained on the PAJA in order to reduce on, and control the loss in revenue incurred by departments as a result of non-compliance with the provisions of this Act. This will ensure prevention of abuse of power on the part of public administrators and promotion of the rights of the public.

Department are therefore invited to take advantage of the course offered by PALAMA on the PAJA. The details of the course is as follows:

Learning Outcomes

This programme has been designed to address the needs of managers in the public service, and enables participants to:

- demonstrate understanding of the key concepts and guidelines relating to PAJA;
- identify and explain various legislative frameworks for making lawful decisions;
- outline the importance of PAJA in lawful decision making processes; and
- describe the importance of giving written reasons when making decisions.

Duration

This course is presented over three (3) working days.

Cost per Delegate

The course cost per delegate is R1, 440.00 and **excludes** venue and catering.



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Shaking up the Public Service

Writer: Ongezwa Manyathi
Photographer: Siyabulela Duda

In recent times, President Jacob Zuma has increasingly called for a government that works faster to deliver services to the people.

At the helm of providing all of these services are just over a million public servants in various fields, ranging from health to safety to communications.

The department that is charged with ensuring that all public servants heed the President's call is the Department of Public Service

and Administration. It is a huge task, but one that the department takes in its stride.

Considered the centre of government, the Department of Public Service and Administration is mandated to foster good governance and sound administration in the Public Service.

The department's mandate has evolved over the years from transforming and modernising the Public Service to developing and implementing policies and frameworks, providing implementation support to ensure compliance, improving service delivery and strengthening monitoring and evaluation.

Public Sector Manager met Minister Roy Padayachie to discuss his plans for how the Department of Public Service and Administration will steer public servants towards improved service delivery.

We met Minister Padayachie a few months after he was appointed to this huge portfolio. He had to hit the ground running following a Cabinet restructuring.

It turns out he hit the ground with confidence.

"I feel happy, enthusiastic and excited by my appointment. I am happy to be of service to the country and the President," he says.

All the work that government does requires a dedicated, skilled, motivated and hard-working Public Service cadre.

... continued on page 24



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Suzlon wind farm in Paracuru, Brazil

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Source: *BTM Consult ApS – A part of Navigant Consulting – World Market Update 2010, [#]Key World Energy Statistics 2008 (In the context)

www.suzlon.com

A man with a beard and mustache, wearing a dark suit jacket over a light blue shirt, is seated on a brown textured chair. He is resting his head on his right hand, looking thoughtfully to the left. The background features a large green plant and a light-colored wall. A quote is overlaid in the upper right corner.

*"People choose to be in
the Public Service, it is not
because they cannot get a job
somewhere else."*

Part of the public perception of the Public Service is that it is not as skilled as it should be; that it does not have the level of management capacity required to deliver on government's mandate; it is corrupt; there are low levels of efficiency; and there is just no real value for the money paid in salaries.

"If we consider that the single biggest expenditure we have is salaries, then a significant improvement in productivity will increase the overall return on our investment. It is with this in mind that we ask for a very deliberate focus on the challenge of improving our Public Service," explains Minister Padayachie.

The Ministry has identified five key strategic focus areas to address these challenges and to ensure that the Public Service is improved. These focus areas stem from the department's analysis of what the President has identified as key problem areas.

"These focus areas are derived from the Outcome 12 priorities and serve as the main strategic indicators that will answer the question of whether the Public Service is effective, efficient and development-oriented."

The areas are:

- strengthening back-office systems to improve service delivery to the people – with particular focus on using technology more effectively to shorten response times, ensure shorter queues and offer more efficient services
- improving labour relations by having labour unions on board with the department's programmes
- improving the internal efficiency of the Public Service through the implementation of the State Information Technology Agency Turnaround Strategy
- dealing with corruption to curb wasteful expenditure and ensuring that public servants become part of the solution, not the problem
- accelerating training and developing a new public service cadre by repositioning the Public Administration Leadership and Management Academy (PALAMA) as a school of governance. Through the school, government hopes to create a professional, competent public sector with the will and the skills to manage service delivery effectively (see page 56 for an interview with the head of PALAMA).

These will be tackled in four phases over 20 months.

Minister Padayachie dismisses suggestions that em-

ployment in the public sector is merely a personal means to an end for public servants.

"I am not convinced of that. People choose to be in the Public Service, it is not because they cannot get a job somewhere else. We need to address the issues that exist in the Public Service.

"We also need to come down hard on corruption and on those few people who use their positions to engage in activities which are unlawful. These are the activities that drive a perception that the Public Service has a culture and ethos of corruption.

"The majority of public servants are committed to ensuring that they fulfil their roles and are in service of the people. But then, there are also those who have become used to seeing themselves above the people

and this is one of the attitudes that we need to change – that is, the social distance between themselves and the communities they serve."

In another area, the Minister hopes to encourage smoother relations between ministers and

their deputies, clearly defining the roles of the latter.

In his assessment, ministers delegate responsibilities to deputy ministers – the scope of which could range from authoritative undertakings to less significant ones; a scenario that lends itself to many tensions.

"I am of the view that ministers should give deputy ministers sufficient responsibilities so that they can also participate as co-partners of the department. They need to work in a comradely fashion together."

Minister Padayachie has come a long way from his days at the Community Education Development Trust. His first experience with government was when he was appointed Deputy Minister of Communications in 2004.

"I was excited. I was not coming from a government structure; I came from a community organisation, so I did not have any preconceived notions or thoughts when I took office."

Minister Padayachie is one of two sons. His mother was a shopkeeper and his father a factory worker.

His leadership qualities were visible even during his school days – in high school he was prefect and head prefect.

He holds a Bachelor of Science Degree with Chemistry and Microbiology as majors from the University of

"What I would like to create during my term of office is this notion of a mobile government; taking government to the people."



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“I particularly remember queueing for my driver’s licence and waiting for medicine at a public hospital. Those were terrible experiences. The queues were extremely long, and one had to take half a day before you got service. It is the most frustrating thing.”

Durban-Westville and a Master’s of Science Degree in Agricultural Economics from the University of London, majoring in Business Management and Marketing.

His career has centred around the development of communities and children. Minister Padayachie was also a lead consultant to the then Minister of Education, Sibusiso Bhengu, in the development of the *White Paper on Early Childhood Development*.

Asked to reflect on his first experience in a public service queue, the Minister does not have fond memories.

“I particularly remember queueing for my driver’s licence and waiting for medicine at a public hospital. Those were terrible experiences. The queues were extremely long, and one had to take half a day before you got service. It is the most frustrating thing.”

This explains in part his passion for changing the way government works. “We have to make government work more efficiently. We have to provide these services much faster to the people.

“What I would like to create during my term of office is this notion of a mobile government; taking government

to the people. That would improve the experience that people have of the Public Service.

“I think since I have been in government, I have gained a better understanding and insight as to why things are happening as they are.”

Through these experiences, the Minister is undoubtedly driven to shape up the Public Service so that people’s lives can be changed for the better.®

THIS & THAT

Right now I am reading:

Oliver Tambo: Beyond the Engeli Mountains by Luli Callinicos. I am also reading books on radical ideas on innovation and Chinese economic thought. I am trying to understand what drives the Chinese.

In my leisure time, I ...

Enjoy spending time with my first grandson; I listen to jazz – I love Hugh (Masekela)!

Two words to describe me ...

People’s person.

EAGLE BROTHERS

HOLDING INVESTMENT (Pty) Ltd



EBHI is a wholly black-owned group of companies, comprising of EduSciMat and other subsidiaries. EduSciMat provide value-added and turnaround solutions within the education space, especially in Maths and Science.

EduSciMat boast a team of specialists that provide a bouquet of expertise in Education Policy Analysis, Management, Research and Development, IT, Maths and Science, among others. EduSciMat responds to CAPS's mandate of improving critical skills among learners in over 22 000 schools in nine provinces.

Recent research (TIMSS and SACMEQ) shows that South African youth fare poorly in Maths, Science and Technology compared to their peers elsewhere despite the country's significant investment in terms of GDP. The Department of Basic Education's new curriculum, CAPS, emphasises the development of critical skills among learners, and most of these schools have rudimentary orientation to utilising experiments as expected by their curriculum.

Our company prides itself with a proven performance track record of over nine years in the LTSM to Section 21 Schools in various provinces. We have supplied 200 Mobile Science Labs in the Free State Province and have been appointed to roll out 200 Math Labs in Free State Province. EduSciMat has a strong supply chain of all Mobile Science Lab components which are sourced locally and abroad.



Standing: Mr R Misri – GEO Business Head Africa NIIT, Mrs Matlou – Principal of Theha Setjhaba Primary School, Mr Tate Makgoe – MEC for Free State Department of Education, Mr G Raghavan – CEO NIIT, Mr P Sebiloane – Executive Chairman EBHI and the Maths teacher.

INTERNATIONAL PARTNER

NIIT is a world leader in Curriculum Development and technology-oriented solutions that has helped enhance teaching and learning effectiveness. NIIT has impacted over eight million students and more than 300 000 teachers in developed and developing countries in Maths, Science & Geography. NIIT uses a holistic education package that include:

- Interactive Classrooms (an embedded Teaching Learning Material that uses elements of interactivity, automation and web links library);
- Mathematics and Science labs (technology tools that enable school students to learn and explore mathematical and scientific concepts);
- IT Wizard (equips students with core computer knowledge and IT skills).

BACKGROUND

The National Department of Basic Education has captured the urgency of this vision in its two seminal documents, namely, i) The Action Plan to 2014 and ii) Strategic Plan 2010 (Schooling 2025). These landmark documents emphasise the importance of providing intervention to millions of young learners whose performance in Maths and Science does not resonate with the process of transforming the quality of learning in over 36 000 public schools.

The Free State Department of Education awarded a contract to The Eagle Brothers Investment (Pty) Ltd in a Joint Alliance with NIIT, the technology partner, to roll out the Maths Lab project in 200 earmarked schools.

PRODUCTS: SCIENCE LAB

Technology today is the middle man between learners, teachers and the lesson to be learned. The learners/children of today use technology like nothing else and are easily bored with old teaching methods, thus we are bringing these new technologies (interactive whiteboard, projector, and a Digital microscope) to the science laboratory/classroom. This will assist in making education more interesting.

According to *Transforming Teaching and Learning For the 21st Century* by Sonny Magaña and Paige Frenkel, "children today are different from any previous generation, and so we must transform our learning environments to prepare a different type of learner for a fundamentally different type of world."

One of the core values of the company is to develop and raise the bar of education in South Africa. We do that by providing solutions that are needed to enhance education in the country, and by giving support and training of the solution given. We have delivered 200 mobile science kits to schools in the Free State Province, and we are training and continue to give support to schools. Now the Dinaledi Schools (Modern Science Lab) is one of the best solutions we are bringing in the province to enhance education in our communities.

MATHS LAB

A Maths Laboratory is a scientific innovation designed to revolutionise the pedagogical presentation of mathematics within the South African classroom.

On 27 January 2012, top executives from government and the private sector converged on Theha Setjhaba Primary School near the Free State town of Sasolburg to witness the launch of the very first Maths Lab on the African continent. This significant event was hosted by EduSciMat and NIIT in partnership with the Free State Department of Education. The event marked the beginning of a large roll-out of the laboratories and, possibly, a revolution in maths education in South Africa.

In improving the quality of schooling and stimulating the love of mathematics, Maths Lab will invoke a new culture of interactive participation among learners.

For the first time within public schools, learners will be empowered to think out-of-the-box by using the power of imagination and critical reason, as they begin to solve some of the most abstract maths equations, in a lively and ecstatic learning environment.

An innovation of NIIT – a New Delhi company – the model has been tested and adapted to different learning contexts, and the results have been phenomenal. Undoubtedly, exposing our learners to this model empowers them to compete with their international peers on an equal footing.

Most importantly, it prepares them in setting high and inspiring career goals such as future Actuaries, Engineers, Accountants and Scientists, that South Africa needs to build its knowledge economy.



Siza's passion reaches cruise altitude

Writer: Samona Murugan

Photographer: Kopano Tlape

Siza Mzimela, the first ever female Chief Executive Officer (CEO) of South African Airways (SAA), has earned her stripes in the fast-growing field of aviation.

Paying her dues the old-fashioned way by working her way to the top, Mzimela began her working career at Standard Bank as an analyst. Three years later, she joined Total South Africa before moving on to, what she describes as, "the most exciting industry of aviation".

She certainly did put in a lot of dedication and hard work. "My first job in aviation was with SAA as a route analyst before working within the route planning, alliances, operations, sales and basically most business units within SAA."

Mzimela held different management positions within SAA, which helped to prepare her for her current role as CEO. These included Regional General Manager for Africa and the Middle East, Executive Vice-President of Global Passenger services, head of Global Sales and Voyager Portfolio, before becoming CEO of SA Express.

Seven years later, she has earned the exclusive title as the first woman in 67 years to be appointed to the international Air Transport Association's board of directors. "I think it is long overdue that there is finally a

female CEO; but most importantly, it is not a matter of being the first and that is it. I would hope there will be many more women taking on this role after me."



Siza Mzimela

Learning the ropes and working her way up has been great preparation for her role as CEO. "All my positions prior to CEO played a critical role in preparing and helping me to understand the various aspects of the business," she explains.

"I found it extremely helpful that I had the opportunity to go into so many of the business units, so I was able to understand and learn about the company through these different areas. Now, when a problem arises in any area, I know it intimately and I know exactly what questions to ask, because I have an understanding of that environment."

Mzimela is passionate about aviation and the youth. As a mother of two, she understands the importance of creating opportunities for the youth in South Africa.

"We have taken on government's New Growth Path, and every executive in the business has a target to address or respond to in their respective areas."

She explains that creating new jobs within SAA stems from the operational areas – when there is an increase in frequency of flights, SAA is able to hire more people. "We also have a very important role to play around learnerships, experiential training and exposure of students and the youth into particular areas in our business."

... continued on page 31

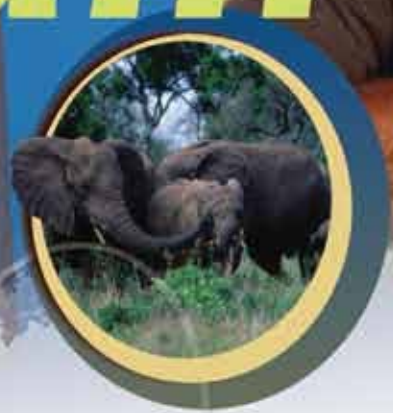
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**E Z E M V E L O
K Z N W I L D L I F E**

Conservation, Partnerships & Ecotourism



"Your Ultimate Wildlife Experience"

In 2011, SAA launched a bursary scheme for cadet pilots. The project is in its first year, and Mzimela and her team are determined to grow it further. "We are currently carrying out the project ourselves, but through partnerships we could definitely be doing a lot more."

Aside from the cadet pilot project, students are also trained in technical areas as technicians and apprentices. SAA has also introduced learnerships for cabin crew. The most recent group saw 75 learners gaining on-the-job skills training to build experience within the field.

"The main problem we see is that once they complete their schooling or tertiary education many students cannot find jobs, because they do not have experience. We are trying to tackle this problem by partnering with schools, tertiary institutions and Further Education and Training colleges to offer training and improve students' chances of finding employment."

Mzimela is determined to dispel the myth of aviation employment. "There is a misconception within the field, where people tend to think that you have to be a pilot to get into aviation.

"I do a lot of talks and motivational seminars at schools and universities to send out the message that aviation cuts across anything and everything. Because SAA is such a diverse organisation, we need people, whether they have studied law or are training to become a chef.

"Those qualifications are relevant to the airline industry; in fact, it is such an exciting place to be a lawyer instead of working for a law firm, and we have a subsidiary called Air Chefs where culinary skills can be put to use. We need people with a passion for what they do, and we encourage them to share that passion within the field of aviation."

Since the 2010 FIFA Football World Cup™, South Africa's tourism has experienced a boost. "The World Cup in 2010 was a positive marketing opportunity for South Africa; however, immediately after that we went through a global financial crisis, which had a negative impact on the number of people flying or coming into the country."

Despite the effect of the global financial crisis, the airline has introduced five new destination routes, in

line with the Africa growth plans, linking Johannesburg with Kigali (Rwanda), Bujumbura (Burundi), Pointe Noire (Congo), Ndola (Zambia) and Beijing (China).

Being one of government's larger entities, this is just one of the ways in which SAA has made a substantial contribution towards the South African economy.

"It is a pity that people have negative things to say about state-owned enterprises (SOEs) – they tend to forget about the contributions we make to the economy. When people look at SAA, they look at the airline's financial performance in isolation, and not at its greater contribution towards the economy."

A recent Oxford study on the value of aviation in the South African economy indicated that aviation made a significant contribution in terms of job creation.

The aviation industry provides employment for 127 000 South Africans. "People often forget and over-

look things like this, and say that SOEs are draining money from the economy; yet SAA still accounts for 50% of the people who come to South Africa via international and domestic travel. If SAA as an SOE was not there,

who was going to replace us? Nobody stops to think about that."

South Africans should be proud of the state of aviation within the country. "We are really beginning to be considered as a world-class industry. I always say to people that they need to fly and travel a bit more – only then will they realise that what we have here is so much better than many places that people would never even imagine.

"People tend to think that first-world countries have better facilities than here, but in actual fact we have fantastic facilities and infrastructure."

SAA's standards are kept high and remain world-class because of its employees. "SAA has a pool of highly qualified employees, from managers to engineers. We are actually quite fortunate because we also have people who are not only just driven by how much they earn, but also have the passion for what they do and for working with the airline.

"But for me it goes beyond that: it is how you treat your employees that makes the difference between a good and great company.

"I do not think you earn respect because of your title; I think you earn respect because of what you demonstrate through key leadership."



“When a problem arises in any area, I know it intimately and I know exactly what questions to ask, because I have an understanding of that environment.”

“My views of being a good manager is that communication is key. I think a good manager is someone who shares as much information and equally allows people to feel comfortable to share any issues they may have.

“You might be a manager or a CEO, but at the end of the day you are just a worker, too. The downside is when people take their titles too seriously and think that their title should earn the respect of their employees. I do not think you earn respect because of your title; I think you earn respect because of what you demonstrate through key leadership.”

Although Mzimela is head of a world-class airline, she is first and foremost piloting her family.

“There is never a correct or complete balance. For me, first and foremost I am a mother and a wife. I have two children – one who is now a man as he just turned 18, and my daughter is a ‘pre-teen’, as she calls herself at 11.

“I make time for them and my husband, and I try to ensure that I do not sacrifice family time, which is usually on weekends. Even if I am travelling, I try to make sure that I am back on weekends. I really am focused on my family and family time, and I am extremely thankful that they have been quite accommodating.”

Mzimela says her greatest achievement in life is being a mother. “I associate achievements with my family. I consider myself to be a relatively good mother, despite the fact that I have a career as well; and that in itself is one of my greatest achievements of which I am highly appreciative.”

When asked what her goals for SAA and herself are, Mzimela confidently replies: “In terms of SAA, I really wish that we could get to the point where everybody actually understands the value of SAA – I think it is totally underappreciated in terms of its contribution towards the economy and to South Africa as a whole. I will work hard to get to that point. For myself, I will continue seeking to find the correct formula to balancing work and family.”

SAA has a dedicated sales team that offers support and travel solutions to government. This includes discounted air fares ranging from 5% to 25%; discounted air fares for groups and conferences; a dedicated key accounts manager to assist with general customer-care issues (e.g. waiting list, check-in related queries, etc.), VIP support; and special air fares for government employees.



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Leap into 2012 with confidence



As the year draws to a close it's time to look at what we can do differently in 2012 to achieve our financial goals. Karabo Morule, Strategy and Marketing Executive at Old Mutual, explains:

For most of us, the end of year can be financially taxing. Unless you are fortunate enough to receive a year-end bonus, the festive season can leave you feeling the pinch. Most of us have to stretch our rands even further as we receive our salary earlier than usual in December, leaving a very long month in January before the next payday.

So, what can you do differently?

Start by evaluating your income and expenses for 2011 and then draw up a monthly budget for 2012. Take a critical look at your finances and assess whether or not you are living within your means. Look carefully for areas where you can reduce your spending or cut out unnecessary expenses altogether.

Yes, drawing up a budget is both an empowering and a daunting task. Confronting reality can be a very uncomfortable exercise, but it's worth it because you gain a sense of control over your own life. This will give you a concise view of your financial wellbeing.

Create two columns, and in the top left-hand column jot down your net income or what's left of your salary after all the deductions such as medical aid, pension and tax. In the right-hand column write down your fixed expenses: the regular payments you make each month, such as rent or bond repayments and car finance instalments.

Below the fixed expenses, list your variable expenses. These are regular expenses, where the amount tends to change each month. These include electricity, transport, food, clothes, cellphones and entertainment. Remember to include any accounts or short-term loans you're paying. If you want to be thorough, look at old receipts or statements and try to work out a reasonable average. Subtract the fixed and variable total expenses from the income column to find out what you should be left with each month. Whatever you do, be honest – overestimate rather than underestimate a cost – this way you'll end up with a little extra, rather than being caught short.

Be sure to set aside an amount towards your savings every month and be very strict about sticking to your budget.

Never underestimate the value of financial advice. A financial adviser or broker is able to assist you in growing your wealth, while protecting your assets at the same time. He or she can help you reach both your long-term goals, such as your children's education, and your short-term goals, like that holiday you are hoping to take in 2012. Financial advisers are trained to find financial solutions that suit your individual needs.

Once you are financially well organised, you will be free to enjoy the holiday season without any worries, secure in the knowledge that you have planned ahead for January's expenses.

So, enjoy the holiday season and get ready to leap with confidence into a great New Year. May 2012 be wonderful, safe and healthy for you and your loved ones.

Tips:

- Make sure you differentiate between wants and needs.
- Plan your gift buying – draw up a gift budget and stick to it.
- Plan your holidays smartly – look at package deals and beware of "buy now pay later" offers.

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do great things



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TRAILBLAZERS

Name: Sizo Gamelihle Myeni

Designation: Maintenance Manager at Rand Water

Qualifications: B.Tech (Elec. H/C), PDBA, MSc. (Technology Management)

My job entails ... The initiation, management and implementation of maintenance tactics to improve plant reliability in a safe and cost-effective manner. These activities are undertaken while complying with a number of applicable legislation and processes. I also need to ensure that safety of employees and the probability of plant failure risks are kept to a minimum. The resources that are deployed to meet the key operational objectives are continuously reviewed for relevance; and thus, skills development of staff forms an integral part of plant maintenance that I need to manage. One must also be aware that the business landscape continuously changes and the importance of keeping abreast of these changes is vital to successful plant maintenance operations.

My greatest strength is ... I always look at the bigger picture when faced with issues. This helps me to deal with the root cause of an issue, as opposed to the symptoms of a problem, which enables a long-lasting resolution. I also believe that I can change anything as long as I set my mind to it. I am not afraid to venture into new terrains to improve my daily operations.

The best advice I have ever received was ... My dad told me to "check and recheck" everything that I do. I use this advice on a daily basis on documents that I populate and as part of my other activities both at home and work.

My motivation comes from ... An ambition and desire to make a difference. I set realistic goals for myself that I strive to accomplish. I believe that young managers in South Africa need to be at the forefront to ensure that those who were marginalised in whatever form add value to the socio-economic transformation of our country.

The highlights of my career to date are ... I was voted Manager of the Year in 2008 at my previous employment. I resolved some complex issues on a project that were preventing the handover of a project on time to a client, while still meeting user requirements.

The Number One thing that I would like to accomplish while I'm in the Public Service is ...

To contribute

constructively to the maintenance of plants that support some of the basic necessities required by communities at large. I also wish to make a contribution to the installation, upgrading and maintenance of infrastructure in rural areas.

The most important lessons I've learnt during my career are ... Time management is important for me to be able to focus my energies on the right things that have greater impact. I have also learnt that instead of pushing forward solutions, it is important to involve the team in finding answers.

My last read was ... *The Goal* by EM Goldratt, again. I think the book covers, among other topics, the theory of constraints and capacity planning in great detail. The understanding of these frameworks can help any manager overcome bottlenecks in their daily operations. I am also studying towards professional registration as a certified engineer

To unwind, I ... Spend time with my family, either watching movies or by just taking a walk to freshen up. When opportunity presents itself, we visit our families.

What most people don't know about me is ...

I am a light sleeper and wake up early in the mornings. I use this time to prepare for the day ahead and complete any outstanding issues for the day, either work-related or personal matters.

I'm proudly South African because ... The uniqueness of the diverse cultures that are found here cannot be found anywhere else in the world. South Africa presents opportunities that need to be explored; from infrastructure development, sharing of economic values to addressing social issues that affect our communities.



Name: Ayanda Mkhize

Designation: Divisional Manager: Supply Chain Management(SCM)– Ithala Development Finance Corporation Limited.

Qualifications: B. Comm (Honours Degree), majoring in Strategic Management

My job entails ...The development, monitoring and execution of a group procurement strategy that is aligned to the corporate strategy using international best practices, such as strategic sourcing. I am also responsible for playing a leadership role within the SCM Department and ensuring that all procurement activities within the Ithala Group comply with legislation. Additionally, I need to provide guidance to the business on the SCM policies and procedures. I also have to participate as a member of the Bid Adjudication Committee and provide the committee with the necessary support and advice on SCM compliance issues; and then I have an obligation to ensure that the organisation's Broad-Based Black Economic Empowerment objectives and commitments are met.

My greatest strength is ... I am an extrovert and therefore enjoy talking to and interacting with people. This enables me to confidently perform my role of being Ithala's ambassador of SCM to ensure compliance at all levels.

The best advice I have ever received was ... "You are the master of your own destiny." I live by that in the different roles that I play, as colleague, employee, mom, sister and daughter.

My motivation comes from ... The positive effect that I have on people's livelihoods through supplier and enterprise development. I have seen a young woman's company move from rags to riches and I smile with great pride at the thought that I contributed to that.

The highlights of my career to date are ... Successfully developing and implementing a robust and business aligned SCM policy and procedures manual for the Ithala Group.

The Number One thing that I would like to accomplish while I'm in the Public Service is ... To achieve a clean audit on SCM at Ithala. This will demonstrate to other public entities that this is possible.

The most important lesson I've learnt during my career is ... No one ever knows everything. I quite often still refer to former colleagues for information and advice, and vice versa.

My last read was ... *My Sisters' Keeper* by Jodi Picoult

To unwind, I ... Take my two boys, a magazine and my Samsung tablet to a coffee shop on the beachfront on weekends. While my boys ride their bicycles along the beach, I do some reading and listen to the waves in the background. Nothing is more refreshing than that after a long week.

What most people don't know about me is ... That I am a single mom to an autistic child.

I'm proudly South African because ... I have travelled the world, but I can testify that there is no place with a rich heritage and culture like South Africa. I would not move to another country for anything!





Using technology to build eThekwini's integrated Disaster Management Centre.



Disaster Management Centres are becoming a vital part of the civil management of any modern city. Authorities need to be in a position to effectively manage and control any unexpected situations, such as bomb blasts, floods, fires and emergencies that come their way, as they happen.

Dimension Data, a leading technology systems integrator, has been involved in the creation of some of the most advanced emergency response centres in the world, ready to effectively support any major conurbations in the country during 2010 and beyond, and continues to enable civil authorities in preparation for almost any eventuality.

eThekwini Municipality is one such implementation that uses this exact technology solution to unite its resources in an efficient, cost-effective way, enabling the operators to view events as they happen in real time. The overall solution integrates and monitors all the disparate resources at the city's disposal – from protection services, health services, ambulances, the police and fire department – and then assesses the severity of the incident and dispatches the appropriate

resources to the scene quickly with the right sets of skills and equipment to best handle the situation, whilst at the same time minimising the impact on life and property.

Dimension Data protected existing investments in technology that the city had already made and provided for correlation and communication between systems. Cell phones, walkie-talkies and PBX's are now linked, plus there are systems in place to measure response times as well as view live closed-circuit television (CCTV) feeds.

Dimension Data's solution is holistic and masterminds the integration of the city's emergency response resources. It monitors all emergency incidents within the city limits – motor vehicle collisions, urban unrest, emergencies and natural disasters – and coordinates the city's emergency response resources. It is based on a single converged IP network that carries voice, video and data on a single platform. A radio interoperability solution runs on top of this. This links different radio channels via the data network and integrates them with other voice media used by the various response units, like cellular and land lines, anywhere within the city

network. An IP-based call centre tracks and monitors all emergencies within the city. And finally, the operations centre hosts key emergency personnel who monitor and manage incidents.

eThekwini can now boast that it has one of the most advanced emergency services in the world. Its resources can be maximised, extracting the greatest possible value from scarce and expensive medical, recovery and management resources. The radio interoperability component of the solution is the star of the deployment. It overcomes communications silos between different – seemingly incompatible – communication channels and devices such as mobile phones, radio systems and PCs. This groundbreaking solution holds immense potential for municipalities and other local government entities to overcome their technology legacies and provide an accurate, quick and affordable service to their communities. Dimension Data's proven abilities to integrate voice, video and data and its experience with the goals and objectives of Public Service clients, position it well to assist Government in enhancing services for the good of all its citizens.

Consumed with fairness

Writer: Ongezwa Manyathi
Photographer: Kopano Tlape



No-nonsense and tough-talking Mamodupi Mohlala is perfectly suited to her role as Commissioner of the newly established National Consumer Commission (NCC), where her main tasks are to ensure that consumers are informed of their rights and that these rights are protected.

Not half as easy as it sounds, but not enough to faze Mohlala.

She is a social activist at heart, does not take no for an answer and is a self-proclaimed workaholic – a winning combination for anyone stepping up to the challenge of protecting the rights of others.

Mohlala is a high achiever who continues to push the boundaries, and is proof that age is nothing but a number. At 15, she was the youngest to matriculate from Girls High Secondary School in Harare, Zimbabwe. She was also that country's youngest attorney and the youngest black female to obtain a Master's Degree in law at the age of 23.

She was the youngest councillor at the Independent Communications Authority of South Africa and the first black female pension funds adjudicator in South Africa. Mohlala is also the previous Director-General of the Department of Communications.

We have all experienced some kind of infringement on our rights as consumers in one way or another. Those who are high-end consumers are usually aware of their rights and often knock on the right doors to make sure that they are heard. It is the ordinary man

and woman on the street who do not always know how to claim their rights and end up accepting bad service.

With March being Consumer Month, *Public Sector Manager* met with Commissioner Mohlala to gain insight into the NCC and the leadership driving it.

The NCC was established in April 2011 in terms of Section 85 of the Consumer Protection Act, 2008 (Act 68 of 2008). The commission exists to assist all South Africans with consumer-related issues.

“Our reach is spread across the board. We even get calls from prisoners complaining about a range of issues such as the number of calls they are allowed,” explains Mohlala.

The top sectors about which the commission often receives complaints include the retail, mobile network and motor industry sectors. “With the motor-industry, it is the classic story of people buying what they think is a brand-new car, but when they take it in for inspection they find that it is a second-hand car, yet are expected to pay what they would for a new one. That is fraudulent behaviour and we do not accept that.”

As a young organisation, the NCC has its challenges. There is already far greater demand for their services than they are able to provide, due to human-resource shortages. Currently, it is expected to service the entire country with five call-centre agents, on a budget of R33 million.

“Ideally, we should have at least 26 call-centre agents and running on a budget of R143 million. We would like to help everyone who walks into our offices or calls our call centre, but we often cannot because of budget constraints.”

Funding constraints, especially, weigh heavily on the NCC, impeding it from optimally executing its functions such as processing complaints, conducting investigations and defending matters at the National Consumer Tribunal.

Despite this, the NCC has assisted 6 000 consumers and put back R36 million into consumer pockets.

Managing a public heavyweight such as the NCC requires a particu-

lar style of leadership. “I am a very hands-on person. If I could deal with every complaint personally, I would. I believe that if you are not passionate about what you are doing, then you should not be doing it.”

Mohlala also tries to motivate her staff by encouraging them to do their best each day.

Being a powerful and accomplished woman at such a young age, Mohlala admits that there are still challenges facing women. “Ageism is a big problem in the public sector. There is a general belief that the younger you are, the less capable you are.

“I disagree; I think the younger you are, the more energy you have and the more ambitious you are.” The other challenge, she says, is that “as women, we are our worst enemy. We do not support one another; instead we always try to bring each other down. We need to be like men – they have a sense of brotherhood.

“My advice to young black women is that the Public Service is the place to be, because unlike the private sector, there is no glass ceiling. In the public sector, there often is a lack of resources, which means that you become stretched and exceed your own capabilities. If you knock hard enough and make the right noise, someone will notice you. So, young women must come in and stay in the sector.”



TOGETHER WE STAND

BUILDING SELF-RELIANCE LOCALLY

NAKEDI EDUCATIONAL SERVICES (NES) is a Limpopo-based organisation devoted to providing clients with superior service excellence.

Our vision is to become the most effective service provider in South Africa in supporting both national and provincial government departments, municipalities, as well as private companies in Human Resource Development and delivering the best services to clients and communities.

Our mission is to invest in human capital and build capacity in both national and local government departments, municipalities and private companies.

Nakedi provides educational and human resources support for government departments, particularly municipalities in developing, reviewing and realigning organisational structures and the writing up of job descriptions which are task compliant.

We provide the best services aimed at client satisfaction, creating job opportunities and adopting professional principles. Our client base comprises government departments, municipalities and private companies, large and small.

Nakedi Educational Services provide the following professional services:

- Develop, review and alignment of organisational structures including the writing of job descriptions and task compliant job descriptions for municipalities.
- Review salary structures and bench marking.
- Performance and Quality Management Systems.
- Develop employment equity plans and workplace skills plans.
- Develop review of HR/Admin policies, procedures and strategies.
- Develop and analyse Institutional Plans for government departments, municipalities and private institutions.

Words from the CEO: "Nakedi Educational Services identified an opportunity to support government departments, district and local municipalities and private institutions to improve service delivery and to alleviate poverty as well as create jobs opportunities through Human Resources Development. This challenge came as the result of government departments and municipalities adopting and continuing to use HR Policies, Strategies and job descriptions from the

apartheid era without aligning them to the new objectives and goals of our government. Our view is to fast track service delivery and minimise the gap between old and new government practises.

It is imperative for government institutions, including district and local municipalities, to align its performance management systems, Human resources / Administration policies, Strategies and procedures, including job descriptions to the vision and mission of the new government in order to expedite service delivery.

Our code of conduct sets out the standards we expect from our staff and clients, Based on our core values, the code offers guidance on such issues as confidentiality, independence, respect and corporate citizenship.

Being part of NES means that you'll be working with a competent team, experience a different environment and develop expertise. NES aims to become the leader in the transformation of human resources practices in large and small companies, government departments and municipalities in addressing the current local and global challenges.

As we work with government institutions, we liaise with the people responsible and devise a strategy whereby together we could intervene. We use available resources as apposed to outsourcing services. We are what we are because of our clients. Try us. Quality is our motto.

EMPLOYEE AVERAGE AGE: 70% below age 45
GENDER DISTRIBUTION: 64% female & 36% male



PETER MOKGAPHAME
CEO: Nakedi Educational Services



Nakedi Educational Services cc
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Mohlala is also passionate about uplifting the youth of South Africa to realise their uncapped potential. She is currently involved in the Funda Nathi initiative, where she helps matriculants with their examinations.

"I help with Mathematics and English preparation for their exams. I also try to motivate them and encourage them to believe in themselves."

She also is part of the Women's Graduate Movement, where opportunities are identified for women internationally.

Swaziland-born Mohlala is one of four children and is a proud aunt as well. She lost her sister at just 18 years, while the family lived in exile in Swaziland.

The Mohlala children, including her brothers Mxolisi, who is an engineer, and Mabushi, an accountant, are all educated and successful in their own right. They had the best role models in their politically exiled parents.

"My mother grew up with no hope in Soweto during apartheid. She wanted to be a dentist but went on to become an accountant. My father was an orphan from Limpopo who only got his first pair of shoes when he was 12. He went on to become an economist. So, through them I have learnt that nothing is impossible. I have full value for hard work and I try to make them proud. If my forebears could work hard, then I need to push the envelope a bit further.

"My parents worked their way up from nothing. My late father eventually became a well-known economic lecturer, and these

days my mother is a local government councillor.

"My parents had the biggest influence on my life. They taught me to speak my mind, to be ambitious and to never take no for an answer. They also told me that nothing good comes other than through hard work.

"My late father was my academic inspiration and he believed that education is key. He is the one who sent me to school when I was only four years old and was influential in my choice of career. He helped me to see the reality of the world."

Her other inspiration is Winnie Mandela. "She is an exceptionally strong woman and I believe she played a big role in keeping Nelson Mandela's memory alive while

he was in prison."

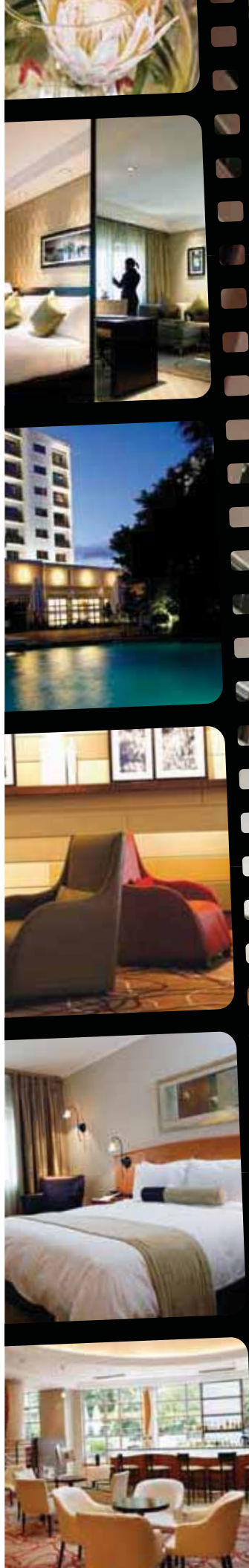
Aside from her demanding career, Mohlala says she tries to find time for herself. "If I do have spare time, I sleep! Sleep is a privilege for me. I am an insomniac, so if I can get some decent sleep, I am happy. I also like to spend time with my nieces and nephews, who keep me young and alive. They keep my mind off work."

On her plans for the future, Mohlala says: "In my career, I hope to make a difference in people's lives. I want to change the existing perceptions of women's abilities, particularly in decision making and implementation. I also want to change perceptions of the public sector, which I try to do one step at a time." 🗣️



"My advice to young black women is that the Public Service is the place to be, because unlike the private sector, there is no glass ceiling. In the public sector, there often is a lack of resources, which means that you become stretched and exceed your own capabilities. If you knock hard enough and make the right noise, someone will notice you. So young women must come in and stay in the sector."

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Decadent, with a touch of comfort

Chef Coo of Zebula Golf Estate and Spa shows you how to bring the passion back into the kitchen with his signature mouth-watering contemporary fusion cuisine that memorably marries new flavours with old favourites.

Writer: Samona Murugan

Photographer: Siyabulela Duda

Coconut curried chickpea soup with red pepper reduction

Ingredients:

- 1 onion, chopped
- 1 stick of celery, chopped
- 2 carrots, chopped
- 1 green pepper, seeded and chopped
- 2 garlic gloves, chopped
- 10 ml ginger, grated
- 1 stick lemongrass
- 10 ml curry powder
- 10 ml turmeric
- 10 ml cumin
- 200 g chickpeas, cooked
- 1 litre vegetable stock
- 250 ml coconut milk
- 1 red pepper, seeded and quartered
- 50 ml extra virgin olive oil



Method:

Fry onions, celery, carrots and green pepper in a pan for five minutes. Add garlic, ginger, lemongrass, spices and chickpeas and cook for a further two minutes. Add the vegetable stock and cook until chickpeas and vegetables are soft. Blend soup until smooth, add coconut milk and season to taste. Roast the red pepper in an oven, blend together with olive oil and season to taste.

To serve:

Pour the soup into the serving bowls, drizzle with the reduction and serve with fresh bread rolls.



Honey and ginger-seared salmon served on mustard and coriander crushed sweet potato, topped with wasabi butter

Ingredients:

- Oil for searing
- 10 ml black mustard seeds
- 300 g sweet potato, cubed and steamed
- 50 ml butter
- 5 ml wasabi
- 50 ml honey
- 100 ml soy sauce
- 15 ml sushi ginger, chopped
- 20 ml coriander, chopped
- 2 x 200 g salmon steaks, filleted
- 1 lime, quartered

Method:

Pour 5 ml oil into a pan, add the mustard seeds and allow to pop. Add the sweet potato and crush, add a little butter and season to taste. Flavour with a sprinkle of chopped coriander. Mix the butter and wasabi, mould into a roll and refrigerate. In a medium bowl, mix the honey, soy sauce, ginger and coriander. Place the salmon in marinade, making sure it is covered in marinade. Sear the salmon on both sides and remove from heat.

To serve:

Place the crushed sweet potato in the centre of the plate. Serve the salmon on top of the potato. Slice the wasabi butter and place on top of the salmon; garnish with lime and fresh coriander.

Crème brûlée

Ingredients:

- 5 egg yolks
- 50 g castor sugar
- Vanilla beans
- ½ litre fresh cream

Method:

Whisk egg yolks, castor sugar and vanilla beans together and add cream. Pour mixture into ramekins or small oven-proof bowls. Place these into a high-level baking tray with water. Bake at 150°C for approximately 35 minutes. Remove from oven and allow to cool.



To serve:

Place a teaspoon of castor sugar over the cooked crème brûlée. Use a blow torch to brown the sugar or place the ramekin under a hot grill. Garnish the crème brûlée with fresh berries, serve the pudding with fresh mint and serve with a tot of caramel vodka.

Decadent bread-and-butter pudding

Ingredients:

- 2 large croissants
- 1 egg
- 100 ml milk
- Vanilla essence
- Strawberry jam
- Butter

Method:

Cut the croissants and spread the butter and jam. Close the sandwich and slice. Place the cut sandwiches into two ramekins. Mix together the milk, egg and vanilla essence. Pour the milk mixture over the sandwiches. Bake at 150°C for about 20 minutes.🍷

The Developmental State:

new ideas for the public good

*Minister Roy Padayachie**

The issue of governance within the context of a Developmental State is most important against the backdrop of both the globalisation process, which has for some time constrained our ability as a country to fast-track our transformation, and to respond to the myriad needs of the majority of our people.

In particular, these challenges relate to the achievement of the millennium development goals on the one hand, and the recent global economic and financial crisis on the other; a crisis which has not only exposed the limitations of neo-liberal economic thought, but also threatened global economic stability with our major trading partners such as the European Union and the United States of America (USA).

All these factors have a direct bearing on our ability to successfully construct a Developmental State; one that is not only democratic, but also able to root out poverty, deliver quality services, fight corruption, improve access to quality education, ensure economic growth and create more jobs in the economy.

The Developmental State that we posit in South Africa is located within the overall context of our transformation agenda.

When the African National Congress came to power in 1994, the main challenge was to formulate workable solutions in response to the unfriendly global milieu and demanding domestic terrain that required decisive action to address the justifiably unmitigated expectations of the people of South Africa.

The change from apartheid to democracy, therefore, was a fundamental process that required detailed transformation in the economic, political and social spheres. Government had to redress past inequalities and remove discriminatory policies created by the apartheid regime to realise a just, inclusive and prosperous society.

The impact of the discriminatory and exclusionary development was deeper than initially anticipated; with vast historically disadvantaged areas without basic services such as water and electricity. The capacity of the post-apartheid State was at its lowest. Worst of all, the Government purse was literally empty.

The starting point was the stabilisation of the State in a number of areas before embarking on ambitious transformation projects. These included the transformation of the Public Service into a more coherent, representative, transparent, efficient, effective

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Home-grown ERP solution helps achieve billing efficiency at municipalities

Softline Pastel's ERP solution, Evolution, has a Municipal Billing Module that makes it easier than ever for smaller municipalities to stabilise their revenue streams through efficient accounting and billing. Ashley Pillay, divisional director for Pastel Evolution tells us why ordinary accounting systems aren't suitable for municipal use.

Why do municipalities need a specialised billing system?

Municipalities have a vast range of clients, all charged differently and with different billing frequencies. To overcome these complications, exception calculations are often done manually by the municipality's accounting staff. This is inefficient, often leads to errors and in the long-term, can negatively affect the municipality's cash flow.

So, what can Pastel Evolution offer local municipalities?

The Pastel Evolution accounting suite has a billing module designed specifically for municipalities.

The South African-developed solution includes billing functionality for rates, refuse and consumption, all of which interface and update directly into Pastel Evolution's financial system. The program can easily be modified to manage various billing frequencies and a range of customer categories and is flexible enough to handle tariff structures for both fixed and consumption services.

Combined, Pastel Evolution enables municipalities to improve the accuracy and timeliness of billing. The end result is substantially improved revenue collection and, of course, happy customers.

But running an efficient municipality is about more than just billing.

Correct. That is why Pastel Evolution also has the functionality to track municipal fixed and moveable assets, whilst the Procurement Module allows municipalities to manage purchase orders and keep control of expenses.

Isn't a solution like this too expensive for smaller municipalities?

No, the Pastel Evolution Municipal Billing solution is affordable for municipalities whose budgets and resources are limited in relation to those of the larger metropolitans. We currently have more than 30 municipal clients of varying sizes which is testament to that fact.

The cost: benefit ratio is good news too. Because the system drives such a significant improvement in collections capability, its purchase price is offset by the financial benefits it delivers for a municipality over an extremely short period of time.

Is Pastel Evolution aligned to local legislation?

Pastel is a South African company and we pride ourselves on the

fact that all of our programs are aligned to local legislation. The municipal billing solution is geared toward the Municipal Finance Management Act (MFMA) and Generally Recognised Accounting Principles (GRAP).

In less than 25 words, describe the benefits of deploying Evolution's Municipal Billing Solution...

Pastel Evolution's Municipal Billing solution will provide any size municipality with solid systems for strong financial management and reporting, resulting in municipal transparency and accountability.

The Pastel Evolution Municipal Billing solution is affordable for municipalities whose budgets and resources are limited in relation to those of the larger metropolitans.



*Ashley Pillay
Divisional Director for
Pastel Evolution*

For more information
contact Pastel Evolution on
0861 EVOLUTION,
evolutionsales@pastel.co.za

or visit
www.pastevolution.co.za

and accountable entity, able to execute government policies and respond to the needs of all citizens, reducing the Government deficit, reprioritising government expenditure from consumption to productive applications, and integrating the South African economy into a competitive global economy.

This transformation was given practical expression in the Reconstruction and Development Programme (RDP). Underlying the RDP was the justifiable hope that foreign direct investment would flow into the country and that the international community would complement South Africa's efforts to create conditions for a better life for all.

Within a few years, however, it became clear that this would not be the case. The lifting of sanctions and our peaceful transition to

since the advent of democracy, a myriad challenges still remain.

Both the *Fifteen Year Review Synthetic Report (2008)* and the *Diagnostic Overview of the National Planning Commission (2011)* to which the National Development Plan (NDP) 2011 seeks to respond, are frank about the successes and shortcomings of our attempts since 1994.

For instance, the efforts to deliver quality services to the people, such as clean water and sanitation, houses and basic infrastructure, and ensuring access to quality education, are ongoing. However the needs are too many for us to overcome in just 18 years of freedom.



Minister Roy Padayachie (right) with the Rector of the University of North West, Prof Herman van Schalkwyk. Minister Padayachie and Prof van Schalkwyk met during the occasion of the academic opening session of masters and doctoral students of public administration

democracy did little to attract foreign investment and stimulate domestic investments. Domestic private-sector investment was negative for several years, as capital effectively went on strike, moving mobile resources offshore as rapidly as it possibly could.

To transform the Public Service into a viable agency capable of achieving the priorities of the Government of National Unity, the *White Paper on the Transformation of the Public Service* was introduced in 1995. It sought to establish a framework to guide the transformation of the South African Public Service, including the introduction and implementation of new policies and legislation.

The Constitution further entrenched the goals of the White Paper. The constitutional values and principles of public administration, along with the Bill of Rights, committed government to a broad participative, redistributive and developmental role. While much has been achieved

The Public Service has evolved to mirror the demographics of the country and is well positioned to execute the task of a Developmental State. Much more focus needs to be given to the national targets for representation of women and people with disabilities across all salary levels, but particularly in the Senior Management Service.

With regard to poverty reduction, statistics show that income poverty has actually declined.

What is apparent, at least from government's point of view, is that our successes occurred more often in areas where government had significant control than in areas where we only had indirect influence, although of course this distinction is not always consistent.

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9 THINGS EVERY SOUTH AFRICAN SHOULD KNOW

- 1** The Square Kilometer Array (SKA) is a deep space radio telescope that the world's scientists will use to explore the deepest secrets of our universe.
- 2** South Africa and Australia have been short-listed to be the home of SKA - the largest telescope ever built - and the most exciting scientific project currently underway in the world. South Africa offers the most realistic and lowest cost for this world-leading scientific instrument.
- 3** The SKA is likely to consist of about three thousand satellite dishes, each about 15m in diameter, about the height of a three-storey building, and thousands of radio "fish-eye" lenses, spread out over more than a thousand kilometres.
- 4** The SKA will be about 50 - 100 times more sensitive than any other radio telescope on Earth, able to probe the edges of our Universe.
- 5** South Africa is building the Karoo Array Telescope (MeerKAT) which is a precursor instrument for the SKA, but will in its own right be amongst the largest and most powerful telescopes in the world.
- 6** MeerKAT will be the most sensitive centimetre-wavelength radio telescope in the southern hemisphere and will make significant contributions to astronomy. It will look for gravitational waves and will map the Universe back to billions of years ago, to see how the Universe changes with time.
- 7** The development of the MeerKAT has already created a group of young scientists and engineers with world-class skills and expertise. The SKA will provide unrivalled opportunities for scientists and engineers to engage with transformational science and cutting edge technology and will attract the best scientists and engineers to work in Africa.
- 8** The MeerKAT and SKA demand technologies which push the boundaries - ultra-high speed computing (exaflops), ultra-fast data transport (tens of Terabits per second), huge data storage, processing huge data sets, operating very large, smart networks of sensors, very advanced wireless receivers and signal processing.
- 9** The SKA South Africa Human Capital Development Programme has since 2005 awarded 263 grants for post-graduate and undergraduate study in physics, astronomy and engineering and for technician and artisan training. It is strengthening our universities and building capacity for innovation in next-generation technology and science.

The NDP therefore places us on a forward-looking trajectory and requires all of us, not just government, to commit to concrete programmes that will improve the lives of South Africans.

To this extent, the NDP is a framework within which the current efforts to construct a South African Developmental State are being anchored.

The concept of a Developmental State is neither new nor unique to South Africa. Many examples have been cited, with the so-called Asian Tigers of Hong Kong, Singapore and South Korea being the most notable. Hong Kong and Singapore became world-leading international financial centres, whereas South Korea became a world leader in manufacturing information technology between the 1960s and 1990s. The Tigers experienced decades of supercharged growth based largely on industrial policies supporting exports to developed countries.

Victor Krasilshchikov argues that the Asian Tigers' export-oriented growth was conditioned by various external factors. Firstly, there was a rise of the new international division of labour, that is, the removal of mass assembly-line production to the East while the markets for their outputs remained linked to the West. Secondly, there was the intention on the part of the USA to restrain both the Maoist expansion and the Soviet influence in the region by means of successful capitalist modernisation of the American satellites in Asia. The USA did everything in its power to sustain the local ruling elites.

While one cannot rule out the importance of internal (domestic) factors in these countries, the prevailing balance of forces at the time as a result of the Cold War had a major role to play in the success of these countries.

Elsewhere, the context was different. In Africa, for instance, the search for Developmental States is associated with the quest for democratisation and good governance, owing largely to the continent's historical context.

In the case of the Asian Tigers, the basic tenets of democracy were lacking, corruption was rife, labour rights were often violated, and there was little evidence of public participation in decision-making processes – elements generally regarded as vital for good governance.

The Constitutive Act of the African Union, with its broad framework, the New Partnership for Africa's Development, and the African Peer Review Mechanism are important steps in the direction of entrenching good governance and creating democratic Developmental States.

I am convinced that what distinguishes a Developmental State from others is the extent to which it strives to achieve good governance in its totality.

Achieving a Developmental State will not be possible through a statement of intent; nor by a mere declaration that our country is a democratic Developmental State. It must be demonstrated through commitment to economic growth, eradication of poverty and reduc-

tion of inequality, creating jobs, and eradicating crime and corruption.

Having shared a broad conceptual framework of a Developmental State, which also finds resonance with the NDP, I am convinced that we have a starting point to interrogate the challenges that confront us as a country in constructing and sustaining a Developmental State.

Further research is needed to inform policy choices, policy formulation and decision-making. On this score, greater effort should be placed on enhancing partnerships towards the development and harnessing of research capacity in institutions such as universities.

As government, we should depend on universities to develop new strategies and plans to keep up with the needs of the people.

The NDP emphasises this point and states that Higher Education is the major driver of the information/knowledge system, linking it

with economic development. It goes on to say universities are pivotal to developing a nation. They produce new knowledge, critique information and find new local and global applications of existing knowledge. They also set norms and standards, ethics and philosophy to underpin a nation's knowledge capital.

For us to turn around the Public Service, we need a new calibre of public servants, whom universities must help produce. These public servants should:

- break new ground – be innovative and not shy away from coming up with new ideas for the public good
- inspire success – be self-motivated and ready to motivate others
- raise the standard – strive to provide excellent quality service and instil a culture of continuous improvement
- put people first – be committed, caring, results-oriented and strive at all times to meet and exceed people's expectations
- display integrity – be reliable and conduct themselves ethically.

I would like to invite all public sector managers to work together to address the challenges faced by our country; driven by our commitment to serve and create a better life that we have promised our citizens, and not by a profit motive.🙏

*** Roy Padayachie is the Minister for Public Service and Administration**

I am convinced that what distinguishes a Developmental State from others is the extent to which it strives to achieve good governance in its totality.

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Public servants must take the lead

Writer: Xoliswa Zulu

Photographer: Kopano Tlape

One can understand why Professor Lekoa Solly Mollo heads the Public Administration Leadership and Management Academy (PALAMA).

He is passionate about development and capacity issues – and quick. In response to President Jacob Zuma's bold plans for the year ahead, Prof. Mollo has already devised a plan on how public servants can take forward the 2012 action plan.

In his State of the Nation Address (SoNA), the President said billions of rand would be spent on new infrastructure, with government focusing on the building of rail, road and economic links in five regions in the country, as well as building new universities and refurbishing hospitals.

Making sure we write the "new story" about South Africa, as the President put it, will be the responsibility of about 1,3 million public servants.

Director-General Mollo sat down with *Public Sector Manager* to share some of PALAMA's plans for 2012.

"The President was very eloquent in the delivery of the SoNA. His message was quite clear – South Africa needs to create jobs and the focus area that will create jobs is infrastructure," says Prof. Mollo.

"Government needs to create an enabling environment (for job creation) and this can only be done by public servants who have the right attitude and the right skills to facilitate the attraction of capital into this country."

In his SoNA, President Zuma announced that a multi-agency working group on procurement, led by National Treasury, the South African Revenue Service and the Financial Intelligence Centre, was reviewing the entire state procurement system to ensure better value for money from state spending.

"Since 2008, we have trained 4 312 people in procurement and supply-chain processes and procedures, and in the coming financial year we will train another 1 800 people," says Prof. Mollo. "We have prioritised supply chain as it also deals with issues of compliance, anti-corruption and procurement."

To shore up this effort, PALAMA has also entered into a strategic part-



Professor Solly Mollo*

nership with the Technical Assistance Unit at National Treasury, where the focus is on the implementation of project and programme management. This partnership ensures that supply-chain courses are accredited and constantly updated according to the new codes of practice and regulations that are promulgated in these areas.

The President spoke of projects focused on health, basic education, infrastructure, information and communications technologies, and regional integration, which will be driving government's infrastructure development focus.

The key competencies and skills required to implement these projects are leadership and management.

"You can have the training, but if you don't have leaders who believe in this dream, sell it and motivate people, you will not be able to achieve the dream," explains Prof. Mollo.

With regard to the National Health Insurance (NHI), PALAMA will be embarking on a massive project with the Department of Health to train and skill public health employees in the management of processes at service-delivery points, such as coordinating queues, dispensing medicines and treating patients courteously. Departmental officials as well as managers trained by PALAMA will be skilled to analyse various aspects of their organisations such as key health processes, organisational design, budgets, culture and the ability

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to determine bottlenecks and opportunities for improvement in the implementation of the NHI.

"The NHI is a different way of doing business. We have to change the way people think by training them in, for example, strategic human resource management, policy formulation and implementation, and the South African economy in a global context, to mention a few interventions, so that we prepare them to handle the NHI project. We have to make sure that the NHI is successful by intervening with capacity-building programmes for its implementation – which is our mandate as PALAMA. The NHI can only be successful if those who will be implementing it have the requisite skills.

"It critical to make sure that we take those people from the ground, give them the necessary skills and the knowledge that it is no longer business as usual. Procurement delays and poor management of inventories in hospitals and clinics should be things of the past in the implementation of the NHI; we must make people conscious of this to ensure the NHI is a success."

Governmentwide, PALAMA will be studying the business plans of all departments so that customised training programmes can be developed for them.

Prof. Mollo says that PALAMA is collaborating with the National Youth Development Agency on Breaking Barriers to Entry into Public Service, an initiative that sources new-generation public servants from a database of unemployed graduates. "It is a very successful programme that has begun to lay a foundation for the future."

Breaking Barriers to Entry aims to create a pool of competent South Africans who can be groomed and recruited into the Public Service. Some 2 443 unemployed graduates have been trained thus far to prepare them for public-service employment opportunities.

Looking to the future, Prof. Mollo foresees a school of government that will become the intellectual home of the Public Service; a home that produces ideas for government, that produces cadres for government; a home that sets norms and standards.

"This is a process that will ultimately go to Cabinet for approval. We will make sure that we contribute to an effective and efficient public service by creating the school of government, where we will be able to produce South Africans who are patriots, who are cadres, who are soldiers on the ground and who will be able to deliver services.

"A lot of ground has been covered in this regard. The framework has been done and we've been busy with the technical aspects, after which recommendations will be made. It is a consultative process."

Professor Mollo also points out that Public Service and Administration Minister, Roy Padayachie, has indicated that his priority for 2012 will be to ensure that PALAMA is on course in terms of its transformation; from its current form as an academy to a school of government.

In a recent Governance and Administration Cluster briefing, the Minister said that capacity-building is a key focus area to ensure an efficient,

effective and development-orientated public service.

"This includes an induction programme for newly-appointed public servants, the training of unemployed youth graduates, building capacity for public-service innovation and repositioning the PALAMA as a school of government," said the Minister.

Taking his cue from this, Prof. Mollo is enthusiastic that great things lie ahead for the Public Service.

"We are encouraged; we are looking forward (to the year ahead); we are refreshed," he says. "We know the Public Service has challenges; we know that the portfolio has so many different challenges; but we are delighted that the Minister has outlined his goals and that among them, PALAMA will be one of his focus areas."¹⁰

PALAMA: Hub of training and development in the Public Service

PALAMA reports to the Ministry for Public Service and Administration.

Programmes and courses offered by PALAMA are accredited and address leadership challenges and practical management competencies required for improved service delivery. They also focus on inculcating the values and contextual knowledge required for a Developmental State. Specific courses are available to enhance competencies in human resources, monitoring and evaluation, supply chain and finance-management functions across all departments and local authorities.

Some of the courses offered by PALAMA are accredited by the Public Sector Education and Training Authority, or by other sector education and training authorities and higher education institutions. Other courses can be combined into programmes that are equivalent to certificates or degrees.

PALAMA's new, two-stream strategy provides the best training and skills development available for:

- the Public Service Senior Management Service – all 10 000 directors, chief directors, deputy directors-general and directors-general.
- junior and middle managers in the Public Service – the 250 000 public servants between the ranks of assistant director and deputy director (i.e. salary levels 9–12).

Based on perception surveys, more than 80% of participants in PALAMA's training to date have indicated that it is of a high quality and standard.



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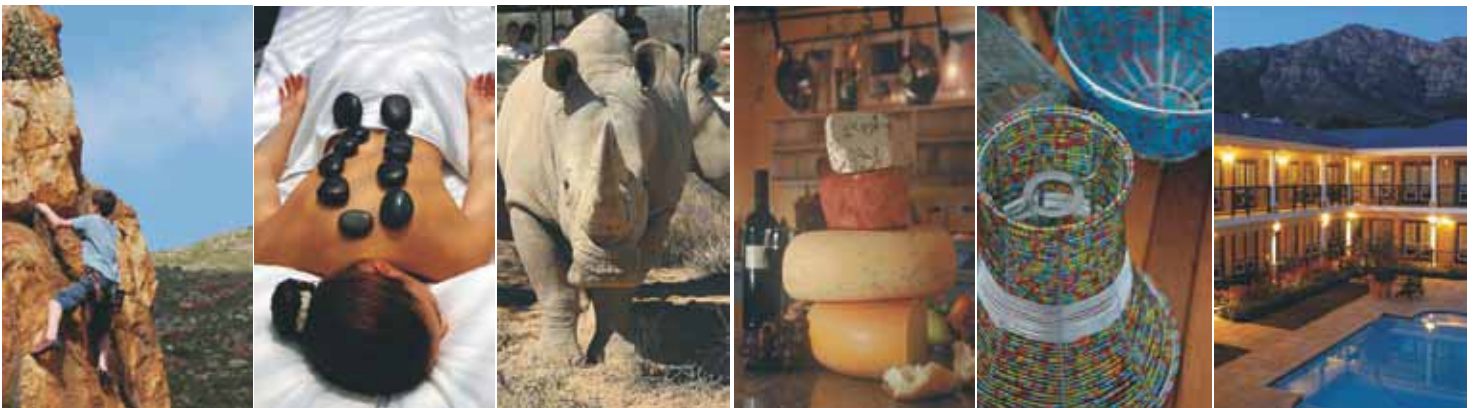


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Ambassador
Takalani Netshitenzhe



Making waves in the world

Writer: Samona Murugan
Photos: DIRCO

South Africa maintains diplomatic relations with countries and organisations through 124 missions in 107 countries abroad. This is hard and exciting work, done by brave public servants who spend years away from family and friends.

Living in another country and being paid to fly the flag is a wonderful learning experience, but no one is immune to missing home, and living in a foreign country is very different to visiting on a short vacation.

Public Sector Manager spoke to some of the South Africans who are out there in the world, promoting South Africa, its beauty, values and economic potential, and making our voice heard.

Double delight on the Danube

Ambassador Takalani Netshitenzhe is stationed at the South African Embassy in Budapest

What are your favourite things about living in Budapest?

Each day, I enjoy the honour of sharing aspects of South African life with the people of Hungary, and in the process, learning about Hungarian life. I love the food festivals and the traditional restaurants, called *csárda* where they provide sumptuous traditional meals. The feasts are complemented with folk music and dancing; both Hungarian and Gypsy, and sometimes with traditional horse shows in the gardens.

Describe a few of the major tourist attractions in and around the city.

Budapest is situated along the Danube River, the second-longest river in Europe, which divides the city into two parts: Buda and Pest. Budapest is among the most beautiful cities in Europe. The view on a night drive along the Danube is magnificent. Hungarians pride themselves on their architectural heritage.

The Hungarian Parliament is stunning inside and out. The Buda Castle, which dates back to the Middle Ages and was destroyed and restored through various empires that ruled Hungary through the ages, is found in the Castle District, which is on a hill above the Danube. The castle also houses the National Gallery.

What challenges have you experienced living in Budapest?

The Hungarian language, Magyar, is difficult to learn. However, I have managed to pick up a few basic expressions.

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The Vaal is a place that is very rich in South African History. Take a tour through our heritage routes. Just to mention a few places: Vaal Teknorama Museum, Garden of Remembrance, Peace Monument, Sharpeville Memorial, Constitution Square, Boipatong Massacre, Vaal Uprisings, Evaton.



Nestled on the banks of the Vaal River are various establishments to suit your every need and preference. A vacation on the mighty Vaal River isn't settling for second best. Join us on an adventure of a lifetime as we offer exciting activities such as White Water Rafting, Canoeing, Abseiling, Rock Climbing, Quad bike Nature Drives, Game Drives, Paintball, Hiking, Jet skiing and wakeboarding. The area is one of the country's top wedding destinations for many bridal couples. The Vaal boasts up-market restaurants with friendly stylish and comfortable setting. We also have a variety of guesthouses for example Nozi's Guesthouse and Conference Centre. On the beautiful banks of the Vaal are three excellent golf courses, namely the Emfuleni Golf Estate, the Maccauvlei Country Club and Riviera on Vaal Country Club. Our conference facilities are inherently flexible, fully equipped to fulfill your conference needs and capable of catering for every function from an intimate group of 6 to large groups of 800 guests. The Emerald Casino Resort is also an optimal setting for quality family time.

Cllr. Greta Hlongwane
Executive Mayor of Emfuleni Local Municipality

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The people in Budapest speak English, so it is easy to get by, but in the countryside it is different; yet, I enjoy the countryside more because there are some similarities with South African rural life.

It reminds me of my childhood, when elderly people used cane-woven baskets to carry food; when tablecloths were handmade and starched; when enamel kitchen utensils, especially cups, were widely used. Chickens and stacks of woods in the backyards are common features in the countryside. It is laidback and peaceful.

What do you miss most about South Africa?

I find Hungarians to be very reserved; they come across as unfriendly until you get used to the vibe. I miss the warmth and relaxed atmosphere in South Africa; the smiles and laughter. The city, although beautiful, also has a reserved character. I miss the familiarity of our loud music from the cars and shops. When I get homesick, I take a long drive to the nearby countryside.

What do you like most about the Hungarian people, and what can we learn from them?

We share the same humility. Interacting with elderly people, even if you do not understand each other's language, touches your soul – the elderly men still kiss a lady's hand!

Although Hungarians complain about poverty, in general, they are not so poor by South African standards. They do have societal inequalities, but the countryside is generally well developed with formal houses and good roads. They have free education and medical care; although the National Health Insurance here has lots of challenges.

The level of literacy is impressive, with doctorate degrees seen on most business cards of stakeholders. I find this desire for intellectual development inspiring, and have registered for a first-year PhD programme this year.

Hungarians value their culture, especially the language. There is a policy decision to work towards the preservation of the Magyar language, as part of the drive to preserve the Hungarian cultural heritage in general, and this is being infused into the education system.

What are your duties at the South African Embassy?

We are a small mission, so I have diverse roles. I am also the Dean of the Africa Group of Ambassadors, and I cover Croatia. The main priority is to promote the interests of South Africa: social, economic and political interests, not only to Hungary but to other countries with diplomatic representation in Hungary.

The aspect of my job I enjoy most is research and analysis. It gives me great pleasure to collect raw and processed information from various open sources – human, paper-based and electronic – about

Hungary's developmental trends, assessing and analysing the information and contributing to reports on how we could take lessons from these trends. General analysis about Hungary's position within the European Union, and relationships with its neighbours and with other global players is quite fulfilling.

Then there is the general administration in the mission: we are aligning the Department of International Relations and Cooperation's directives with local laws, with the assistance of Hungarian lawyers.

This exercise exposes the differences in our legal systems; it is a lot of work, but coming from a legal background, I find the exercise intellectually stimulating because we are harmonising the two systems. In each aspect of my work, there are small things that I discover on a daily basis that make us uniquely different from each other, and I also discover some humbling similarities.



Ambassador Takalani Netshitenzhe



LUTHULI MUSEUM

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OPENING TIMES

Monday to Saturday 08h30 to 16h00.
Sunday and Public Holidays 11h00 to 15h00.
The Luthuli Museum is closed on Good Friday, Christmas Day and New Year's Day.

CONTACT

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Website: www.luthulimuseum.org.za
Email: luthulimuseum@luthulimuseum.org.za

Chief Albert Luthuli

(ANC President - General from 1952 - 1967)

was awarded the Nobel Peace Prize in 1960 and received it in Oslo, Norway on 11 December 1961. The award was in recognition of his role and contribution to human rights and the liberation struggle against apartheid South Africa.

This year marks 50 years of this historic award to Chief Albert Luthuli and celebrates his life and legacy.

1960 - 2010

50 years Africa's First Nobel Peace Laureate



Chief Albert Luthuli and his wife Nokukhanya at the airport on their way to Oslo to receive his Nobel Peace Prize in December 1961.



The original 1927 home of Chief Albert Luthuli

Living and learning in Lagos

Bar beach in Lagos

Writer: Samona Murugan

Photos: DIRCO

Ambassador Thandi Mgxwati is stationed at the South African High Commission in Lagos, Nigeria

What are your favourite things about living in Lagos?

Although Lagos is the smallest state in Nigeria, it has the highest urban population, estimated at 27,4% of the national population. Lagos is a socio-cultural melting pot, with about 18,5 million people living here. The city contributes more than 30% of Nigeria's gross domestic product.

My favourite thing about living in Lagos is that one gets to experience what makes Nigeria tick in terms of culture, entrepreneurial activity and markets. In addition, Nigerian people, specifically Lagosians, make you feel welcome in their city through their warmth and politeness. What fascinates me is that, despite the hardships ranging from irregular power supply to horrendous traffic congestions and communications network challenges, Nigerians always find a way of making it work. As they say here, "There is never a dull moment!"

Describe a few of the major tourist attractions in and around the city.

Lagos has many tourist attractions such as the Bar Beach; the National Theatre, which is regarded as Nigeria's cultural village and centre of the arts; Tarkwa Bay in Apapa, which is a holiday resort with beautiful chalets surrounded by huge coconut trees; and the Tafawa Balewa Square National Ceremonial Parade Ground that was built in 1863.

My favourite places, though, are the La Campagne Tropicana Resort, about a two-hour drive from Victoria Island, which is regarded as the "Bali of Lagos"; and the Agaja Resort, which is about 45 minutes away by speedboat. These two places are both ideal if you want to get away from the hustle and bustle of the city centre.

What challenges have you faced living in Nigeria?

One major adjustment I had to grapple with was changing my mindset and resisting the temptation of comparing the way things are here and at home. For instance, I had to get used to the fact that having electricity for about five hours in a day is a luxury here, so I had to get used to the overpowering noise of generators wherever I went. I also had to get used to the fact that meetings and functions can never start on time; they can easily start an hour or more late.

What do you miss most about South Africa?

Our open big roads and weekend coffee sessions with my friends at the House of Coffees or Mugg & Bean. I also miss my favourite cheesecake and the big shopping malls that we have in South Africa.

... continued on page 60



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Ambassador Thandi Mgxwati

What do you do when you get homesick?

We get together with a few South African friends who are also based in Lagos and have a braai or visit the beach. Fortunately, there are a number of South African expatriates working in and around Lagos.

What do you like most about the Nigerian people, and what can we learn from them?

I find Nigerian people to be very assertive and brimming with confidence, something that South Africans can still improve on, as we have a lot to be proud and confident about. I also find Nigerian people to be very polite and respectful. However, the most striking thing for me is that they are hard workers who try to make ends meet with their creativity and dedication.

This specifically refers to informal traders, rang-

ing from people carrying sewing machines on their shoulders walking in the streets as tailors looking for customers; and people running mobile offices from the boots of their cars in street corners using small generators for services such as photocopying, printing, and laminating of documents; to street vendors who sell anything usable until the middle of the night. The attitude is “Walala Wasala”, which roughly translates to “you snooze, you lose”. We can learn a lot from this entrepreneurial attitude, especially with the high unemployment rate we have.

What are your duties at the High Commission?


My duties include strategic management and playing a leadership role. This involves building lasting relationships with the Lagos State Government as well as governments of the eight other states (Ogun, Oyo, Osun, Ondo, Delta, Rivers and Bayelsa), to build and strengthen bilateral relations with Nigeria.

More importantly, Lagos is the economic hub of Nigeria and West Africa. It serves as a gateway for business, including a number of South African companies aiming to expand their business interests into Nigeria and West Africa.

Therefore, it is my responsibility to cast a wide network to assist our companies to identify business opportunities, study the economic environment in Nigeria and advise them accordingly. This is followed by facilitation of trade mission visits in collaboration with the Department of Trade and Industry. Currently, there are about 100 South African companies operating in Nigeria, with interest growing in this big potential market.

The mission often gets requests to address forums such as the Nigeria-South Africa Chamber of Commerce, universities and civil-society groups. It is my job to use these platforms to deservedly brand South Africa, promote the country’s interests and effectively articulate South Africa’s positions on topical issues.

In addition, I have to initiate and organise mission events that aim to promote South Africa in her totality, including tourism, culture, trade and investment opportunities. In a nutshell, my job is to contribute towards strengthening bilateral relations between South Africa and Nigeria, and to promote South Africa in all its facets.®



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environment that is attractive to investors. This is a province of opportunity: place your business at the cutting edge of social and economic transformation.

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FEATURE

WRITING A NEW STORY FOR SOUTH AFRICA

*President Jacob Zuma delivering the
2012 State of the Nation Address*

The shape in which South Africa will be as a society and economy in the next 20 years depends greatly on the shape in which the Public Service will be as it leads the country's transformation, writes

Tyrone Seale.

President Jacob Zuma has presented the nation – and the Public Service in particular – with an inspiring, vivid vision of the South Africa of the near and distant future.

“We want to see cranes, we want to see workers in every corner, we want to see dams, bridges, roads and railway lines mushrooming around the country,” the President said as he concluded his Reply to Parliament's Debate on the State of the Nation Address (SoNA).

“We want to see infrastructure that enables the rural areas to have water, electricity and roads. We want to see an improved quality of life for all.”

With the SoNA 2012, President Zuma placed the State at the heart of the country's developmental prospects in the years to come.

In doing so, he highlighted not only the state of the nation, but also the state of the State itself, which he positioned as playing a central and strategic role, driving investments, especially in underdeveloped areas.

The President said government's performance in 2011/12 indicated that “if we continue to grow reasonably well, we will begin to write a new story about South Africa – the story of how, working together, we drove back unemployment and reduced economic inequality and poverty”.

He was confident: “It is beginning to look possible. We must not lose this momentum.”

Sustaining this momentum, Finance Minister Pravin Gordhan began writing out the cheques with South Africa's first trillion-rand National Budget, featuring at its core approved and budgeted infrastructure plans amounting to R845 billion over the Medium-Term Expenditure Framework period. Of this, just under R300 billion is in the energy sector and R262 billion in transport and logistics projects.

In the midst of a continuing global economic crisis, South Africa's expansionary outlook and the drive to leverage public spending to stimulate growth in other sectors has been welcomed at home and abroad.

However, the path to new growth requires the Public Service to stay on the straight and narrow course of pursuing excellence, efficiency and value for money with the ultimate goal of a better life for citizens, residents and investors.

The President's vision of dams, bridges, railway lines and swinging cranes changing the face of hitherto undeveloped or underdeveloped corners of the country comes with an invitation to the private sector to invest in these publicly funded projects.

It is an invitation to all sectors of South African society and international stakeholders to play alongside one another in realising the economic and social dividends of the country's liberation from apartheid 18 years ago.

In practice, in the public sector, this invitation will be rolled progressively and collectively by a range of government departments and entities at national, provincial and local level in the form of tenders and other procurement modes.

The period ahead presents energetic, passionate and disciplined public servants with the opportunity to get their fingerprints, figuratively, all over the changing landscape and to create both a national and personal legacy as the country gets to function better.

This may be the fundamental opportunity and challenge, but government has to maintain vigilance throughout, as this opportunity may be distorted into opportunistic “tenderpreneurship” on the part of public servants and private-sector collaborators, who may be lurking around for self-enrichment.

For the ill-intentioned, the loopholes are getting ever tighter and the consequences more severe.

Outside of the procurement chain, the performance monitoring and evaluation system and culture is set to unsettle those who are lax or irresponsible in their management of public funds.

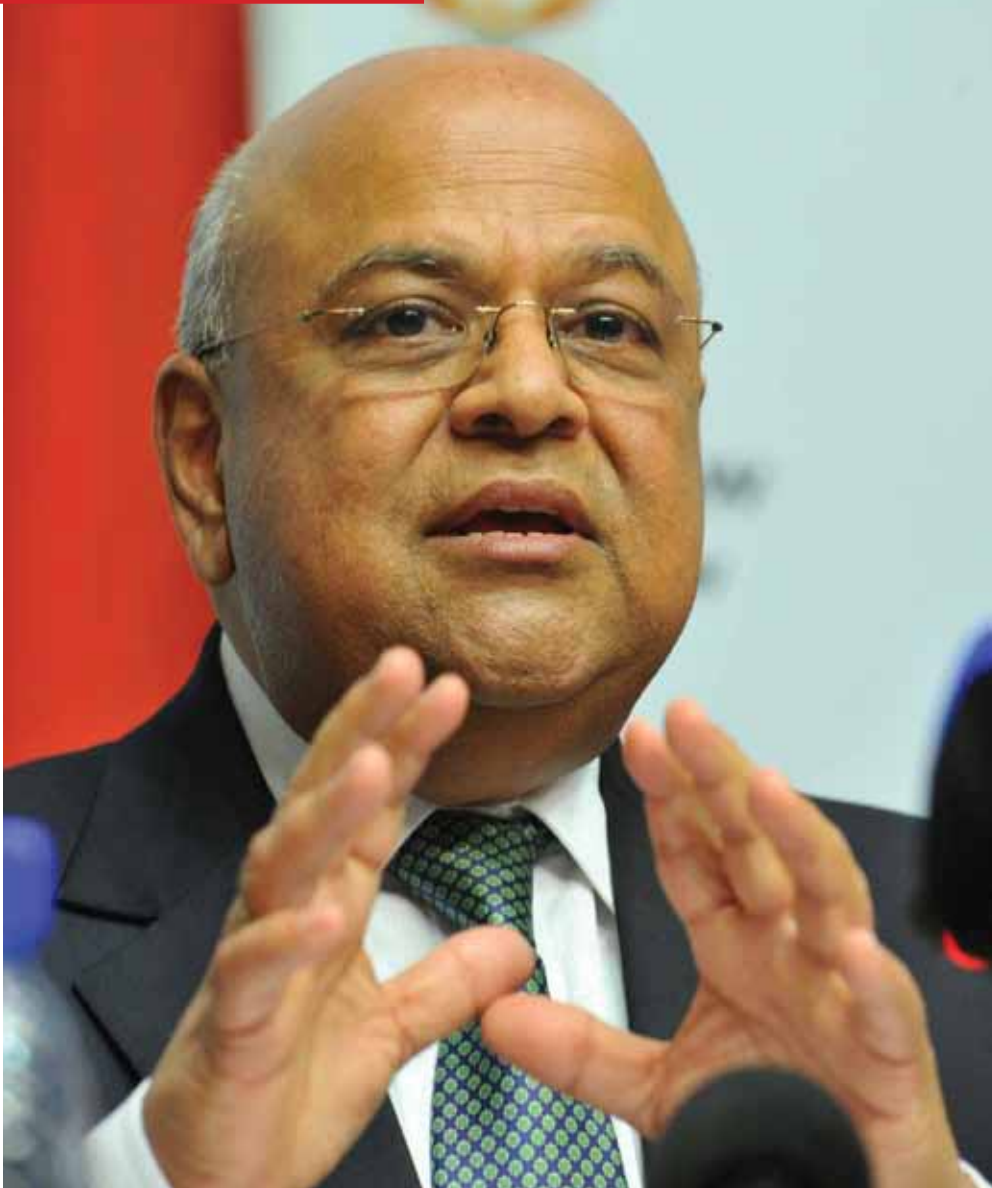
In the Budget Speech, Minister Gordhan bemoaned the fact that up to now, when it came to government's infrastructure capacity, spending has lagged behind plans.

He pointed out that in 2010/11, R178 billion out of a planned R260 billion (just more than two-thirds) was been spent on public infrastructure.

“We have to do better than that – state enterprises, municipalities and government departments all need to improve their planning and management of capital projects,” the Minister said.

He added that in addition to long delays, there had often been significant cost over-runs in infrastructure projects.

“So,” he said, “we shall step up the quality of planning, costing and project management, so that infrastructure is delivered on time, and on budget.”



Minister Pravin Gordhan

“This means that government departments and municipalities that do not spend, underspend or misspend their allocated funding, will be at risk of losing those allocations. The relevant officials will also be held liable for such misdemeanours. National Treasury will be proactively monitoring the spending of grants to ensure value for money.”

Expanding on the SoNA, the Minister said fraud and corruption would be combated through changes to procurement policies and practices, and tough enforcement of the law.

He pointed out that National Treasury already issued new regulations, which required departments to submit annual tender programmes, limited variations to orders, and required disclosures of all directives.

The vigour and rigour around public funds is part of a broader focus on public service performance.

The President told Parliament that the Department of Performance Monitoring and Evaluation in The Presidency had been tasked to continue monitoring progress among all departments to ensure compliance with the performance culture.

We have to do better – state enterprises, municipalities and government departments all need to improve their planning and management of capital projects. So we shall step up the quality of planning, casting and project management, so that infrastructure is delivered on time and on budget.

The department, working with the offices of the premiers, has also started a joint programme of frontline service-delivery monitoring, conducting unannounced visits. They visited 120 facilities last year.

Recently, the Minister for Public Service and Administration, Mr Roy Padayachie, stepped into the trenches with a surprise visit to the Mahatma Gandhi Memorial Hospital in Phoenix, Durban.

Accompanied by senior Department for Public Service and Administration and KwaZulu-Natal government officials, the Minister toured the hospital, carefully checking facilities in between interacting with members of the public, patients and employees on levels of service and employment conditions, according to a departmental media statement.

The Minister told media that while the visit formed part of a follow-up to a previous one, he had also been



Minister Nkosazana Dlamini Zuma

Capacity building is a key focus area to ensure an efficient, effective and development-orientated public service. This includes an induction programme for newly appointed public servants, the training of unemployed youth graduates, building capacity for public-service innovation, and repositioning the Public Administration Leadership and Management Academy as a School of Government

prompted by a telephonic call from a stranger complaining about a neighbour who was being denied treatment after being hit by a car.

While President Zuma and the National Executive are raising the bar, the picture is not all stick and no carrot.

The Governance and Administration Cluster recently reiterated its commitment to creating an enabling environment for clean and effective governance that leads to economic growth, infrastructure development and a better quality of life for our citizens.

“Capacity building is a key focus area to ensure an efficient, effective and development-orientated public service. This includes an induction programme for newly appointed public servants, the training of unemployed youth graduates, building

capacity for public-service innovation, and repositioning the Public Administration Leadership and Management Academy (PALAMA) as a School of Government,” the Governance and Administration Cluster Chair and Minister of Home Affairs, Ms Nkosazana Dlamini Zuma, said recently.

She pointed out that PALAMA had, in partnership with the National Youth Development Agency, trained a total of 2 443 unemployed youth graduates to prepare them for public-service employment opportunities.

A further 18 660 new public servants last year participated in the Junior and Middle Management Induction Programme.

This is a necessary and worthwhile investment, according to Minister Padayachie, who told *Public Sector Manager* in a separate interview: “If we consider that the single biggest expenditure we have is salaries, then a significant improvement in productivity will increase the overall return on our investment. It is with this in mind, that we ask for a very deliberate focus on the challenge of improving our Public Service.”⁶⁰



STATE OF THE NATION ADDRESS 2012

INVESTING IN A NEW ECONOMIC LANDSCAPE

“

We are going to launch a huge campaign of building the infrastructure nationwide. This will boost the level of economy and create job opportunities.

– President Jacob Zuma, State of the Nation Address,
9 February 2012

”

Working together we can do more!

WHAT GOVERNMENT PLANS TO DO THIS YEAR



EXPANDING INFRASTRUCTURE AND CREATING JOBS

The State has chosen five major programmes for infrastructure development:

1. Geographically strategic projects such as:
 - The development and integration of rail, road and water infrastructure around the Waterberg and Steelpoort in Limpopo to unlock the enormous mineral belt of coal, platinum, palladium, chrome and other minerals. Rail transport in Mpumalanga will be expanded, connecting coalfields to power stations. Parts of the North West will also benefit from the greater focus on infrastructure.
 - Improving the movement of goods and economic integration through a Durban-Free State-Gauteng logistics and industrial corridor. Transnet has developed a Market Demand Strategy, which entails an investment over the next seven years of R300 billion in capital projects. There are various improvements to the Durban-Gauteng Rail Corridor and the phased development of a new 16-Mt per annum manganese export channel through the Port of Ngqura in Nelson Mandela Bay.

- The development of a major new south eastern node that will improve the industrial and agricultural development and export capacity of the Eastern Cape.
 - Expansion of water, roads, rail and electricity infrastructure in the North West. Ten priority roads will be upgraded.
 - Expansion of the iron-ore rail line between Sishen in the Northern Cape and Saldanha Bay in the Western Cape, which will create large numbers of jobs and industrial activity in both provinces.
2. Critical social infrastructure projects that will lay the basis for the National Health Insurance system, such as the refurbishment of hospitals and nurses' homes.
 3. Building new universities in Mpumalanga and Northern Cape. R300 million has been allocated for the preparatory work towards these facilities.
 4. South Africa's bid to host the Square Kilometre Array radio telescope in partnership with eight other African countries.
 5. The North-South Road and Rail Corridor, which South Africa champions and which is part of the African Union's (AU) New Partnership for Africa's Development (Nepad) Presidential Infrastructure Championing initiative.

BOOSTING EDUCATION

To fight poverty and keep learners in school, over eight million learners attend no-fee schools while over eight million benefit from government's school-feeding scheme.

Last year, national government instituted an intervention in the Eastern Cape to assist the Department of Education to improve the de-



livery of education. Such interventions will continue.

Government has exceeded its targets with regard to Higher Education. Close to 14 000 learners were placed in workplace learning opportunities over the past year, and over 11 000 artisans have completed their trade tests.

To expand access to tertiary education, R200 million was utilised last year to assist 25 000 students to pay off their debts to institutions of higher learning.

IMPROVING THE QUALITY OF LIFE

R248 million will be invested over the next two years to deal with acid mine drainage in the Witwatersrand.

The R1-billion Guarantee Fund, announced in 2010 to promote access to home loans, will start its operations in April.



From April, people earning between R3 500 and R15 000 will be able to obtain a subsidy of up to R83 000 from provinces, to enable them

to obtain housing finance from an accredited bank.

BOOSTING EFFORTS ON LAND REFORM

A new policy framework, the *Green Paper on Land Reform*, has been introduced to address the issue of slow land redistribution.

STRENGTHENING GOVERNANCE

Government will table the National Traditional Affairs Bill, which provides for the recognition of the Khoi-San communities, their leadership and structures.

The Multi-Agency Working Group on Procurement, led by the National Treasury, South African Revenue Service and the Financial Intelligence Centre, has been mandated to review the state procurement system.

Government is also set to work closely with various provinces to get their governance, systems and administration in order.

CONTINUING THE FIGHT AGAINST CRIME AND CORRUPTION



Crime statistics for the period 2010/11 show there had been a decline of 5% in the number of reported serious crimes compared to the previous year. Government will continue to implement programmes to make South Africans safe.

We are also continuing to improve the State's capacity to deal with corruption. The Public Service Anti-Corruption Unit, the Multi-Agency Working Group and the National Anti-Corruption Hotline have been established to bring corrupt public officials to book.



To further improve security, the Department of Home Affairs signed a memorandum of understanding with the banking industry to roll out the Online Fingerprint Verification System in all participating banks, to assist in fraud prevention and detection.

CONSOLIDATING THE AFRICAN AGENDA

In 2011, South Africa's presence was felt in many forums that represent Africa and the continent. In 2012, government will:

- champion the North-South Road and Rail Corridor, which is part of the AU's Nepad Presidential Infrastructure Championing initiative
- build on the success of COP17 by participating in the Rio+20 Summit in Brazil.

THINGS TO LOOK FORWARD TO

- The national women's soccer team, Banyana Banyana, and the national women's hockey team have qualified for the London Olympics.
- The outcome of South Africa's bid to host the Square Kilometre Array radio telescope will



be announced this year. If successful, this will be a major achievement for the country that will yield many spin-offs.

- South Africa will host the Africa Cup of Nations next year.

“I would like to appeal to all our people to join hands as they always do, as we deal decisively with the triple challenges of unemployment, poverty and inequality. Nobody will do this for us, it is in our hands. And we are all equal to the task.”

– President Jacob Zuma, State of the Nation Address, 9 February 2012

Provinces fill in the State of the Nation vision

Writer: Mbulelo Baloyi

Public Sector Manager looks at some of the highlights of various state of the province addresses (SoPAs), and their alignment with the State of the Nation Address (SoNA) as it relates to fighting the challenges of unemployment, poverty and inequality.



Limpopo Premier Cassel Mathale

Limpopo

In neighbouring Limpopo, where the provincial departments of roads and transport, health, public works, treasury and education are under national government administration, Limpopo Premier Cassel Mathale said it was not all doom and gloom.

The Premier said great strides had been made in the fight against HIV/AIDS. "In 2009, we only had 80 healthcare centres with facilities to offer comprehensive HIV/AIDS treatment. Now we have 483 centres."

Infrastructure programmes include building 32 state-of-the-art schools. "We have constructed 2 431 classrooms, seven new clinics and upgraded 32 clinics, some of which serve people in the rural areas. Siloam Hospital will be revitalised at a cost of R250 million through the Presidential Infrastructure Coordinating Commission."

The Provincial Government had set a target of creating 124 626 jobs by the end of the third quarter of 2011/12. This was achieved through various government initiatives that saw it exceeding the target by creating 126 500 jobs.

The Premier was pleased with the SoNA pronouncements regarding the establishment of bulk-water and sanitation infrastructure in

Burgersfort and Lephalale to create jobs and unlock the province's industrialisation ambitions.

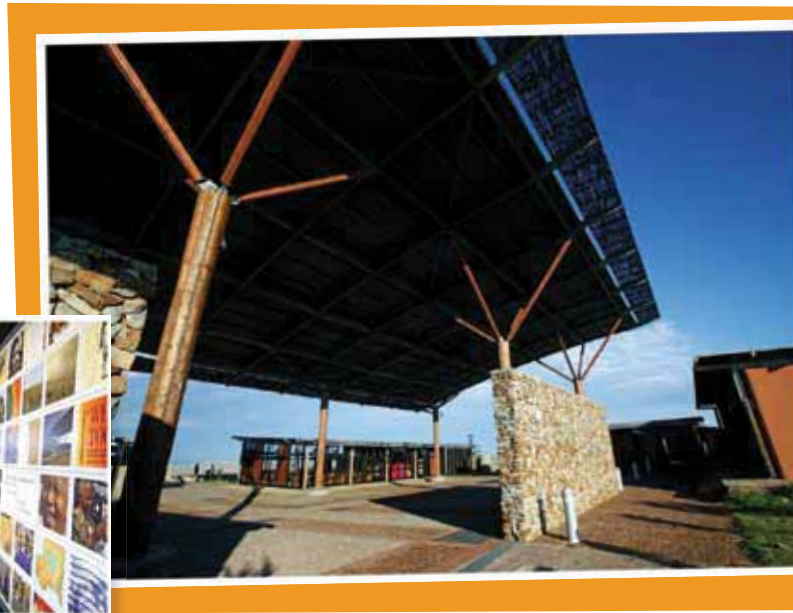
"We are thrilled about the Olifants River Water Development Programme. The commitment of the private sector, including the formulation of strategic partnerships, is very important to support infrastructure development."

The province has signed a Memorandum of Understanding with Transnet Freight Rail to create logistics and consolidation hubs for agriculture, mining products and other commodities that must be transported from the province to other parts of the country and also for export to international markets.

Premier Mathale also mentioned the creation of logistics hubs at Polokwane, Musina, Burgersfort and Lephalale to significantly reduce the number of heavy goods on the roads.

The Lephalale corridor and the plan to develop

... continued on page 72



NELSON MANDELA MUSEUM: *10 years of delivering a memorable cultural experience*



There are few places to beat the Eastern Cape as a heritage destination. Its rolling hills and magnificent natural environment is where one of its most famous sons, Nelson Mandela, was born.

Ten years to the day after his release on 11 February 1990, the Nelson Mandela Museum opened its doors. Nelson Mandela insisted it was not just to be a static collection but a living memorial to his values and vision. It was to inspire and enrich all who visit it, serve as a catalyst for development and should share the heritage resources linked to him.

Located in Qunu (Nelson Mandela Youth & Heritage Centre) and in Mthatha (in the Bhunga Building) - both conveniently situated on the N2 - the museum currently houses two exhibitions: *The Meaning of Mandela* and *Mandela and Luthuli in Conversation*. Some of the gifts that were given to Nelson Mandela from the South African and international communities are incorporated within both exhibitions. At Qunu the Museum experience is a dynamic one, with

various indoor and outdoor spaces for temporary exhibitions. Presently on show is a comic exhibition about the life and times of Nelson Mandela, and art and craft exhibitions by local emerging artists. Beautiful products created by local youth on site are available for sale.

In Qunu, village tours are arranged on request and visitors can follow Madiba's footprints to his original home, the family graveyard where his parents and children are buried, his primary school where he was named Nelson on his first day of attendance, the church where he was christened and his favourite sliding stone.

The museum in Qunu has upmarket accommodation suitable for leisure and business travellers, as well as fully fitted state-of-the-art conference facilities.

The Nelson Mandela Museum offers a memorable cultural experience that gives insights into the life of Nelson Mandela, with guided tours and a heritage trail that follows his footprints.



Open 09h00 to 16h00 daily including weekends.

No entrance fee – donations encouraged.

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Email: mandelamuseum2@intekom.co.za
www.mandelamuseum.org.za

in the footprints...

and integrate rail, road and water infrastructure centred around Lephalale and Steelpoort in the eastern part of the province will attract investment.

In the north of the province, the Musina to Africa Strategic Supplier Hub Initiative (MUTASSHI) will promote and enhance North-South trade relations. According to Mathale, MUTTASHI as an inland port will be a strategic intervention that will promote cross-border trading and reduce heavy freight on the roads.

North West

Premier Thandi Modise said that work had started on the new Bophelong Psychiatric Hospital, with the project expected to be completed in 2012.



North West Premier Thandi Modise

In addition, the Provincial Government will be using the Hospital Revitalisation Grant to upgrade Lichtenburg Hospital and its nursing college, staff accommodation for the Brits Hospital, and to refurbish the Moses Kotane, Potchefstroom and Taung nursing colleges.

Premier Modise added that facilities would be extended at the Mmabatho and Excelsius nursing colleges. The revitalisation grant will also be used to renovate clinics in Buxton, Tweelingspan and Moshana clinic. Four community health centres will also be constructed at Siking, Maquassi Hills, Mathibestad and Joubertina.

Libraries and recreational centres will be constructed at Lomanyaneng, Mahilkeng, Manthe, Moretele, Lichtenburg and Schweizer-Reneke. In addition, the Taung and Potchefstroom agricultural colleges are being refurbished. The Provincial Government will also be launching the Kgora Training Centre to afford emerging and aspirant farmers practical farming experience.

Premier Modise said the Provincial Government had approached the South African National Roads Agency Limited to help lay out safe and professionally built roads, and almost 10 roads have been finalised for

a sustained roads roll-out programme in the province.

During this financial year, 10 162 new electricity connections will be made. Eskom has made an investment of R10,85 billion in infrastructure for electricity over the next five years for the province.

In 2011/12, the North West exceeded its own job-creation target of 52 898 jobs with 27 535 jobs, by creating 80 433 jobs.

The rehabilitation of the Vaalhartz Water Scheme will benefit both the North West and the Northern Cape. Water schemes at Schweizer-Reneke, Madibeng-Rustenburg and Setumo Water are also on the cards.

Gauteng

More than R500 million will be spent on the construction and maintenance of roads, with the N14 and R25 undergoing major rehabilitation.

"We will upgrade the R82 (the old Vereeniging Road) linking Johannesburg and Sedibeng, as well as William Nicol Drive. The construction of the K154 will be undertaken, stimulating development in the rural parts of south Sedibeng," said Premier Nomvula Mokonyane.

As part of rural development, roads in five rural-development nodes – Magaliesburg, Winterveld, Hammanskraal, Rust de Winter and Bantu Bonke – will be upgraded.

"Through the S'hambaSonke road maintenance project, we will capacitate 100 new contractors and create 6 500 jobs, benefiting cooperatives and companies owned by women, youth and people with disabilities."



Gauteng Premier Nomvula Mokonyane

The comprehensive turnaround strategy to improve the delivery of public health services will see measures

put in place to prevent a recurrence of the financial difficulties within the province's Health Department. In addition, more than 200 community-service doctors will be deployed in district health services and regional hospitals.

The province has embarked on efforts to build the information and communications technology economy as a driver of development. This will be done through the G-link Project, which aims to achieve 95% broadband coverage to narrow the digital divide, roll out e-government services and grow the economy. Network infrastructure will be rolled out between 2012 and 2014.

The Provincial Government will partner with the national Department of Communications and the City of Johannesburg to develop a "smart city" at Nasrec, Johannesburg.

Also planned is the establishment of the Climate Innovation Centre and a Bio-Science Park at the Innovation Hub to help entrepreneurs develop and commercialise green technologies that will help disadvantaged communities.

By the end of December 2011, the Provincial Government had exceeded its job-creation targets, with 281 686 jobs created against a target of 229 904 jobs by the end of March 2012. Progress has been made with the implementation of 14 housing developments across the province, with 69 informal settlements having been formalised and 12 eradicated.

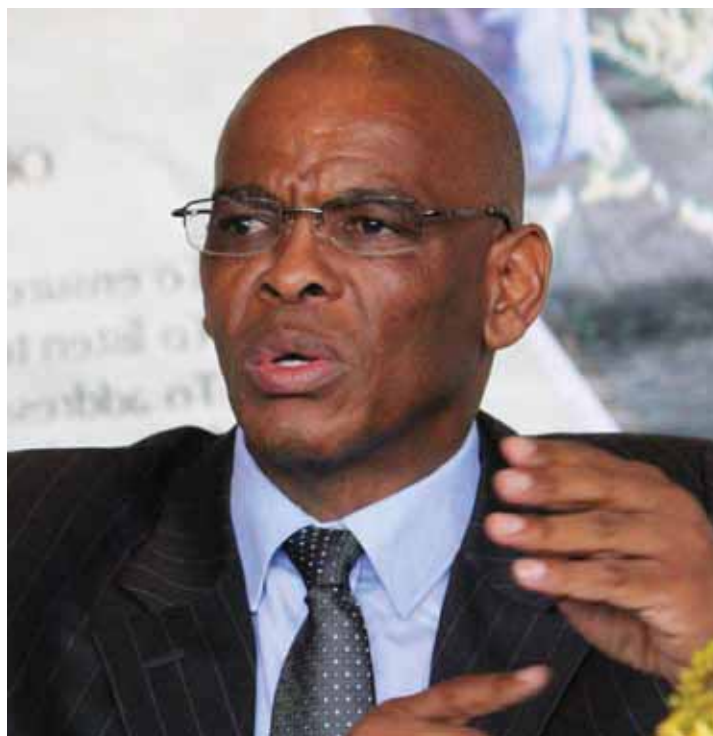
Free State

Premier Ace Magashule unveiled an action plan responding to President Zuma's undertaking to help people in the housing gap – those who do not qualify for free Reconstruction and Development Programme houses and are at the same time considered a credit risk for home loans.

The Premier said a partnership between the Free State Development Corporation, the Mangaung Metro and the provincial Department of Human Settlements would provide 3 000 housing units for this gap market.

A similar partnership was entered into with the Mqhashaka Local Municipality for the construction of 2 000 mixed housing development units in Viljoenskroon and Kroonstad.

Various initiatives will see the creation of 33 954 job opportunities. In addition, the Provincial Government has drawn up a database of unemployed graduates for placement in internships.



Free State Premier Ace Magashule

With regard to infrastructure development, Premier Magashule said the Harrismith Logistics Hub, now part of the Durban-Free State-Gauteng Corridor as announced by President Zuma, will unlock and stimulate economic growth in the Free State.

The Provincial Government has strengthened its relationship with Eskom as one of the key stakeholders in service delivery. During 2011/12, Eskom achieved 6 559 electrification connections, with a target of an additional 1 454 connections this year.

An additional six compact fluorescent lamp roll-out projects and 11 energy-efficiency projects were implemented in 2011/12, at a cost of R128 million. Eskom is also constructing a technical training centre in Welkom.

Community health centres will be established in Bloemfontein, Zastron, Sasolburg and QwaQwa. The Provincial Health Department will continue the process of re-engineering primary healthcare (PHC) in all districts and municipalities to expand access to PHC services, especially through outreach programmes to households and communities. QwaQwa has been selected as one of the pilot sites of the National Health Insurance system.

Eastern Cape

According to Premier Noxolo Kiviet, the province's two industrial development zones (IDZs) are delivering much-needed investment for the province.

The East London IDZ has secured private investment of R4,063 billion in the automotive, aquaculture, agroprocessing, renewable energy and business process outsourcing sectors. Of this, R3,3 billion is for two renewable energy projects – the Langa Renewable Energy Project and the Ikhwezi Photovoltaic Project.

... continued on page 75



labour

Department:
Labour
REPUBLIC OF SOUTH AFRICA

PARTNERING THE UNEMPLOYMENT INSURANCE FUND TO ACHIEVE IMPROVED SERVICE DELIVERY

Are you a socially responsible employer?
Are you concerned about the well being of your employees and their dependants in the event of unemployment, illness, maternity/adoption leave or in the event of the death of an employee?

If so, ensure that you also comply in terms of both the Unemployment Insurance Act 63 of 2001 as well as the Contributions Act No. 4 of 2002.

WHAT ARE THE COMPLIANCE REQUIREMENTS?

Employers are required to register as an employer with the Unemployment Insurance Fund as soon as they commence business as an employer. Employers are also required to declare their employees as soon as they are employed or there are changes to their employment records. This information must be declared to the Unemployment Insurance Commissioner by the 7th of the new month for the previous month.

Employers are also required to deduct 1% UIF Contribution from employees on remuneration that is subject to UIF and also contribute an additional 1%. The total 2% contribution must be paid over to either the SARS Commissioner

in terms of section 8 of the Contributions Act or to the Unemployment Insurance Commissioner in terms of section 9 of the Contributions Act.

WHY IS THIS INFORMATION NEEDED?

The Unemployment Insurance Commissioner is required in terms of section 57 of the Unemployment Insurance Act 63 of 2001 to maintain a database of employers, contributors and beneficiaries. The database is updated with the information as declared by employers.

HOW DOES THE INFORMATION FURNISHED BY EMPLOYERS LEAD TO EFFECTIVE SERVICE DELIVERY?

Any payment of UIF benefits must be based on the information contained in this database. It is therefore imperative that this information is correct as it is used to calculate the amount and number of benefit days paid. A claim for UIF benefits will be delayed if the employer has not provided such information to the UIF. It is also used to determine the contributions due by the employer and the Fund has a responsibility to collect all revenue due in order to ensure proper management of contributions.

WHAT INFORMATION TO DECLARE?

- When registering as an employer, complete payroll information which includes ID numbers of employees, period of service (i.e. date of assumption of duty), remuneration must be provided.
- On a monthly basis, the employer should declare any changes to the employer's payroll which includes changes in remuneration, new appointments and service termination

THE IMPORTANCE OF DECLARATION

- The above information is necessary to speed up services to the Fund's clients when they claim for benefits.
- Declaring on time will ensure that the Fund is able to fulfil its service delivery mandate of processing and paying claims within five weeks.

HOW DO I DECLARE EMPLOYEE INFORMATION?

Contact UIF call centre on 012 337 – 1680 or visit www.ufilling.co.za
Visit the nearest Labour Centre

NB: The above information must be submitted before or on the 7th of each month. It should be remembered also that UIF contributions corresponding to the employer's total payroll must be made before or by the 7th of each month.



The Coega IDZ now has 21 operating investors, which translates into R1,24 billion in private-sector investment. To date, it has created 3 645 construction and 2 985 direct jobs. In addition, a R7,6-billion pipeline of projects is being implemented.

The Eastern Cape Government supports cooperatives



Eastern Cape Premier Noxolo Kiviet

in the province through the Imvaba Fund. Disbursement is currently at R1,4 million per cooperative. Thus far, 46 established cooperatives and 16 new entrants have been supported.

Out of a target of 94 504 job opportunities for the Expanded Public Works Programme (EPWP), a total of 110 472 work opportunities have been created to date. In 2012/13, the target is 116 958 work opportunities.

The N2 Wild Coast, which will cost approximately R9 billion, was approved by national government. It is estimated that this project will create well in excess of 6 800 direct jobs, and open up the Wild Coast and key towns such as Port St Johns for investment and economic development.

A total of 8 303 houses have been completed, while a further 7 870 are currently at various advanced levels of construction. Furthermore, 2 397 units have been rectified as part of the national rectification pilot for the current financial year.

Western Cape

Premier Helen Zille said the Provincial Government had established an Economic Development Partnership, where all stakeholders in the economy together would develop and help implement a shared agenda for economic growth, development and inclusion.

In addition, the Western Cape has put together a game-changing infrastructure agenda that includes the following:

- three city-regeneration projects: the Founders' Garden/Artscape precinct, the development of a government Precinct in the heart of the city and the development of the Somerset Hospital Precinct
- doubling the capacity of the Cape Town Convention Centre
- developing new and upgraded roads that offer a demonstrable impact on economic growth, including a divisional road between Gansbaai and Bredasdorp, the Wingfield Interchange bridges and a road-network improvement project in support of the Saldanha IDZ initiative
- creating a special purpose vehicle or public-private partnership to take broadband access to the entire province, while also driving down the cost of broadband access for business.

The construction of Khayelitsha District Hospital was completed in October 2011 and the first patients were transferred to the facility in January 2012. The hospital will be officially opened on 17 April. The construction of Mitchell's Plain District Hospital is also on track and will be completed by October.

A number of district hospitals and clinics have also recently been renovated and upgraded, including antiretroviral treatment facilities at the Cross Roads, Gugulethu and Retreat clinics, and repairs to district hospitals in Beaufort West, Vredendal and Riversdale. The Provincial Government will embark on a R1-billion revamp of Valkenberg Hospital. The project will be completed by July 2016.



Western Cape Premier Helen Zille

KwaZulu-Natal

Among the infrastructure projects earmarked for 2012/13 are construction and extension of health facilities in Estcourt, Madadeni Psychiatric Hospital and Empangeni, design of the John Dube Hospital and several clinics, while work already begun, such as construction at



KwaZulu-Natal Premier Zweli Mkhize

the King Edward VIII and Addington hospitals. Plans are also afoot for the construction of 2 000 classrooms, the provision of laboratories, water and electricity for schools and various other capital projects.

By January 2012, it is estimated that 2 174 331 people had access to water, compared to 2 046 514 in March 2009. This means the backlog was reduced from 17% to 11,9%.

The Department of Water Affairs has embarked on a massive water-supply programme. Working with the Department of Cooperative Governance and the water utilities, they have earmarked around R18 billion to raise the wall of the Hazelmere Dam, and complete the construction of Spring Grove Dam in Mooi River, Umgungundlovu to augment the Umngeni River catchment.

Other projects include the Ngagane Water Treatment Works and Transfer, the Jozini-Ingwavuma Bulk Water Supply, the Mandlakazi Water Scheme, Msinga and Vant's Drift Bulk; and Mhlabashane Dam. Water supply and sanitation projects are budgeted for the Amajuba and Umkhanyakude districts.

Parastatals have shown a huge commitment to upgrading the ports. Around R80 billion will be invested by Transnet in the refurbishment of ports over the next seven years.

The Department of Transport is finalising and will soon enter into a memorandum of agreement with the Passenger Rail Agency of South Africa (Prasa) to cooperate on the improvement, development and investment in the Passenger Rail System for the province. Prasa's investment in the province over the next five years are estimated at over R5 billion.

Northern Cape

Northern Cape Acting Premier, Grizelda Cjiekella, said the Provincial Government had, in collaboration with the Sishen Iron Ore Community Development Trust and Rhodes University, entered into a four-year capacity-building programme for teachers.

Some 108 educators will study towards Bachelor of Education degrees in three different streams i.e. Foundation Phase, Mathematics and Languages. The investment is estimated at R20,4 million over three years. In addition, the province will soon have its own university, as announced during the SoNA.

To supplement the nursing corps, 154 students are currently studying towards the Four-Year Comprehensive Training Degree, with an additional 60 students scheduled to begin in the 2012/13 financial year.

In addition, the following health infrastructure projects have been rolled out: the Mapoteng, Riemvasmaak, Boichoko and Grootmier clinics have been completed; the West End Hospital State Patients Unit has been upgraded; the Mental Health, De Aar and Upington hospitals and the Heuningvlei Clinic are under construction,



Northern Cape Acting Premier Grizelda Cjiekella

with the new Kimberley Hospital and the Deurham and Ka-Gung clinics in the design phase.

By the second quarter of 2011, 3 000 jobs had been created in the Northern Cape. Community and social services are the highest employment sectors, while the utilities sector continues to be the lowest.

For 2012/13, R336 million has been committed for the development of human settlements in the Northern Cape. This massive financial injection will go a long way towards addressing the housing backlog in informal settlements.

The Green Jobs Initiative in the province has advanced with multidepartmental projects being implemented. Six major social responsibility programmes are being implemented, at a total cost of R190,6 million and creating over 1 000 job opportunities.

Mpumalanga

The Comprehensive Rural Development Programme (CRDP) is being implemented in the Mkhondo, Chief Albert Luthuli, Dr Pixley ka Isaka Seme, Bushbuckridge, Nkomazi, Dr JS Moroka and Thembisile Hani local municipalities.

The programme has created 13 222 jobs opportunities. Additionally, 135 793 job opportunities have been created through the EPWP from April 2009 to date.

About 630 young people were trained in construction-related trades by the Mpumalanga Regional Training Trust (MRTT). This training is linked to the construction of the People's Housing Programme, where 1 888 houses have been built and 2 547 will be completed before the end of 2011/12.

The Marapyane Agricultural College has been officially opened, with 120 students enrolled and 20 lecturers appointed. In addition, the province has stepped up the Masibuyele Emasimini Programme, focusing mainly on crop and livestock production.

Three environmentally controlled poultry houses have been built in the Thembisile Hani Municipality. Approximately 170 000 ha of land have been tilled for subsistence farming, providing nutrition for 61 477 learners. Fifty-two tractors were purchased and seven mills with silos constructed to support small-scale farmers and cooperatives.

The No Fee School Policy has been rolled out in 1 604 schools. Coupled with this, 832 254 learners are benefiting from the School Nutrition Programme.

The province is targeting the intake of 1 240 out-of-school youths into skills programmes, particularly in the



Mpumalanga Premier David Mabuza

hospitality and tourism, technical and entrepreneurial fields.

Partnerships with the Department of Higher Education and Training, Further Education and Training colleges, the MRTT, sector education and training authorities and industry will be created to assist graduates with workplace training. Two hundred bursaries will be allocated towards boosting output in scarce and critical skills. Eskom has awarded bursaries to 116 students towards this goal.

The province will soon have its own university, as announced in the SoNA. The new university will incorporate a tertiary hospital.

ARV treatment facilities will be increased from 198 to 269 Primary Health Care facilities and 32 hospitals. The upgrading of hospitals in Bethal, Carolina, Matibidi, Sabi and Dr JS Moroka will be prioritised. Community health centres and clinics will be constructed in Tweefontein, Phosa Village, Sinqobile, Mbhejeka, Pankop, Wakkerstroom and Siyathemba.

The province is continuing with plans for the development of integrated human settlements in Klarinet, Balfour, Thaba Chweu and Emakhazeni. To date, in Klarinet 435 units have been completed and 176 units are under construction. The Provincial Government committed to constructing 10 834 housing units in 2011/12, and by the end of December 2011, had completed 4 559 units, with 4 345 units still under construction. In addition, 120 community residential units were completed in Mashishing and handed over to the Thaba-Chweu municipality, and 102 units in Mbuzini in Nkomazi were provided with electricity.®

Upholding **South Africa's** rights

Writer: Xoliswa Zulu

Photographer: Siyabulela Duda



Nonkululeko Sindane

When thousands of men, women and children marched down the streets of Sharpeville on 21 March 1960, they had no idea what their bravery would conceive.

Some 52 years on, many have forgotten about the sacrifices that were made on that fateful day. Dozens of people were killed and scores were injured, all for the rights that many of us enjoy today.

While many things seemed inconceivable at that time, today, South Africans enjoy the rights that many could not experience during those draconian times.

Ahead of Human Rights Day on 21 March, *Public Sector Manager* sat down with the Director-General (DG) of the department of Justice and Constitutional Development, Nonkululeko Sindane, and looked at how far South Africa has come in upholding and protecting the rights of all South Africans and the role the department plays in safeguarding these rights.

South Africa has come a long way towards the realisation of human rights, says the DG, with the stage set by the Constitution.

“When I talk about having gone a long way towards the realisation of rights, I mean the rights that are entrenched in the Bill of Rights. And those rights include, among others things, the right that everyone is equal before the law and has the right to equal protection and benefit of the law, and the right to be free from any form of unfair discrimination directly or indirectly, whether on the basis of race, religion, conscience, belief, culture, language, birth, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age and disability.”

The Department of Justice and Constitutional Development is, among other things, entrusted with protecting the Constitution and ensuring that the institutions supporting our constitutional democracy and the administration of justice are in place with the necessary independence, impartiality, dignity and effectiveness.

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- ***On a daily basis, the Department of Justice and Constitutional Development has an average of 1 686 functioning courts.***
- ***In 2010/11, the average conviction rates were as follows: district courts: 90,7%; regional courts: 73,4%; and high courts: 87,8%.***



“Those institutions (the South African Human Rights Commission; Commission for Gender Equality; Public Protector; and Commission for the Protection and Promotion of Rights of Cultural, Religious and Linguistic Communities) are constitutionally mandated to assist the public to access their rights through a range of mechanisms. We need to intensify our efforts to educate people from all walks of life about their constitutional rights as well as about the constitutional institutions that have been established to assist them in promoting and protecting their rights.

“Human-rights education is essential and can contribute to both the reduction of human-rights violations and the building of free, just and peaceful societies.”

The Department of Justice and Constitutional Development is also responsible for the administration and capacitation of the courts.

“The justice system helps to solidify constitutional democracy in our country and resolves individual conflicts and conflicts within society and the State,” explains the DG.

“The South African justice system aims to ensure safety, guard against human-rights abuses, protect property, assert legal rights, mediate differences among citizens, and prosecute offenders.

“Further, it aims to protect and promote the rights of vulnerable groups, in particular women and children, through a range of dedicated court services such as maintenance, domestic violence, sexual offences, child justice and so on.

“Yet, owing to the history of South Africa’s racial discrimination laws, it has its own distinct shortcomings and challenges. To address these, the department collaborates with other government departments in the Justice, Crime Prevention and Security (JCPS) Cluster to transform and integrate the country’s justice system.

“The issue of access to justice is one that we are entrusted with as a department. Access to justice entails putting in place policies, programmes and other measures aimed at eliminating barriers – physical, geographical, procedural, cognitive, psychological, political, economical and attitudinal – which hinder entry of litigants and other court users into the justice system and limit delivery of justice services.”

The department is committed to the transformation of the judiciary in terms of race and gender, but also in terms of broader social transformation.

“We are a country that comes from a very dark history and the resultant psychological impacts are still lingering in the background.”

Part of what makes people unequal before the law is the level of resources they have. This can also mean that people may not have the resources to be assisted and defended by a professional lawyer in a court of law. Such people then normally do not stand enough of a chance for their side of the story to be heard, explains DG Sindane.

“Government therefore funds Legal Aid South Africa to assist people who cannot afford private attorneys or advocates. Legal Aid South Africa will represent those people who are indigent. Legal Aid South Africa is doing exceptionally good work. We have also entered into new partnerships with Legal Aid South Africa to assist with civil cases, particularly in areas where children are concerned.

“We have been working on how much faster we can make justice work. That remains the biggest of challenges we as the criminal justice system (CJS), as the justice department and also as a country, face. Justice delayed is justice denied.”

Through this multifaceted approach covering various complex areas, the aim is to have some specific successes against specific targets by 2014, such as increased case finalisation – an increase of 2% a year and a 10% improved case backlog reduction rate by 2014, in terms of the JCPS Cluster Delivery Agreement.

The department is currently in the process of improving its maintenance services and has prioritised those services in their strategy for this year as well as for the next two years.

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Justice delayed is justice denied.

“We are doing this so that we can get those systems that pay mothers and children the maintenance monies ordered by the courts running effectively so that those children’s dignity as all their rights are realised.”

“We have ratified the United Nations International Convention of the Rights of the Child as well as the International Convention on the Elimination of all Forms of Discrimination against Women, obliging our government to put in place programmes, policies and legislation that must be consistent with our Constitution and our international and regional treaty obligations.”

The Child Justice Act, 2008 (Act 75 of 2008), came into effect about two years ago and, according to DG Sindane, the Act was a tremendous stride forward in the field of child protection, something that does not exist in many countries.

The Act stipulates the age limit in terms of which a child accused of a

crime may be prosecuted, sets out various age categories and how the law should deal with a child.

“The courts look at the circumstances and the upbringing of the child. With this legislation, we try to ensure that the child receives a custodial sentence, in other words, he or she is not sent to a correctional facility. That can only happen as an absolute last resort.

“If a child is detained, it should only be for the shortest period of time. Under these circumstances, the child should be treated in a manner that takes account of his or her age and be kept separately from adults, with boys kept separate from girls.

“Depending on the gravity of the offence, the first option is for the child to serve his or her sentence at home, under the supervision of parents, guardians or a caregiver, so that the child grows out of that criminality and is assisted by society.”

Sometimes, parents do not want to take responsibility when a child has done wrong. Under those circumstances, the courts look at other mechanisms of rehabilitation, such as sending a child to a secure-care facility, where professional care is provided.

According to DG Sindane, the Criminal Law (Sexual Offences and Related Matters) Amendment Act, 2007 (Act 32 of 2007), is another significant milestone for the realisation of the protection of the rights of women, children and people with disabilities.

“If it is found that an offender committed a sexual offence against a child, we have to put his or her name on the *National Register for Sex Offenders*. This means that the person does not have access nor should be given access to institutions such as crèches or in places where they work with children.

“People who commit an offence against a mentally challenged person also have their names placed on this register. While we have experienced a fair share of our challenges (with the implementation of the register), we are working on those challenges. We already have approximately 1 400 names on the register.”

“We also have the Domestic Violence Act, 1998 (Act 116 of 1998), which seeks to protect women from domestic abuse. If a person has been raped, there are facilities that we have in place called Thuthuzela care centres where women are protected; their staff investigate what happened and they provide care to the

... continued on page 84

The National Youth Development Agency is changing lives of young South Africans - one step at a time

The NYDA's mandate is to:

- Advance youth development through guidance and support to initiatives across sectors of society and spheres of government.
- Embark on initiatives that seek to advance the economic development of young people.
- Develop and coordinate the implementation of the Integrated Youth Development Plan and Strategy for the country. The two documents serve as guiding instruments in advancing youth development at all levels of government.



Changing Lives

NYDA Deputy Executive Chairperson, Yershen Pillay and Mzamani Mashaba, third year Mechanical Engineering student, at the University of the Witwatersrand after Mashaba received sponsorship from National Youth Development Agency for his university accommodation expenses this year.



Harvesting local business

Gracious Masuku, 25 who manages a 42 hectare vegetable farm in Bushbuckridge, Mpumalanga received free business mentorship from the NYDA and was awarded a R12 000 marketing voucher at the 2011 Women's Month Mentoring Session.



Education is the answer

Yershen Pillay addresses 500 school pupils during an NYDA free career guidance workshop about the importance of education and informed career choices hosted in Cato Manor in Durban, KwaZulu Natal.



Generating a skilled workforce

Nthuseng Mphahlele nee Tsoinyane, NYDA Executive Manager for National Youth Service and Skills Development awards public service training certificates to young people at the Breaking Barriers to Entry into Public Service seminar hosted by the Department of Public Service Administration (DPSA), Palama and National Youth Development Agency.



National Youth Development Agency



@NYDARSA

Major projects that are currently in place include:

- Redrawing court jurisdictional areas: 24 branch courts are to be converted into full-service (magistrates') courts by 2012/13. This will give people access to full magisterial court services in areas where there are only limited services.
- Building high courts in areas that previously had none, such as Nelspruit and Polokwane. This forms part of the Department of Justice and Constitutional Development's objective to improve access to high courts by rationalising jurisdictions and ensuring that the jurisdictions are consistent with the provincial dispensation.
- Filling critical vacancies, improving document management, introducing interventions to enhance asset and contract management, reducing case backlogs and improving overall case-flow management.
- Intensifying the use of information and communications technology and related skills development to function more effectively and efficiently. The Integrated Case-Management System is being developed to automate and monitor end-to-end business processes.
- Coordinating crime fighting and removing blockages in the CJS and continuing the review of the CJS. To improve justice services to victims of crime, the number of care centres for the victims of sexual offences has been increased and more care centres are planned.
- The Anti-Corruption Task Team will continue to build on the progress made in the fight against corruption.
- Policy development work over the medium term will include implementation of the Restorative Justice National Policy framework, implementation of the National Policy Framework on the Management of Sexual Offences, and implementation of a national prevention strategy on domestic violence to reduce the rate of offending and re-offending in these cases. In addition to empowerment programmes aimed at discouraging violence in domestic relationships, the department will also embark on developing standard-based learning programmes for sexual offences, restorative justice and child justice.
- Strengthening the constitutional development function of the department through the reorganisation of its structures.



women concerned under one roof, while the criminal case is being processed.

"The centres are run by the National Prosecuting Authority and right now we have 27 care centres. Our target is to have 35 by 2014."

In 2011, the JCPS Cluster approved the Policy Framework on Restorative Justice. This is when the victim, the offender and the community all participate to find a solution to a crime or an offence that has been committed.

"Restorative justice does not preclude going through the normal CJS, but we feel that there are certain instances where people involved feel that it is better to deal with the case amongst themselves. The policy framework was approved in 2011, but we are still consulting with key institutions regarding implementation."

In 2010/11, the department received a qualified audit outcome with findings on predetermined objectives and compliance. The Auditor-General found that the non-submission of financial statements for third party funds kept by the department since 2008/09 resulted in the repeat qualification.

"We have to get over the qualification very quickly. This just takes us further and further away from realising and achieving our objectives absolutely and completely," DG Sindane stresses. "I have made a personal commitment, as has my senior management, to turn away from the qualification. We want to be unqualified from 2012."¹⁰

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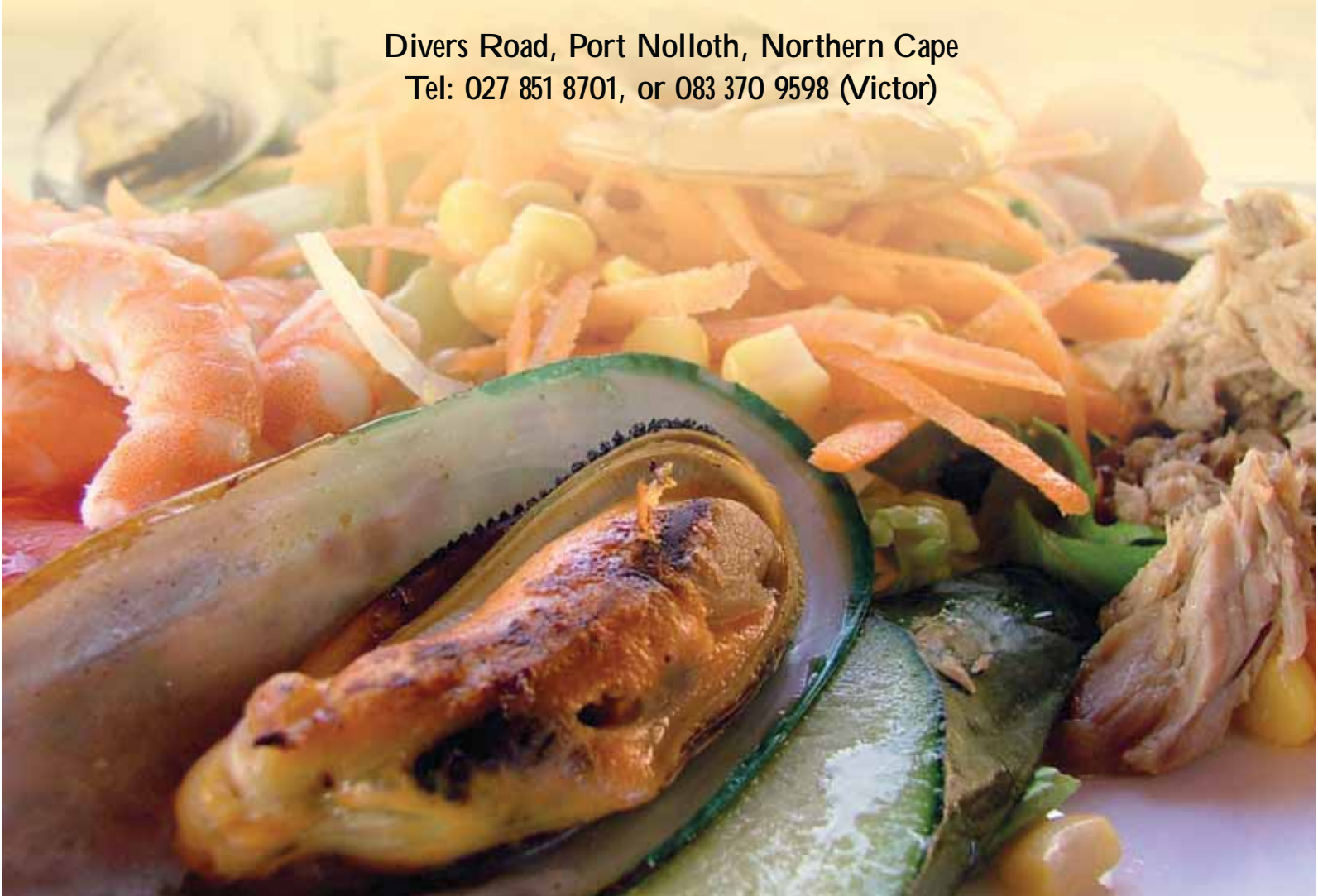


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Purist or pervert?

Challenge to Jonathan Jansen's take on state of education

*Writer: Busani Ngcaweni**

While I respect the canons of intellectual rigour, one of whose refrains is “play the ball and not the man”, there is a compelling case of diversion when dealing with the caricatures of Professor Jonathan Jansen – not least because the Professor’s consistent anti-state posture is blatantly ideological and emotionally jarring for people like me who graduated as educators under his tutelage. We invested four good years of our formative years in Jansen’s school of Education at the University of Durban-Westville and therefore are shocked that he trained us to loiter in doubt and gloom concerning our vocation.

Few facts about the good Professor’s background might help illuminate the roots of his kismet prophesy.

Professor Jansen, for those who might not be aware, has New Unity Movement (NUM) leanings. The NUM was a political organisation that never really won the hearts and minds of the masses, despite producing some great minds and political activists. In the 1980s in particular, it had a sect that paraded as ultra-radicals with Trotskyite rhetoric.

Instead of working with the United Democratic Front (UDF), it fashioned itself as the “real left” mass organisation. Fact is, it never really was the vanguard of the people and missed seizing its moment in history when it failed to embed its work within the broader Mass Democratic Movement initiatives.

True to the tradition of the egoistic sect of the NUM, Jansen offers no concrete alternative in his anti-state tirade. That is what his kin mastered in the 1980s. Instead of directing their anger at the common enemy, the apartheid regime, it wasted time contesting the UDF. Once we learned from Professor Jansen: “Dissent is part of political commitment, but it must be accompanied by concrete solutions”. Where are the solutions, Professor Jansen? Concrete and scientific interventions that will help South Africa avoid becoming “yet another failed African state ... because the level set is so low”.

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Schooled in pseudo-radical custom, the Professor is “seemingly well-versed in government and the ANC weaknesses”. Students of political theory will do well to remind us that radicals are not necessarily revolutionaries. Purists too can also be radical in their quest to preserve what they perceive to be “truths” and “correct”. The 9 January “Opinion Analysis” by the Professor bears all the hallmarks of “purity”; what he thinks is absolutely wrong with our education system. When purists offer analyses, they do so believing that there is only one possibility or solution – that is what they themselves believe to be correct. Nothing less!

Professor Jansen writes:

“... if I had to make the choice with my own children today, I would consider not sending my child to school in South Africa, for one simple reason: I do not trust a system ... But, you would not sense this crisis in the Grade 12 examinations because the major newspapers, with one or two exceptions, have swallowed the lies from the Department of Basic Education ...”

Call this cynicism, but is it not a perverted idea of transformation dynamics in a society in transition? First, how can a Professor of Education pass a vote of no confidence in the education system yet parade as a leader in educator development in the country? What message is he sending to the hundreds of students like me who spent time and scarce resources preparing to join the education profession? Unless, of course, his graduates ought to be an exception to the rule; a rare breed of educators who will go out there and occasion a seismic shift in the system! Perverts are dangerous for they exaggerate their potency. That is where they intersect with purists.

Secondly, he argues in the 9 January “Opinion Analysis” that “talk to any employer in business and industry and they will tell you the same story: today’s graduates are weak, even incompetent, in the basic skills of reasoning, writing ...”. Yet, he confidently presides over an institution of higher learning that churns out thousands of graduates each year. Unless his is a special institution, a contraption that fabricates a special range of products that can float above the muddle our education system has become.

In which case then we wonder why he continues to produce “stock” for the employers who don’t trust university graduates and the education sector in particular

that he himself suspects. Is he like a fat salesman who overzealously markets a slimming product he has never tested nor come across a person it has worked on? That would be intellectual dishonesty – a misdemeanour parallel, if not heavier, than my violation of the “play the ball not the man” code.

Thirdly, my limited memory can’t help but recall Professor Jansen’s three-year shock “therapy” at the University of Durban-Westville. This was a time (1995 – 1997) when the good Professor said what seemed merely controversial yet very ideological. Many students were depressed when he publicly bullied them for not knowing the capital cities of Sudan and the Central African Republic and for using a semicolon instead of a comma.

I can’t help but recall his statements casting aspersions on black Africans and their ability to manage and lead. Repeatedly, he asked:

“What is wrong with Africans? Is there something innately wrong with them that they mismanage their countries? Why is Africa failing to catch up with Europe many years after independence?”

Given his Mammon of knowledge and analytical adroitness, students would have benefited had the Professor explained why Africa is faltering. No analysis of the political economy of post-colonial Africa was given. Let alone the history of nation state formation and its impact on “new” states. Instead, he left us doubtful; contemplating that indeed a possibility exists of an innate incapacity to govern on the continent.

Yet, in another opinion piece, totally contemptuous of the milieu and the occasion, he accuses the President of not advancing a “reasoned debate and factual correction ... if the historical evidence was too much to hold ... the President would perhaps have appealed to common sense”.

What “reasoned debate and factual correction” did the Professor offer to his students regarding the “historical evidence” of why Africa is struggling to regenerate itself post-independence? He tells the President to respond to Pieter Mulder’s falsehood by citing scholars like Nigel Worden and William Beinart. But, as Jansen’s graduates, we have no recollection of him citing Georges Nzongola-Ntalaja and Bernard Makhosezwe Magubane who have written extensively about post-colonial Africa.

A bombshell came when, in 1996, he told his final-year students that “Mandela chose Sibusiso Bhengu as

Education Minister instead of Ihron Rensburg because Mandela was appeasing the Zulus ...". He asserted that – much to his own delight – Rensburg should have become Minister or Director-General of Education but “was overlooked because he is not Nguni”. He explained to us that Professor Rensburg had played a role bigger than that of Professor Bhengu in the National Education Coordinating Council, so he was a deserving candidate to lead the Department of Education.

Now that we know history better, we struggle to comprehend why such a preposterous idea was pushed to unsuspecting students by this good Professor.

The most unfortunate thing with this reasoning is that Jansen dragged into his suspect theory the name of a person who had nothing to do with his existential preoccupations of race and ethnic identity. Knowing what we know of former President Nelson Mandela and Professor Rensburg, ethnic considerations are the least of their fixations. Besides, in the period in question, Professor Rensburg was already playing a leading role in the transformation project and there was no record of him entering Jansen’s ethnic and racial amphitheatre.

We also remember Jansen’s *Cosmopolitan magazine* treatise: “10 Reasons why OBE will fail”, later published in various academic journals such as the *Cambridge Journal of Education* (see Vol. 23, Issue 3, 1998).

From everything he said to us at final-year and honours classes, it later became apparent that he detested education reforms more so because he was personally not involved in their formulation. The Professor directly and indirectly expressed concern that experts like himself were not core to the construction of the new curriculum in South Africa. As 21-year-olds, we sympathised with him. However, now that we are discerning, we can see through what the Professor really meant.

The aggregation of these historical facts together with an ongoing anti-state tirade combines to occasion emotional trauma in some of us. We struggle to understand why someone would train teachers and thousands of other graduates but suspect their profession, Proficiency and confidence. No wonder, many of his graduates continue to walk away from the teaching Profession and employers justify keeping black graduates in training programmes for unreasonable periods.

Critical manifestos have an important place in

democracy. So do scientific solutions to intractable problems facing our country. Society expects methodical solutions from our intellectuals, not tantrums and sustained perverted narratives of race and failure. Logic should distinguish conscientious intellectuals from “purists” and “perverts”!

Our constitutional democracy enjoins us to collectively own challenges of transformation. Equally, society expects all hands on deck, working selflessly to create a better life for all. Leaders like Professor Jansen cannot expect praise when they make such assertions:

“... if I had to make the choice with my own children today, I would consider not sending my child to school in South Africa, for one simple reason: I do not trust a system ...”

If they do, then they must accept a reciprocal suspicion paraphrased by Slavoj Žižek in *Living in the End Times*: “Rousseau already understood perfectly the falsity of multiculturalist admirers of foreign cultures when, in *Émile*, he warned of the philosopher who loves Tartars in order to be dispensed from loving his neighbours.” 🙄

***Ngcaweni studied under Jonathan Jansen at the University of Durban-Westville. Views expressed in this article are his personal opinion.**



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Our clear and present danger

Writer: Dumisani Hlophe*

Photographer: Sibisiwe Magwaza

The sad state of our nation is that we are consumed with events and personalities. In the process, we fail to see the imminent danger lurking right in front of our eyes. Consequently, we continue with distracting sideshows, rather than addressing pressing issues regarding the future sustainability of this country.

Clearly stated, we are too preoccupied with December's African National Congress (ANC) elective conference. We are consumed with whether ANC President Jacob Zuma will keep his position or not. Our thoughts are geared towards possible individuals who can challenge him. Could it be Kgalema Motlanthe or Tokyo Sexwale?

This is a sideshow. The real issue facing all of us is governance. Unless we get South Africa's governance right, we are doomed as a society. Personalities such as President Zuma, Deputy President Motlanthe, Minister Sexwale, myself and yourself, and many others

will come and go.

South Africa, though, will remain.

Generations to come will depend on the state of governance we achieve now. Therefore, it is important that we focus on good governance. We simply must pursue the ideal of practical and proper management of state resources.

Let us begin by accepting that the state of our good governance might soon

hang by a thread. The warning signs are right in front of our eyes. Please allow me to cite a few examples.

It is common knowledge that Limpopo has five departments under national administration. One of these is the Provincial Treasury. In any government, the Treasury department is the essence of governance. While the Office of the Premier provides for policy and strategic direction, the Provincial Treasury ensures that resources are appropriately directed, effectively managed and used for the intended allocation. Thus, failure of the Treasury is effectively the highest failure of governance. A government with no control of its treasury is tantamount to an empty-shell government.

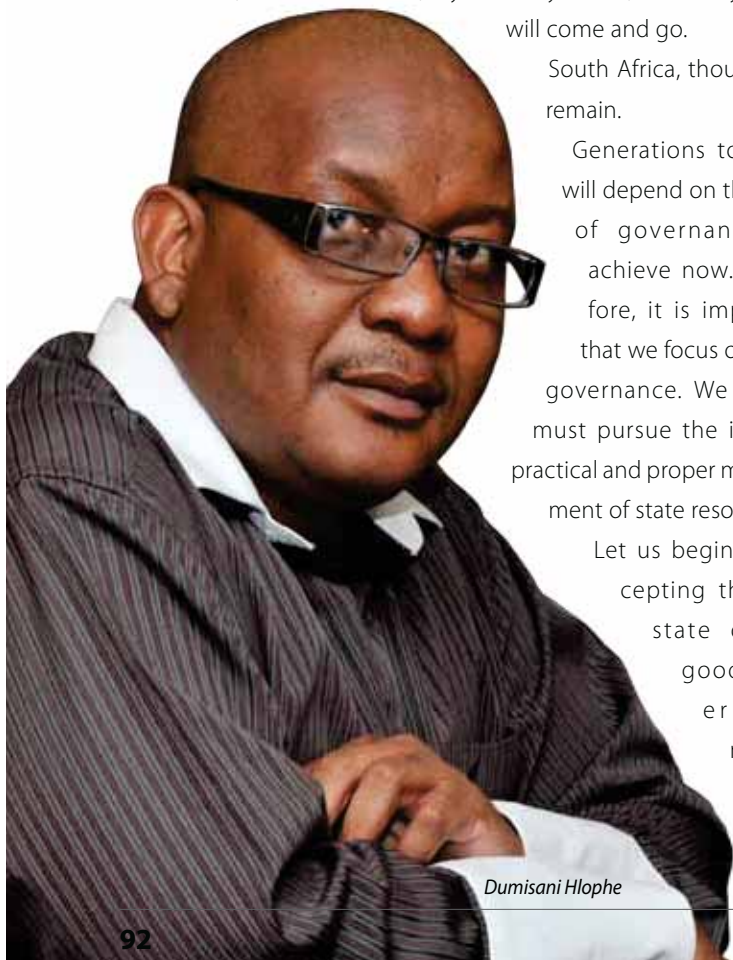
A major department within the Gauteng Provincial Government, namely the Department of Health, is under semi-administration. Gauteng is a strategic province with major significance in the country, continent, and globally. Therefore, it carries the political, economic, and governance moral-high-ground responsibility to be the epitome of appropriate administration.

Gauteng is the one province that all other provinces should look to emulate. The current situation, whichever its genesis may be, is not conducive to the aim of positioning Gauteng as a governance model to be emulated by other provinces. The good-governance role-model status is seriously undermined by the semi-administration situation of the Health Department.

Not to be outdone, the Auditor-General (AG) of South Africa has declared more than 10 national departments to be found wanting, indicating major deficiencies in governance – in some cases, his own staff had to balance the financial books of departments.

This is rather scary. Given that when provincial departments fail in their governance duties, they are subjected to national administration, the findings of the AG

... continued on page 94



Dumisani Hlophe

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cast doubt on the corrective measures taken against those provincial departments under administration. In other words, it is inconceivable for national Cabinet to effectively implement governance corrective measures, while in itself it needs corrective steps. That is, its own books are not balancing.

In Mpumalanga, one municipality is reported to be under provincial administration. This is in addition to a number of local government institutions facing much-reported service-delivery protests. Such protests not only indicate poor governance of state resources, but also poor management of citizen relations; which is also an essential element of good governance.

Let me equally assume that an alternative means of managing stakeholders in Gauteng may have averted the anti-toll-road sentiment expressed by the intended beneficiaries of the very same tolls. In other words, good governance is not only limited to our ability to manage state resources, but also our ability to engage effectively with our citizenry stakeholders. It is an essential part of good governance to secure the buy-in of our citizens.

In the Eastern Cape, teachers have been on a go-slow. Once again, our governance ability is tested and we do not appear to be doing well. In fact, the challenge is not primarily to get teachers in a higher gear, but to ensure that they are not protesting while they are supposed to be teaching. Evidence indicates that our governance capability here lands itself a question mark.

We do not have to be alarmist. However, all the above indicate a creeping challenge facing governance. They indicate a major capacity deficiency in our internal and external management of state resources and government stakeholder relations.

There are, indeed, justifiable reasons to be concerned.

Please allow me to mention a few: Firstly, 18 years into democratic governance should see us maturing in good governance. Ideally, our governance ought to be much cleaner and more effective than may have been the case in the years closer to 1994.

At national level, and in seven provinces, there has not been a change of political parties in governance. This means that the ANC, as the ruling party, should have accumulated substantial experience in democratic governance and therefore be able to deliver better and cleaner governance records and services to the citizens. Ideally, we should be in a far better state of comfort than the current alarming situation.

Secondly, our legal foundation for good governance is well grounded – the Public Finance Management Act, 1999 (Act 1 of 1999), is well constructed. It provides clear and concise means for financial management.

The inherent supply-management policies are equally well articulated, with good guidelines for appropriate supply-chain management. There is no ambiguity whatsoever for anyone to misconstrue the rules, regulations, policies and laws for good governance. And yet, audit reports still record poor governance.

Thirdly, we have excellent institutions of democracy aimed at ensuring good governance. These include the AG, the Public Protector and the South African Revenue Service. These institutions are performing well and their effectiveness should have contributed immensely to the creation of good governance.

The AG's office, for example, has a series of capacity-building programmes aimed at enhancing the ability of government departments to manage their resources. However, little seems to be progressing in this regard.

I recognise the significant areas of excellence in various departments. However, it would be foolhardy to take the cases mentioned above as isolated issues. Put together as the sum of good governance, they are major areas of concern. In fact, rather than being quarantined, they may spread.

Therefore, I am justifiably worried and fear for our future generations. Unless we get our governance right,





Finance Minister Pravin Gordhan accompanied by Minister of Health Aaron Motswaledi (left) and Minister of Public Works Thulas Nxesi (right) giving progress report on National intervention for Limpopo Provincial Government at Polokwane, Limpopo.

Mangaung and alternating individuals for ANC presidency is meaningless.

I humbly submit that, as bureaucrats and as citizens, we must be concerned about our state of governance. More than anything else, we must be concerned about how our government is organised to ensure appropriate governance. We must concern ourselves with the appropriate use of state resources for the greater good of tax payers.

The creeping poor governance will cripple our energies for innovation in the State's service delivery. Instead of seeking better ways to govern and deliver, we will increasingly preoccupy ourselves with reversing the current poor state of governance.

Rather than seeking better performance, we will have to concern ourselves with first getting things right.

Plainly said, we have landed ourselves in corrective measures rather than progressive ones. The natural process of evolution indicates that we need to move towards more mature and effective governance. The opposite is a dinosaur route – towards extinction.

In essence: we must avoid the possible deterioration of governance; we must rescue the seemingly downward trend. At best, we must perfect our ability to manage state resources and service delivery effectively.

I contend that we can reverse poor governance by, among other things, dealing with the following issues:

The right attitude. I mentioned earlier that our legal and institutional foundations are sound. What is required therefore, is strict adherence to these transcripts of good governance.

Secondly, we need to professionalise the public service.

Just like various professional associations such as those of lawyers, accountants and medical practitioners, public servants must be equally subjected to a professional body. They must be registered as public-service practitioners. They must abide by the rules, standards and code of conduct of a well-defined ethos of public service.

Such a code would, for example, prescribe that anyone who renders a department to national Cabinet administration must resign. Perhaps it could declare that those managers whose departments receive a qualification for a number of consecutive years must also resign. In short, there must be consequences for poor governance.

Thirdly, we need to curb the political principals' powers to abruptly replace senior officials who they find in well-functioning departments without a just cause. Moreover, we must curb the ability of political principals to summarily change the working programmes and projects established by their predecessors.

I humbly submit that our imminent danger is not the political outcomes of the Mangaung elective conference, but the creeping poor state of governance.

However, as an eternal optimist, I am convinced that we have a valuable and capable political and administrative leadership to steer the ship away from deep and stormy waters towards calmer seas.^{PS}

State of the Nation Address (SoNA)

On 9 February, the outside precincts of Parliament resembled a fashion catwalk as members of Parliament and invited guests showcased their fashion sense ahead of the State of the Nation Address (SoNA). After President Jacob Zuma delivered his address, a post-SoNA Dinner was held. On the day of the Reply to the State of the Nation Address, 16 February, the GCIS hosted the Presidential Cocktail event, attended by members of Parliament, the diplomatic corps and the media.



1

OnCamera



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5

1. President Zuma shares a light moment with R. Carlos Sersale di Cerisano, Ambassador of Argentina, during the SoNA Presidential Cocktail held at the Marks Building in Parliament.
2. Dali and Rachel Tambo at the Gala dinner after the SoNA.
3. Western Cape Premier Hellen Zille on the dance floor to FreshlyGround at the gala dinner held after the SoNA.
4. Two guests arrive for the SoNA on 9 February 2012.
5. President Jacob Zuma interacts with Democratic Alliance (DA) Parliamentary Leader Lindiwe Mazibuko at the SoNA Presidential Cocktail at Marks Building, Parliament.

National Teaching Awards

The Department of Basic Education hosted the annual National Teaching Awards ceremony on 23 February at the Sandton Convention Centre. The awards are held to acknowledge and salute the selfless contribution of the country's best teachers. Toronto Primary School teacher Mmipe George Mokgehle from Mankweng in Limpopo walked away with the coveted prize of a brand-new Chevrolet Spark, donated by General Motors South Africa. Mokgehle scooped the Lifetime Achievement Award for his more than 30 years of service. However, he was unavailable to receive his prize personally due to a bereavement in his family.



1. Deputy President Kgalema Motlanthe, left, Basic Education Minister Angie Motshekga, centre, and Minister of Higher Education Blade Nzimande at the National Teaching Awards ceremony at the Sandton Convention Centre.
2. From left: General Motors' General Manager of Policy and Corporate Affairs Shibishi Maruatona with Deputy President Kgalema Motlanthe, Mahlatshe Mokgehle (who collected the Lifetime Achievement Award on behalf of his father who is seen in the background (top left) on the screen), Minister Motshekga and Telkom CEO Nombulelo Moholi.
3. Sentsho Rapoo of Bachana Mokwena Primary School in Gauteng receiving the Excellence in Primary School Leadership Award while the Group Chief Executive of the SABC, Ms Lulama Mokhobo, looks on.
4. Vodacom's Mthobi Tyamazashe with the winner of the Kader Asmal Award, Nkangwe Nemudzivhadi, alongside Deputy President Motlanthe, Kader Asmal's widow, Louise, and Minister Motshekga.
5. Francois Naude from Hoërskool Florida in Gauteng, winner of the Excellence in Secondary School Teaching Award.

Moving up



Mosotho Moepya

Chief Electoral Officer: Independent Electoral Commission (IEC)

Mosotho Moepya holds a Bachelor of Commerce Degree and a University Education Diploma from the University of the North. He also has an honour's in Business Administration and a Master of Business Administration (MBA) degree from the University of Stellenbosch Business School.

Prior to his current appointment, he was the Deputy Chief Electoral Officer (DCEO) of the IEC from 2001. After starting his career in the private sector, he joined the IEC in 1998 as Manager: Electoral Logistics.

In 1999, he was promoted to the position of Senior Manager: Electoral Logistics, Planning and Voting Station Infrastructure.

During his tenure as DCEO, Moepya served as member of a team comprising judicial figures and experienced election practitioners, that reviewed the Accra Principles on Electoral Justice; provided technical expertise to the Joint United Nations and East African Community Forum; and led IEC teams providing technical assistance to the National Election Commission of Tanzania and the Democratic Republic of Congo. He has also represented the IEC abroad on observer missions and to deliver papers at conferences in Africa, Europe, Australia and Asia.

As CEO, Moepya is the Accounting Officer of the IEC and head of administration. He oversees the formulation and execution of the strategic plan of the IEC; monitors and reports on its implementation; supports the IEC in the performance of its powers, duties and functions; and ensures the implementation of its decisions. In addition, he is responsible for the electoral functions assigned to him by law.



Dr Phil Mjwara

Director-General (DG): Department of Science and Technology

Dr Phil Mjwara has served as the DG of the Department of Science and Technology since April 2006. His contract has been extended for a period of three years, commencing 1 April 2012. In this capacity, he is responsible for policy development in the science and technology sector in South Africa. His duties include driving the implementation of the National Research and Development Strategy and the DST's Ten-Year Innovation Plan for South Africa.

Prior to his appointment to the department, Dr Mjwara was the Group Executive: Research and Development and Strategic Human Capital at the Council for Scientific and Industrial Research (CSIR), where he was responsible for assisting the CSIR in its efforts to strengthen its science base, including human-capital development.

In 2001, Dr Mjwara joined the National Laser Centre as its head. He was instrumental in growing the CSIR's activities from its inception, and in creating a network of centres in Africa.



Ndala Mngadi

Director: GCIS, KwaZulu-Natal Provincial Office

Ndala Mngadi holds a Bachelor of Arts Degree (majoring in English and History) and a Higher Diploma in Education from the University of KwaZulu-Natal. Her other qualifications include a Certificate Course in Business Management, a Postgraduate Diploma in Telecommunications and Information Policy and a Master's Degree in Development Studies from the University of South Africa (UNISA).

Mngadi started her career in 1995 as a teacher at Ogwini CompTech College. In 2003, she joined the IEC in KwaZulu-Natal as Provincial Coordinator: Electoral Democracy Development and Education. In 2009, she was appointed Director: Sector Collaboration and Intergovernmental Relations at the Department of Water Affairs.

As Provincial Director for GCIS in KwaZulu-Natal, her duties include cascading the National Communication Strategy in the province and ensuring that the Local Government Communication System is functioning effectively.

the ladder

Ditshego Magoro

Director: Knowledge Manager, National Treasury

Ditshego Magoro holds a B-Tech Degree in Public Relations, a Diploma in Knowledge Management Principles and Practices from UNISA, and a Diploma in Website Design and Development. She is currently studying towards a Masters of Management Degree in Information and Communications Technology Policy and Regulation at the University of the Witwatersrand.

Magoro's career started in 2002 at the National Community Water and Sanitation Training Institute, where she worked as a project coordinator and manager.

In 2006, she joined the Department of Social Development as Deputy Director: Website Content Manager and later joined GCIS as Deputy Director responsible for the management of the Batho Pele Gateway.

In 2009, she joined the Water Research Commission (WRC) as a Programme Manager for the Water Information Network South Africa and the Southern Africa Knowledge Node on Sustainable Sanitation.

In her new position, Magoro will promote the implementation of a knowledge-resource centre, the establishment of knowledge-management forums and the overall management of National Treasury's institutional memory and intellectual capital.



Dr Inga Jacobs

Research Manager: Water-Centred Knowledge, Water Research Commission

Dr Inga Jacobs is a political scientist by training and specialises in regional and international water governance in Africa, looking at cooperative governance in shared river basins in the southern African and East African regions.

Specifically, Dr Jacobs investigates the principled content of trans-boundary cooperation, sustainable knowledge transfer in the water sector, the role of power in trans-boundary water governance, socio-cultural codes of conduct and their impact on the environment, inter-general learning and capacity-building.

She co-founded the Forum for Young Scholars in Trans-Boundary Water Governance, a WRC-funded collaborative and trans-disciplinary exchange initiative for scholars interested in this field, and one that encourages the recognition and mutual respect of multiple perspectives.

Dr Jacobs completed her PhD in International Relations at the University of St. Andrews, Scotland in 2010. In her current position, Dr Jacobs will be responsible for the strategic monitoring of research trends in the water sector.



Thenjiwe Hadebe

Senior Researcher: National Operations Centre, Department of Justice and Constitutional Development

Thenjiwe Hadebe holds M Phil and MBA degrees from the universities of Stellenbosch and KwaZulu-Natal, respectively. Her research interest started in 1997 at the University of Zululand, while she was a student and a lecturer to commerce students.

Over the years, she conducted research projects for her personal development in the field of research. She joined GCIS in 2008 as a Communication Researcher. In this position, she was responsible for managing the National Qualitative Research Project, participating in GCIS cross-cutting research projects, providing research advisory services, and managing stakeholders and service-providers.

In her new position, Hadebe's duties involve, among other things, managing, conducting, identifying and proposing research in support of the department's performance-improvement initiatives and also the responsibilities of the Justice, Crime Prevention and Security Cluster, compiling reports and developing performance-improvement intervention strategies.



Ditsong Museums

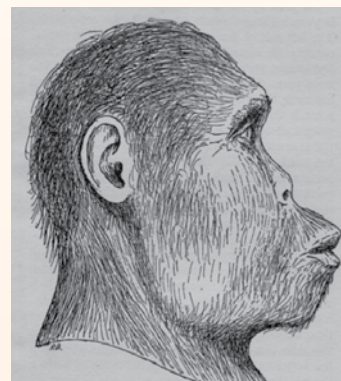
of South Africa

An amalgamation of three national museums and five heritage sites

DITSONG: NATIONAL MUSEUM OF NATURAL HISTORY



Mrs Ples



Robert Broom's sketch of Plesianthropus, "almost human"

The DITSONG: National Museum of Natural History is one of the most recognisable and prominent institution in Tshwane today. The main building was completed in 1912 and the two wings were added later as the collections grew. One of the many wonderful treasures that the DITSONG National Museum of Natural History curates, is a fossil skull that has been given the nickname "Mrs Ples". Its scientific name is Australopithecus africanus and it represents a distant relative of all humankind. Dr Robert Broom, a palaeontologist who

worked at this Museum, discovered the fossil in 1947 at the Sterkfontein Caves in the Cradle of Humankind World Heritage Area and it has been dated to about 2 million years in age. Mrs Ples and other prominent fossils from the Cradle of Humankind are housed in the Broom Room at the Museum. To view the Broom Room you need to make prior arrangements with the curator of the Plio-Pleistocene Palaeontology section, to avoid disappointment. These tours are available for a fee of R30 per person.

Contact: Tel +27 (0)12 000 0010, Fax +27 (0)12 323 6598, Email info@ditsong.co.za, bona@ditsong.org.za

All are welcome to visit these interesting institutions.



For further details contact:

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Physical Address: Gamohle Building, 70 Church Street, Pretoria, 0002

Postal Address: PO Box 4197, Pretoria, 0001

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www.ditsong.org.za



DITSONG: NATIONAL MUSEUM OF CULTURAL HISTORY

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

Contact: Tel +27 (0)12 324 6082/000 0030, Fax +27 (0)12 328 5173, Email dnmch@ditsong.org.za



DITSONG: NATIONAL MUSEUM OF MILITARY HISTORY

Poppy Day, 11 November, more formally known as Remembrance Day, is an important event in the calendar of the DITSONG National Museum of Military History. In addition to helping the South African Legion to distribute poppies and collect funds for military veterans, the Museum hosts the Memorable Order of Tin Hats (MOTH) Sunset Parade every year.

Contact: Tel +27 (0)11 646 5513, Email milmus@icon.co.za



DITSONG: WILLEM PRINSLOO AGRICULTURAL MUSEUM

The Willem Prinsloo Agricultural Museum near Rayton, Pretoria, is in possession of a 1913 J&H McLaren steam tractor from Leeds, England. It is still in a good working condition. It was donated to the Museum in 1978 and was restored by the SA Transport Services. Nowadays this old steam giant is maintained and driven during festivals at the Museum – an impressive experience! The Farm Festival will be held on the 8-10 September 2011 at the Willem Prinsloo Agricultural Museum.

Contact: Tel +27 (0)12 736 2035/6, Fax +27 (0)12 736 2037, Email prinsloo@ditsong.org.za



DITSONG: TSWAING METEORITE CRATER

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

Contact: Tel +27 (0)76 945 5911, Email tswaing@ditsong.org.za



DITSONG: PIONEER MUSEUM

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

Contact: Tel +27 (0)12 813 8006, Email pioneerm@ditsong.org.za



DITSONG: KRUGER MUSEUM

This house museum was the residence of Paul Kruger when he was the President of the Zuid-Afrikaansche Republiek (1899 – 1902). During the Anglo-Boer War a strong sympathy developed towards the Boers in Russia. The tangible tribute to Russian support for the Boers is the Bratina (fraternity cup). The artwork comprises two parts: the oval-shaped base and the Bratina proper. The base is made of the finest satin wood with fine carvings. Above the base is a typical South African landscape, chiselled out in reddish porphyry and silver figurines. Other interesting iconic objects are also displayed at the Museum.

Contact: Tel +27 (0)12 000 0010, Fax +27 (0)12 326 9595, Email talita@ditsong.org.za



DITSONG: SAMMY MARKS MUSEUM

This Victorian mansion named Zwartkoppies Hall was built in 1885 by Jewish businessman and entrepreneur, Samuel Marks (1844-1920). The mahogany billiard table has a slate top covered with green baize and the original billiard balls were made of ivory. The ceiling was painted by an Italian artist. Hydro-electricity was installed in 1896.

Contact: Tel +27 (0)12 755 9541/2, +27 (0)83 280 3797, Email marks@ditsong.org.za

Cruising to hell and back in the FJ

Writer: Ashref Ismail*

I have always maintained that South Africa has the most incredible scenic beauty to offer the avid traveller. It truly is a world in one country.

The Western Cape, in particular, has breathtakingly beautiful mountain passes – trust me, I have visited almost all of them! My favourites are Chapman's Peak and Swartberg in the Western Cape, and Sani and Moteng in Lesotho. You really must put these on your bucket list for an absolutely awe-inspiring and somewhat life-changing experience... yes, they are that great!

The subject of this story is my re-visit to Gamkaskloof (situated between Prince Alfred and Oudtshoorn in the Western Cape) via the Swartberg Pass, popularly called Die Hel ("The Hell"). I can only imagine that it is so named because of the frightening driving experience that takes you along the spectacular Swartberg Mountains, which form

the boundary between the Klein and the Great Karoo.

The road to The Hell from the Swartberg/Prince Alfred junction is preceded by a warning sign that says that the 40-km gravel road is dangerous, used at one's own risk and will take two hours in one direction. This really sets the tone for the little adventure.

Taking me there was Toyota's new retro-styled FJ Cruiser. Love it or loathe it, you certainly cannot ignore it. This in-your-face cruiser turns heads everywhere it goes, so if you are a shrinking violet, do not come near it.

Powered by a 4.0-litre, V6 petrol motor pushing out 200 kW and 380 Nm, the automatic FJ is loud, proud, large and in-charge. That it comes from one of the

Making easy work of difficult obstacles is the new bold FJ Cruiser from Toyota.



most boring manufacturers is a refreshing surprise. The fact that the Toyota brand represents solid reliability is a solid vote of confidence for those looking for something special without costing the earth.

Based on the FJs of the sixties, it shares many styling nuances with the older models, including the front grille, round headlights, white roof and an upright windscreen.

The interior is sparse but functional; almost business-like with lots of space and no carpets or unnecessary frills. Luggage space is not as generous as in the Prado or Fortuner, but is adequate and you can use the second row of seats to carry additional stuff.

Please do not even think of carrying passengers, large or small, in the second row as they will not be a happy lot, especially over long distances.

The FJ has two rear suicide doors (opposite hinged), which make entry and egress a bit easier, but I found it more useful for luggage space.

Travelling 3 712 km on a road trip which covered seven provinces was a real revelation – excellent on-road ride performance on the long, comfortable cruises and quite refreshing on the off-road bits.

While the road to The Hell is by no means hectic in terms of requiring low range, diff lock and the like, the FJ's fancy traction system makes it all smooth and effortless. On hard-core off-road tracks, the FJ is in its element. The short wheelbase, high ground clearance and dumpy width makes it easy to climb over obstacles. The overall enjoyment is reinforced by the fact that a huge network of dealers spread over the country are within reach if something goes awry.

Gingerly making your way down the last 3 km of Gamaskloof along a narrow, steep, gravel road with very sharp switchback bends is an experience to savour for a lifetime.

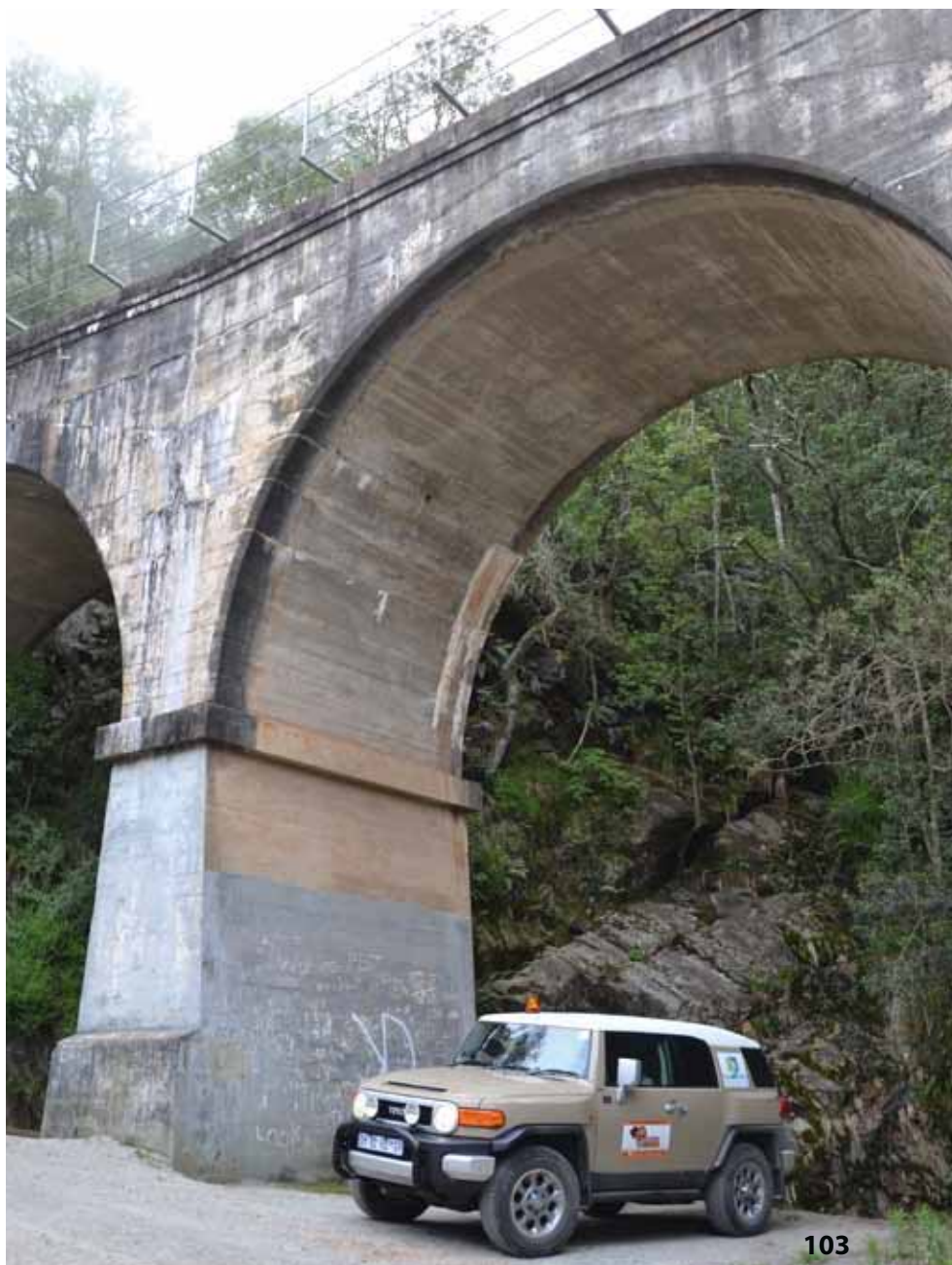
Even if you suffer from vertigo, make the trip and look towards the mountain instead of down, deep in the *doerr* val-

ley, because your mind will start playing tricks on you and if you are the driver you really do not want that! It is a long drop to oblivion ...

So what did I not like about the FJ? I am not sure about the styling, especially the rear. It does not work for me. The heavy fuel consumption, which worked out to around 14 litres/100 km on various surfaces, is a painful experience at the pumps.

The large C-pillar resulting in a major blindspot also takes getting used to. At R450 000 plus it is not family friendly, but rather suited for a couple who love travelling the great outdoors.

After seven days with the FJ, I found it a cool, rugged and stylish Toyota, which happens to be highly capable and very dependable. Get a beige one with a white top and bull bars with spotlights.





Love it or loathe it, you cannot ignore Nissan's new, funky Juke.

Nissan Juke

While enjoying my vacation in the Cape, I also had the wonderful opportunity to spend four glorious days with a remarkable little car whose styling can best be described as unusual, funky and highly individual.

Looking like nothing else on the road, it appears to be a lovechild of the Nissan Murano and the 370z.

With a front end that is highly controversial, but undoubtedly most eye-catching, it is difficult to believe that this car comes from the same family that makes the terribly boring Nissan Tiida.

The Juke is essentially a crossover (meaning a little bit of a mini-MPV, a little bit of a hatch and a lotta character) that is powered by a 1600

turbo-charged motor that provides for rip-snorting performance if you want it to.

While not very practical, especially for rear-seat occupants, and with luggage space that is on the tight side, the Juke is refreshingly different, boasting spritely performance. If you are looking for something small, cute, special and eye-catching, then the Juke should be on your short list.®

****Ashref Ismail is a member of the South African Guild of Motoring Journalists and presenter of Bumper2Bumper.***



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Take care to look good on paper

Writer: Helen Ueckermann

To make sense out of the pile of paper in the corner of your wardrobe is probably not the first thing that comes to mind when you have nothing to do. However, if this pile includes important personal documents like employment contracts, marriage certificates, medical-aid information and tax returns, you are well advised to get organised and conquer the enemy!

A big part of being financially fit means taking stock and keeping track of your personal documentation.

Johannesburg-based independent accountant, Louis Stander explains that keeping personal documents is important because organised people are in control of their lives.

“When your important documents are neatly filed and put away in a safe place, you can access them at a moment’s notice. There will come a time when you will need documents immediately. Be prepared for that now, so that you can be calm in times of crisis,” he says.

“There will come a time when you will need documents immediately. Be prepared for that now, so that you can be calm in times of crisis.”

Keep for life

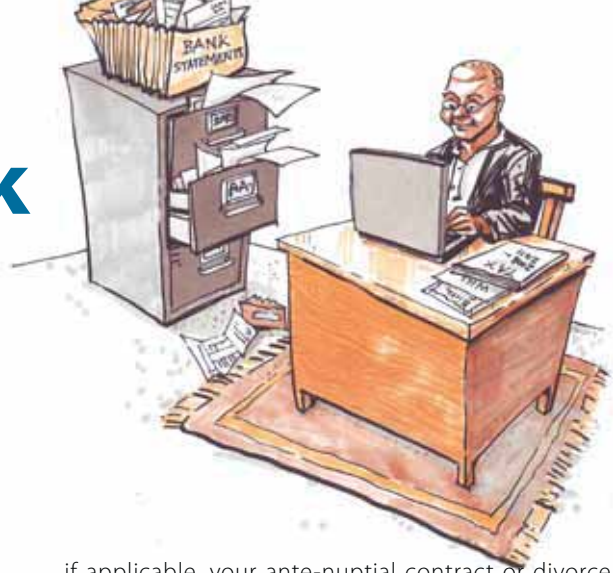
The most important documents to keep, says Stander, are “death documents” – everything that will be needed by your next of kin should you pass away.

“By keeping documents like your will, your life insurance or a list of your policies, you will save your family added trauma,” he explains.

Louis Venter, a fiduciary specialist at Citadel Trust, says in addition to a copy of your will, the following documents should be kept together and be easily accessible to your family:

- ✓ life insurance policies
- ✓ endowment policies
- ✓ tax particulars
- ✓ share certificates
- ✓ title deeds
- ✓ trust details
- ✓ bank and savings-account details
- ✓ car registration certificates
- ✓ outstanding accounts
- ✓ hire-purchase agreements
- ✓ bank loans
- ✓ pension fund particulars
- ✓ investment statements
- ✓ a list of your assets and liabilities.

Other documents to keep for life are your marriage certificate (and,



if applicable, your ante-nuptial contract or divorce decree), birth certificate, any powers of attorney, certified copies of your identification documents and passport. Keep your employment contracts, as these can be handy as proof of where you were employed over the years.

It is also wise to give certified copies of these documents to your attorney and the executor of your estate.

Keep for five years

All tax-related documents should be kept for five years. This includes IRP5s and tax returns as well as other important supporting documentation. The South African Revenue Service can request that you supply proof of your expenses at any time in the five years following the submission of a tax return.

Keep for one year

It is advisable to keep financial documents such as bank statements or bills for up to one year.

Keep deposit and ATM receipts until you reconcile them with your monthly statements. File your monthly cheque and savings account statements. After you do your taxes, file any statements you may need to prove deductions with your tax records.

Credit card bills can be tossed after you have checked and paid them, unless you made a charitable donation, in which case you will want to keep it for tax deductions. If you have bought anything that is under warranty, keep your receipt until the warranty expires.

Remember to download proof of payment statements if you make use of online banking and open an electronic file to save them.

Keep for a limited time

Documents relating to investment purchases, loans, and other items that expire or are sold can be stored in an out-of-the way file cabinet. 📁



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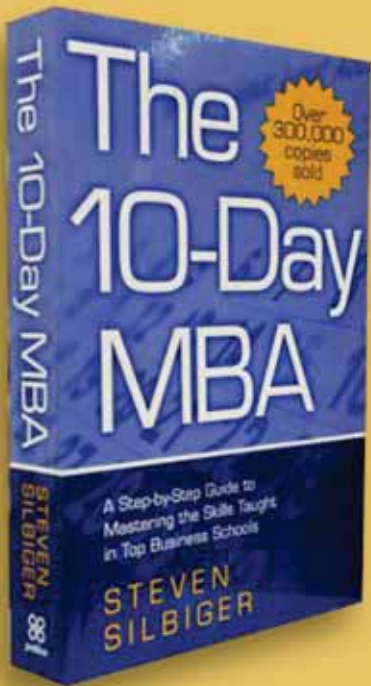
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Read to lead



Writer: Samona Murugan

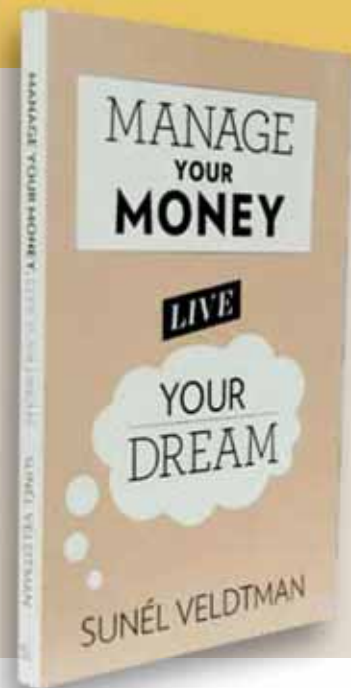
Photographer: Siyabulela Duda

The 10-Day MBA by Steven Silbiger

The 10-day MBA is an essential business reference, summarising a top business-school education in one easy-to-read volume. Cutting through the long-winded academic jargon, Silbiger devotes a concise chapter to each discipline you will encounter on a Master of Business Administration (MBA) course – marketing, ethics, accounting, organisational behaviour, quantitative analysis, finance, operations, economics and strategy. The author also provides a series of MBA “mini courses” on research, public speaking, negotiating, international business and more. Significantly revised and updated, this third edition of Silbiger’s book has the latest facts, figures and trends, as well as new material on ethics in business and personal finance. All-new mini courses in property investment, business writing, leadership coaching and financial planning have also been added. Those thinking of embarking on an MBA can use the book to decide if they want to pursue the degree; those about to enter business school can use it to get a headstart and those without the time and money can get a good deal on both.

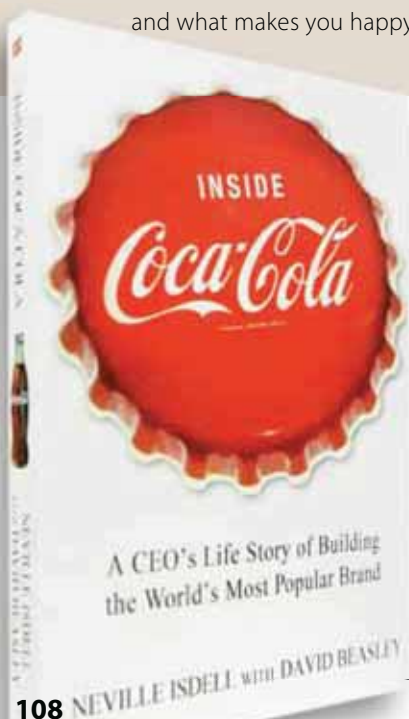
Manage Your Money, Live Your Dream by Sunél Veldtman

Veldtman had the degrees and certificates. She was an investment adviser with an honours degree in Economics. Yet, in her household, she did not manage her own money. If someone like Veldtman had difficulty taking charge of her finances, imagine how hard it is for other women. It took a personal crisis before Veldtman took her financial future in hand, clarified her values and made sensible changes. In this book she explains how we can do the same, showing ordinary women how to start out on a journey of self-fulfilment. Her practical guide is written for normal, “finance-illiterate” women. Overcome your fear, empower yourself with knowledge and make wise and informed choices that suit your personality and build on your values. Veldtman shows not only how to save, but also how to invest, in simple, clear language with lots of examples. Her message is: Know who you are and what makes you happy. Then go for it, using the best information available.



Inside Coca-Cola by Neville Isdell and David Beasley

Inside Coca-Cola: A CEO's Life Story of Building the World's Most Popular Brand tells the remarkable story of the company's revival. Neville Isdell was a key player at Coca-Cola for more than 30 years, retiring in 2009 as chief executive officer (CEO) after rebuilding the tarnished brand image of the world's leading soft-drink company. Isdell helped put out huge public relations fires (in India and Turkey), opened markets (in Russia, Eastern Europe, Philippines and Africa) and championed Muhtar Kent, the current Turkish-American CEO, all while living the ideal of corporate responsibility. Isdell's, and Coca-Cola's, story is newsy without being gossipy; principled without being preachy. It is filled with stories and lessons appealing to anybody who has ever taken “the pause that refreshes.”SM



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Hans Merensky: where your game will be as good as your golf

Writer: Samona Murugan

Photos: Courtesy Hans Merensky Hotel & Spa

Situated on the edge of the world-renowned Kruger National Park, the Hans Merensky Hotel & Spa offers a unique blend of golf and game viewing. This makes the hotel the perfect escape for the upcoming Easter holidays.

Boasting unique luxury accommodation, a range of sports, a world-famous golf course plus a wide variety of game and over 200 bird species, Hans Merensky offers something for the whole family.

There are 100 hotel rooms, 31 chalet rooms, five self-catering two-bedroom units and two junior suites from which to choose. All the rooms offer luxury and comfort, incorporating locally manufactured sleeper wood furniture and a feeling of space. The family rooms are both spacious and comfortable for children.

Families who enjoy nature and adventure will have a great time at Hans Merensky. The Kruger Game Drive through the Kruger National Park gives visitors a true African safari adventure, at any time of the day.

If it is the thrill of adventure you are after, the Olifants River Safari Cruises will be right up your alley. The majestic cruise on the Olifants River boasts views into the Klaserie Game Reserve, which borders the Kruger National Park.

Watching an African Evenings show is quite a treat as you join the drum circle, watch to hilarious antics, and traditional dancing and enjoy a fabulous African dinner. Hear the familiar call of the hippo as the sun sets on another African day, or visit the Panorama Route and the Blyde River Canyon.

Kids will love a visit to the wild animal rehabilitation centre, where they can enjoy the last howls of a jackal and the early morning breeze of the bushveld on a bush walk with a cheetah.

The Hoedspruit Endangered Species Centre focuses on the conservation of rare, vulnerable or endangered animals. Cheetah conservation is one of their core disciplines, with the Kapama Cheetah Breeding Project their flagship project, while they remain actively involved in the breeding of endangered, vulnerable or rare animal species; the education of learners, students and the general public in conservation activities; eco-tourism; the release and establishment of captive-bred cheetahs back into the wild; and the treatment and the rehabilitation of wild animals that are brought to the centre.

While the kids are off having fun, adults can enjoy the Amarula Lapa, home to Africa's most sought-after cream liqueur, Amarula Cream. The Amarula Lapa is situated about 12 km outside Phalaborwa. Visitors are treated to comfortable seating and an unforgettable African atmosphere. The stone walls and "kraal"-style area provide a true bushveld feeling as you sit back and sip Amarula at sunset.



For those who are intrigued by history, the Phalaborwa Mining Company offers the chance to view their massive open mine pit. You can also take a trip down to Lulekani, a local rural village where you can listen to legends, visit a Shangaan family, experience a traditional healer and rhythm with the drums.

After a day of adventure, indulge your senses at the Indulge Senses Spa. With treatments including facials, manicures, pedicures, massages and milk baths, you will leave feeling refreshed and rejuvenated. For those who like to stay active, the hotel has an entertainment zone comprising a gym, swimming pool, tennis courts and squash courts.

Golf lovers can hit a few balls on the world-famous 18-hole Bob Grimsdell-designed Par-72 championship golf course, which was voted the best walking course in the country. Because it is set in a unique bushveld atmosphere, be prepared to share your round of golf with giraffes, hippos, crocodiles and many others.

For a delightful culinary experience, the Leadwood Restaurant and Greenside Café offer scrumptious meals. The Hans Merensky Hotel & Spa is renowned for its state-of-the-art conference facilities and a wedding venue with a difference. 



Great Easter specials: Book a one night's stay in a chalet for just R2 100 per night. This includes bed and breakfast for two adults and two children, as well as a neck massage at the famous Indulge Senses Spa for two people.

The Hans Merensky Hotel & Spa specials are R500 for a single room or R800 for a double room. This includes bed and breakfast as well as a neck massage at the famous Indulge Senses Spa for two people.

For more information, contact the Hans Merensky Hotel & Spa on 015 781 3931/7, or e-mail reservations@hansmerensky.com or golf@hansmerensky.com

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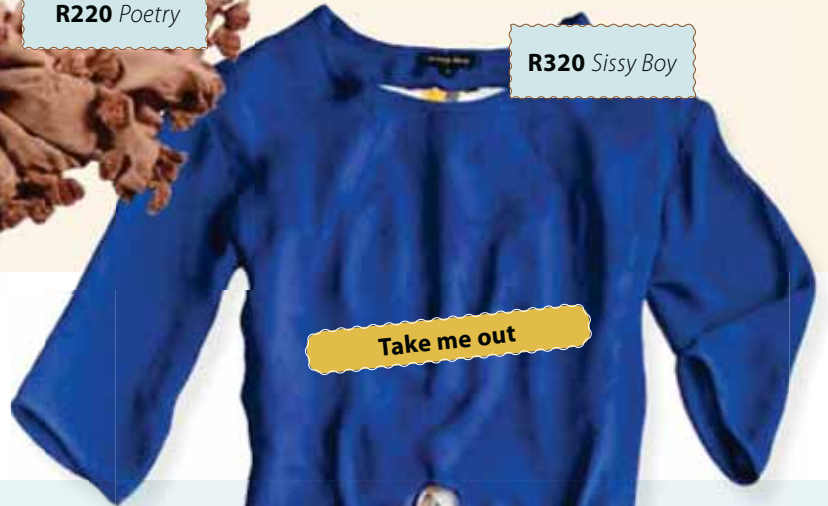


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Going to watch the weekend game



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Man at Stuttafords



R989
Witchery Man at
Stuttafords

R650 Viyella



R249 Country
Road

Stylist: Rochelle Howard Photographer: Duane Howard

Time to take back that lunch hour!

Writer: Helen Ueckermann

Who still makes time for a proper lunch break every day? Work pressure has taken over our lives. No wonder Douglas Adams, English writer and dramatist, said: "Time is an illusion. Lunch time doubly so."

Eating has simply worked its way into normal work. You know the scene: you, chewing on a sandwich with one hand, while trying to keep your work going with the other. Look around you: you may not be alone. In fact, you are probably one of a new generation of desk eaters.

Research has shown that fewer people make use of the traditional lunch hour that they are entitled to. Too little time and too much work pressure seem to make a lunch hour a faraway dream.

Designing your own power lunch may contribute to stress reduction at work. Sometimes, and to concentrate you have to think about

something different, get away from the problem.

Of course it is true that on busy days you win precious time and impress your boss by quickly swallowing a bite in front of you PC screen, but at the same time, you miss out on an opportunity to recharge your batteries.

Don't think you will get more done by working through lunchtime. More work is not necessarily better work and there is a good chance that you will be exhausted and irritated by the end of the day.

Get out of the office, get some fresh air, spend some time on a bench in a park or visit an art gallery.

What can an hour's break at lunchtime do for over-stressed you?





Shared burdens

Eat out with a good friend and share your frustrations. Find a quiet place where you can unload, preferably at an open-air venue, and switch off those cellphones!

Power nap

If you are fortunate enough to have your own office, keep a small pillow in your desk drawer. Try to fall asleep with a bunch of keys in your hand – as soon as you are fast asleep, it will drop out of your hand and wake you up. Experienced power nappers who don't have their own office, know that a quick snooze in your car will get you ready to take on the rest of the afternoon with renewed energy and productivity.

Relax and de-stress

Go for a stretch class or a 20-minute treadmill session at the nearest gym. No gym close to work? Take off your shoes and roll your feet on top of a tennis ball to get your blood circulation going. It is particularly important to look after your blood circulation when sitting at a desk all day. Rather get up and take a short walk through the building.

For the ladies: A cooling leg gel (the kind you can buy from beauty houses) is a great way to help you relax. It can be applied right over your pantyhose and evaporates almost immediately.

Get a massage

Spoil yourself with a massage at your nearest beauty clinic or health spa. Not all massages require undressing and a full morning out of the office. A good mas-

sage can improve your stress levels by lowering your heartbeat, decreasing your blood pressure, increasing the temperature of your skin surface and resulting in a drop in anxiety levels. Try to book ahead of time so you will be less likely to cancel.

Organise your laptop bag, handbag or manbag

This is a simple and general lifestyle rule: The more order, the more you will feel in control. Keep things simple and uncomplicated.

Take a walk

Go for a quick walk and get all those spider webs out of your head. Keep a pair of running or walking shoes in your desk drawer and replace with your formal shoes at lunchtime. Buy your lunch at a shop that is at least a 10-minute walk from your office. That is 20 minutes' exercise plus your daily quota of vitamin D from sun exposure on your skin.

Buy something on your wish list

Few of us need extra guidance here. Just keep in mind that it doesn't have to cost a fortune to feel better. Buy something small that will make you happy.

Volunteer

Find out if there are centres for the elderly or disadvantaged near your office. You can do a lot in 45 minutes to ease the lives of the centre personnel and add value to the lives of other people. A one-off visit to someone in hospital or doing shopping for a physically disadvantaged person can really put your work stresses into perspective.

Your lunchtime is not meant for catching up on work. Use it to get your ducks in a row, to get your thoughts organised and to find new energy for the rest of your busy day.®

Source: Mount Grace Country House & Spa



Joburg|Market

THE FOOD-SOURCING POINT THAT FIRES UP JOHANNESBURG ECONOMY

Johannesburg, known colloquially as Joburg or Jozi, is the economic capital of South Africa and Africa's most powerful economy. As the continent's economic hub, it's the place where business starts, and with food the main source of sustaining life, Joburg Market is what keeps Johannesburg going.

The Joburg Market can be described as South Africa's eminent stock exchange for fresh produce. The widest variety of fruit and vegetables ever imaginable, is delivered daily at the Market direct from farms guaranteeing optimum freshness of produce on offer at any given time, creating the largest and most active one-stop-shop that attracts buyers from across SADC and beyond, comprising of retailers, wholesalers, exporters, processors, informal traders and those buying for household consumption.

The award-winning Joburg Market is the largest of its type in Africa. Over 1 000 000 ton of fresh produce is traded annually at the Market, making it the largest in the world by volume. It is not only the largest market globally but also plays a pivotal role as a price barometer for fruit and vegetables in South Africa. It also contributes to stabilising supply and demand, as well as ensuring price transparency.

Buying at Joburg Market is a breeze with sales fully computerised. What's more, you'll be buying quality produce where most established household retailers shop. Whether you want fruit or vegetables, you'll find best priced quality and infinite variety at Joburg Market because of the sheer number of producers and buyers that it attracts.

Always conscious of providing the best products to customers, the Market has introduced a "Quality Mark" to ensure that buyers can buy with peace of mind knowing that the produce has gone through rigorous testing and is safe for consumption.

This remarkable market is located in City Deep, only 5 km south of Johannesburg's central business district and 26 km from OR Tambo International Airport.

The Market is open to all people from Monday to Saturday and on certain public holidays. Trading starts very early in the morning from 5 am to 11 am.



Address: PO Box 86007, Heidelberg Road, City Deep, Johannesburg, 2049

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Jozi Beet

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TAKE A FRESH LOOK AT THE MARKET

www.joburgmarket.co.za



a world class African city



Make your workout part of the furniture

Writer: Samona Murugan

Travelling on business does not have to put a damper on your exercise regime. Granted, the hotels that you book into may not always have a gym, but the best way to stay in shape while travelling is to use elements that are freely available to you, like the furniture in your hotel room. Choose simple exercises that will target your upper body, lower body and abs.

Always pack your workout clothes. You are more likely to exercise if you have clothes already packed than you would be if you have to make a special trip to a mall to buy workout clothes. Here are a few tips to get you started:

Think out of the box

Firstly, assess the amount of free space you have available in the room, with the option of moving chairs and small items of furniture out of the way.

Secondly, pay attention to the furniture and decide what items can be used as props. These can include the bed, a chair, the bathroom vanity counter or the side of the bathtub.



Remember!

- Always time your exercises, starting with 30 seconds per exercise for your first workout.
- Take a 15-second rest between each exercise.
- Gradually work harder as you become fitter.
- Once you have mastered the 30-second exercise phase, move up to 45 seconds with a 20-second rest phase.

Once you have a good idea of the room's layout, work out the best time for you to exercise. The ideal time is just before a shower or bath, usually before breakfast. If you do not have time, opt for exercising before going out in the evening.

Treat your exercise time like any other business meeting by sticking to the decided time and duration. Once you start, keep tabs on how long it takes you – if you have more time, add another rep to the workout; or if you are running a little late, shorten it.

Each time you exercise, add variation to your routine so that it does not become boring. For instance, try to target your abs on Day One by doing 15 sit-ups, 15 lunges and 15 squats, and repeat the routine at least three times. On Day Two, target your calves and legs – try holding the edge of the desk or bathroom vanity counter and do 15-side leg lifts, 15 side squats and 15 lunges. Repeat the routine at least three times.

There are hundreds of bodyweight exercises, each of which will test your body and give you a great workout. The more exercises you know, the more variety you can bring to your hotel-room workout and the less likely you are to lose interest.

The simplest, shortest and most effective workout is a range of push-up exercises.

If you have only five minutes to spare, opt for repeating movements of lunges, squats or step-ups. This not only targets the abs, but the lower back and sides of the waist as well. To perform the step-ups, find a step or a level 30 cm above the floor.

If you prefer working out in a gym, find out about your gym's partnerships – your gym membership

may allow you to work out at partner or affiliated gyms across the country. Even if your gym does not have branches in other regions, some health clubs will welcome members of other clubs that belong to the same professional organisations. Some hotels also partner with local gyms.

Health tip

With the abundance of luxurious hotel food, business trips are synonymous with unhealthy eating. To make your eating habits a little healthier, try packing a few healthy snacks such as energy bars, dried fruit and assorted unsalted nuts. These will be a much healthier option to snack on than the treats available at vending machines.

There are many ways to keep fit, even if there are no gyms in sight. Remember that a healthy body keeps a health mind.®



Link before you ink...

With this clever pen in your attaché case, you will never miss a word again!

Deceptively plain-looking, the Livescribe™ smartpen sports the power of a computer in your hands. This will enhance your productivity greatly, says Raffi Crouse of SmartScribe, importers and distributors of the Livescribe™ smartpen.

So what can this wonder-pen do for you?

It is a tiny multimodal computer that writes like any other pen, but when applied to special paper it digitally captures a precise image of your handwritten notes, sketches, and doodles. It also has a sound recorder for meetings or lectures.

"It synchronises the two, which allows you to instantly play back part of the audio, simply by tapping the pen on the notes that were written at that point in time. It then transfers all this data to your desktop computer, laptop or Mac, where a host of other features are on offer thanks to the accompanying software, which supports both Windows and Mac OS X," Crouse explains.

"Connect the pen to your computer using a USB cord, and your uploaded handwritten notes will appear exactly as they did on the page on the Livescribe™ desktop. You can read, organise, share, and print them. If you were recording sound simultaneously, the page is presented as a 'pencast' on your screen, with your words highlighted in synchronisation with the sound.

"You can search your handwritten notes for keywords, organise all the recordings into custom libraries, or export the audio or the notes or the two together in a variety of formats," he adds. "It will even convert all your handwritten notes to text."

To save your handwritten pages, the smartpen requires paper with a faint pattern of powder-blue dots. A tiny camera below the nib uses the dots as reference points. On its website, Livescribe™ offers special notebooks and Moleskine-style bound journals, usually sold in two- and

What does it cost?

Prices range between R1 600 and R3 000 (from 2GB to 8GB) depending on the model of the smartpen and the Rand/Dollar exchange rate.

Where can you get one?

Contact Raffi Crouse on 082 802 8832. To find out more, visit www.smartscribe.co.za

Writer: Helen Ueckermann

four-packs, retailing from R299 to R399.

The latest version of the software introduces Livescribe™ Connectors, by which you can instantly transfer your notes and/or audio directly onto your Facebook page, into Google Docs, Evernote, Microsoft OneNote and Apple's iDevices.

Now there is a way to make sure you have some rock-solid records of meetings, interviews or seminars!®

Step by step

- begin recording your session
- the smartpen records audio (3D-stereo capability)
- the smartpen records your hand-strokes (precision of up to 0,001 mm)
- stop recording, tap somewhere in your written notes and the smartpen will instantly play the audio that was being recorded at that exact point in time
- use the control icons on the provided notepads to stop, pause, control volume, skip, scroll and adjust playback speed
- connect to your desktop computer, laptop or Mac to upload the audio and handwritten notes
- search the digital-capture of your actual handwritten notes to find keywords and convert to text!



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Who are you in the zoo?

Spot the open-plan species

Open-plan offices have given rise to a new field of zoology. People from wildly diverse backgrounds are thrust together, with strange and unpredictable consequences.

Hermits

Sad cases who talk to nobody, have no friends at work, eat lunch alone and leave promptly at the end of each day. Hermits lend credence to the urban legend about the office worker who died at his desk and whose death was not discovered by his co-workers until five days later.

Family men

Their work areas are littered with photos of family and pets, appalling "artworks" the kids did in Grade One, sentimental cards and Tupperware containers with home-made sandwiches. This is a thinly disguised defence strategy which cries "Please don't retrench us, look at all the people who rely on us for their daily bread."

Pretenders

Their desks are always cluttered with papers and files. They speed-walk everywhere, clutching laptops and folders. Invariably, they arrive panting, two minutes late for meetings and then fidget, giving the impression that they have far more important places to be. Pretenders actually do no work at all.

Noisy telephonists

These people talk so loudly that they do not need telephones. They could stand on the roof of the building and bellow their inanities to the next suburb. The worst are those who conduct personal business at work, making abusive calls to their bankers to query bank charges or calling to complain about the service on their cars. They never shut up. They are the reason why firearms are banned on company premises.

Funky ringtone subscribers

A rare period of blissful silence will be shattered by the latest "popular" ringtone played at full volume. It might be a Tarzan yodel, a cheesy pop song, or an annoying baby voice saying "Pwetty pwease pwess the gween button." Co-workers have to restrain themselves from hurling the phones and their owners out the window.



Technophobes

These poor souls never get to grips with technology. They poke at their keyboards as if they are coated with anthrax powder. They mutter intensely and sigh often as the computer gods inflict fresh villainies upon them. In extreme cases, they resort to violence when they lose weeks of work because they failed to save or back up, hurling laptops out of windows or smashing keyboards on the floor.

Hypochondriacs

They cough, they wheeze, they look miserable. But it is all a ruse as they attempt to convince management that their sick-leave applications were based on real illnesses. Hypochondriacs are despised by their co-workers, who wish they would just expire quietly and leave the rest in peace.

Gigolos

The lowest of the low. They stalk the secretaries and bore their male colleagues with fabricated tales of conquests. Gigolos are always well dressed in clothes they bought on credit and cannot afford. They hang out in the local bar after work, hoping to get lucky before going home to lonely apartments or lonely beds in their mothers' houses. Shame.

Convivials

These are the people who make office life worthwhile. They are friendly, genuine people who love life and do not take it too seriously. Convivials like to call out words of cheer like "Good morning fellow units of production!" when they arrive in the morning. Convivials make open-plan offices bearable. They should all get immediate salary increases.®

***First published in Sawubona Magazine.**

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For more information, contact Candice Neeuwfan on 012 677 1756 / 076 240 0227.

*Excludes AMG and Limited Edition models ** Finance and insurance is available through Mercedes-Benz Finance and Insurance, a division of Mercedes-Benz Financial Services South Africa (Pty.) Ltd., an Authorised Financial Services Provider (Licence no. 18 604) and Credit Provider (Licence no. NCRCP80), Underwritten by Regent Insurance (FSB. 25 511) or Alexander Forbes Insurance (Licence nr. 30414). Vehicle Specifications may vary for the South African Market.

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