

PublicSector

MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

PSM

JUNE 2013

Young leaders

- Dr Vuyane Mhlobi – the ideal public servant
- Deputy Minister Mduduzi Manana on making education more accessible
- NYDA CEO Steven Ngubeni puts youth first

Special feature

The South African National Orders



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Inspiration

to the Union Buildings
Doreen Kosi's journey

On a growth trajectory

Africa shifts up a gear

Lifestyle

- Fathers day gadgets
- Outdoor adventure – the most entertaining way to see SA
- Lapping up Lucerne's contrasts

A photograph of a young man lying on his back on a dirt surface, appearing to be unconscious or dead. He is wearing a blue and white plaid shirt, blue jeans, and black sneakers. A broken green beer bottle lies on the ground near his head. In the background, there is a concrete wall and a chain-link fence.

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Youth Month Message

On 16 June 1976 more than 20 000 pupils from Soweto marched against Afrikaans being used as a medium of instruction and for better education. In the wake of clashes with the police and the violence that followed during the next few weeks, approximately 700 hundred people, many of them youths, were reported to have been killed and property was destroyed.

One of those killed on 16 June was Hector Pieterse who Sam Nzima photographed being carried by another student while his sister ran beside them. This picture haunted multitudes across the world and became the symbolic reminder of what had happened on that day.

Following the struggle for liberation from Apartheid in South Africa and the dawn of democracy in 1994, the Government declared 16 June a national holiday. This day became known as Youth Day in memory of the heroic struggle of young people of that time. This day has been marked as a day for young people to commemorate the heroic deeds of the youth of 1976 and appeal to young people of today to emulate and take forward the struggle and empowerment of young people of our country.

Since then, the entire month of June has been devoted to activities and celebrations dedicated to young people. Every year, it is important to pay homage to the young people of 1976, but also to acknowledge and recognise the youth of the present. The fighting spirit of South African youth lives on not only in the memory of the Soweto Uprising but every day of every year.

The young people of today are facing different challenges than the youth of 1976. They face challenges of unemployment, drugs, HIV and Aids and living in an unequal society which deprives them of opportunities to realise their potential. The South African unemployed, which includes young people who are in the majority, lacks the requisite skills to propel the economy and create opportunities for growth.

Young South Africans struggle tirelessly to create opportunities for themselves and their families. Currently there are approximately 6,1 million young South Africans who are searching for decent employment. Statistics South Africa recently reported that South Africa's unemployment rate currently stands at 25% and affects mostly young people. The hopes of these young people are often dashed by a labour market that is unable to absorb young and inexperienced workers. However, unlike in 1976 the struggle of the youth today is fought together with government.

The National Youth Development Agency (NYDA) was established to initiate, design, coordinate, evaluate and monitor all programmes aimed at integrating the youth into the economy and society in general. The NYDA has been implementing various programmes to address the



challenges of young people. The NYDA has created more than 28 000 jobs in the last three years. This young organisation has provided career guidance services to more than 1 million young people and provided over 110 bursaries. It has also issued more than 33 000 loans to small, medium and micro-sized enterprises (SMMEs).

However, these efforts are but a drop in the ocean against the reality faced by young people daily. Much more needs to be done.

The NYDA, working together with various government departments and the private sector, can make a significant contribution for young people to realise their potential. Recently, the Department of Economic Development made a commitment to support the growth of young entrepreneurs. The financial commitment, made as part of the Youth Employment Accord, totalling R3 billion over the next five years through the Industrial Development Corporation (IDC) and Small Enterprise Finance Agency (Sefa), is one of the key milestones which should pave the way in facilitating the growth and development of young entrepreneurs in South Africa.

This financial commitment shows that government is serious about job creation for young people. The NYDA will not duplicate the work of the IDC and Sefa, instead it will serve as a conveyor belt for the screening and recommendation of young entrepreneurs to access the loan finance offered by the IDC and Sefa.

This emanates from the much anticipated discussions which took place at Nedlac which finally led to the >>

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Youth Employment Accord which was historically signed at the Hector Peterson Memorial in Soweto.

As a result of the enormity of the unemployment challenge and destructive effect it has on our society, job creation should not be the responsibility of a single entity such as the NYDA, it should rather be a priority for every industry and entity, regardless of size. The South African government has set the tone in demonstrating a commitment towards addressing the critical challenge of youth unemployment. It is now the responsibility of every government department, business, labour and civil society to take up the challenge and prioritise the development of our youth through practical programmes.

The success of the NYDA and its programmes therefore depends on a number of factors including the active participation of young people in their own development because even with the various challenges that young people face we expect them to be resilient and to work hard to realise their dreams. The NYDA has been emphasising this message through its Limitless Campaign which is a call-to-action for young people to have a "get up and go attitude" by accessing the youth-orientated programmes and services that are accessible either via the NYDA or via the private sector, public sector and/or civil society.

"I am limitless" is a message with a sentiment that says: youth of South Africa, you have no limits, no one can stop you if you really want it, this is your time, there are limitless opportunities, grab them with both hands. Your current circumstances don't have to define your future as your potential far outweighs your limitations. The Limitless Campaign has been taken to urban, peri-urban and rural areas of the country through activations in schools, malls, train stations, community centres and so forth.

Young people must take advantage of the opportunities offered by the public and private sector. More young people need to join the NYDA's National Youth Service Programme and contribute to youth volunteerism, establish youth cooperative enterprises in their communities, and more young people need to become agents of change.

As the Ministry we urge all government departments, private sector and civil society organisations to consider the youth of 1976 on Youth Day 2013, but keep the youth at the fore of their reflections by prioritising their development. We call on the public and private sector to allocate a substantial percentage of their procurement opportunities to youth-owned businesses. Government departments should lead and pay service providers, which are often young up-and-coming entrepreneurs, on time. In his State of the Nation Address (Sona) President Jacob Zuma emphasised that a key project for the Presidency is to get government departments to pay SMMEs within 30 days because a lack of cash flow often results in enterprises having to shut down, often resulting in job losses.

More can also be done by both the public and private sector to absorb more young people into a variety of programmes including

skills development initiatives. The private sector could heed President Zuma's appeal during the Sona to absorb 11 000 Further Education and Training graduates who are awaiting placement. In addition, seasoned entrepreneurs, business consultants, SMME development practitioners and retired professionals could take up-and-coming entrepreneurs under their wing by mentoring them.

Consider the young person that has the capabilities to qualify as a chemical engineer, biochemist or marine biologist but has no resources to study or the high school pupil who is heading his/her household with four or five siblings to care and provide for. Your contribution, whether financial or non-financial can go a long way in assisting them to realise their dreams. We often hear good news stories of people giving back to their old schools by donating school books or uniforms or tertiary students and teachers voluntarily offering extra classes to matriculants. These actions should inspire us to make a difference, regardless of how small it may seem.

The appointment of the new NYDA board and the NYDA's new vision "To be a Credible and Capable Development Agency for South Africa's Youth," which is informed by the need to restore credibility to the NYDA and to be adequately capable of delivering as many opportunities as is possible with its resources to the youth of South Africa, should also propel us to move forward. The NYDA's key performance areas have also been reduced from ten to five as this is more realistic and achievable in the context of resource availability.

As a country, we have proven that we can rise to challenges before us as a nation. Government is of the firm belief that we can rise above the youth unemployment challenge if all sectors of society collectively channel their energies towards a coordinated common course. Every day for me is youth day and so it should be for everyone who needs to rally behind the youth of today. ®



Othman Collins Chabane

**Minister in The Presidency for Performance
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References: 1. IMS TPM Dec 2012.
2. ImpactRx Data Dec 2012, S3 and above.
A16089 03/13



June is a month in which we celebrate our youth, remember the heroic feats of the generation of 1976, encourage young role models to inspire the present generation and renew our resolve to tackle the problems facing the youth. To mark Youth Month, this edition of *Public Sector Manager* magazine examines the status of young people in our body politic.

By far, the most serious problem facing young people is unemployment. Youth unemployment is a universal problem that requires dedicated intervention from across the spectrum. The International Labour Organisation estimates that 75 million young people between 15 and 24 years are looking for work across the globe. In its Quarterly Labour Force Survey, Quarter 1, 2013, released in May 2013, Statistics South Africa said "the average not in employment, education or training (Neet) rate among those aged 15-24 years is 33.5%, with the Neet rate for women (37%) higher than that for men (30%). On aggregate, the 15-34 age group represents a staggering 72% of South Africa's unemployed.

It is against this backdrop that in an interview, Steven Ngubeni, CEO of the National Youth Development Agency, makes a case for the organisation's budget to be increased and its mandate to be reviewed and narrowed down to education and skills development.

This focus on education resonates with the vision outlined by the Department of Higher Education. In *Conversations with Leaders*, we interview the Deputy Minister of Higher Education, who,

is the youngest Deputy Minister in the administration. He comes across as a man comfortable in his portfolio, as he outlines the department's plan to make higher education more accessible.

The signing of the Youth Accord, with its emphasis on making the youth employable through the development of their skills, is an intervention that provides a glimmer of hope that this problem is receiving the serious attention it warrants.

Our Trailblazer this month is Vuyane Mhlomi, a young doctor who has defied the poverty of his formative years in Khayelitsha to qualify as a medical doctor. Mhlomi has now made it his mission to identify and groom promising youngsters to realise their dreams.

These young achievers are testimony that despite its intractable challenges, South Africa is not short of heroic, youthful leaders who are models for our young people to emulate.

South Africa, itself a youthful country, should do more to jump on the technological bandwagon. We examine how we as government are doing in developing e-government to make service delivery easier and accessible to more people.

June is also an opportune time for us to celebrate being African, coming as it does, just after we have celebrated Africa Day, which this year marked 50 years since the formation of the Organisation of African Unity, the predecessor to the African Union. International Relations Minister Maite Nkoana Mashabane examines the evolution of diplomatic, social and trade relations between two African giants, South Africa and Nigeria. Together, these two countries have a pivotal role to play in the economic revival of Africa. 

A stylized, handwritten signature in black ink, appearing to read 'Phumla Williams'. The signature is fluid and cursive, with a long horizontal line extending from the bottom.

Phumla Williams
GCIS: Acting Chief Executive Officer

SAB KICKSTART

Helping young entrepreneurs grow high impact businesses



The South African Breweries (SAB) is tackling the country's worryingly low levels of unemployment head-on with its youth entrepreneurship development programme, SAB KickStart.

Launched in 1995 with the strategic goal of supporting black South Africans, the 18-month programme is open to entrepreneurs between the ages of 18 and 35 years who manage and run their own existing small businesses. Successful entrants selected to participate in the programme stand the chance of winning a share of R6-million worth of business support.

The programme focuses on the challenges faced by small to medium enterprises (SME's) in South Africa and incorporates four key areas – business skills training and grant funding as short-term interventions; and Business Development Support, tailored mentorship and access to markets as long-term interventions.

SAB believes that this approach will develop sustainable and high impact youth-owned business that will drive job creation in South Africa.

It begins with careful planning and preparation, which includes identification of the target market; it moves to recruitment and selection where, again, meritocracy is the defining criterion.

The comprehensive support package is designed to help drive SAB's response to the challenges of poverty, inequality and job creation in South Africa, which can have a considerable impact on the country's success as a nation.

Training is provided, with a focus on relevance and maximum impact, with 10 SAB KickStarters trained per SAB region per year.

A regional adjudication takes place where the top 18 candidates are selected; mentorship and business development support are provided to each. Each of these businesses is individually evaluated and a growth strategy and 6-month mentorship programme developed for each. They also receive grant funding of between R100 000 and R200 000 for assets after a thorough needs analysis of their business is conducted.

Finally, the top three national winners are selected by the adjudicators, each receiving additional grant funding for their business - R500 000 (1st place winner), R250 000 (2nd place) and R150 000 (3rd place). Each will also receive a week-long all-expense paid trip to an international country to learn about their products, services and industry.

SAB KickStart is a holistic Enterprise Development programme and is focused on accelerated development, sustainability, financial and operational independence. It sets out to give existing businesses the growth boost they need to achieve these goals and then continue to flourish independently of SAB's assistance.

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SERIOUS ABOUT
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challenge of inequality, poverty and unemployment.

It is particularly thrilling to read about how the various government departments, provincial governments and state-owned enterprises are able to put their core service delivery achievements through this important platform of the magazine.

PSM's significance is that it carries the very fundamental progress – on a monthly basis – on how the government is doing on the five manifesto priorities (education, health, creation of decent work and sustainable livelihoods, rural development and the fight against crime and corruption). It is through PSM that we get to know and appreciate what various spheres of government are doing in the realisation of these priorities.

I would encourage fellow communicators to make use of the platform to be able to convey their departments'

highlights and messages. If every communicator could make use of the space provided in the PSM, I bet South Africans will be able to know what exactly is going on.

South Africa is endowed with lots of good investment opportunities and is in many ways proving to be one of the fastest-

growing economies in the continent and the globe. The most classical example is its participation into the powerful BRICS arena.

We need to show it to the world that we can do it and PSM is there for that function.

– Selby Makgotho.

**Senior Manager for Corporate Communication
in the office of the Premier, Limpopo.**

Dear Editor

I have been reading PSM for a while, and have always wondered about its reach. Recently, I was privileged to have been asked to contribute an article on internal communication to the publication. To my surprise, no fewer than three senior executives – including the chairman of a multinational company, commented on reading the article. To get that kind of feedback on a specific article in a niche sector – of employee engagement – is a fantastic accolade. It also demonstrates that key decision makers are indeed reading the publication and extracting value from its range of interesting articles.

Thank you for an informative read on a wide range of issues.

– Daniel Munslow.

**Director at Talk2Us,
a strategic internal communication consultancy**



Dear Editor

Thank you for the consistent and efficient coverage on the major strides that the Government is making in the fight against the triple



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The PCGCM is aimed at those already working in government communications and marketing. Its approach is holistic, covering technical, functional and analytical skills, as well as issues unique to public policy and development. Furthermore, the PCGCM aims to equip participants with the skills necessary to undertake management responsibilities.

The Programme is open to:

- Communications and information officers working in all spheres of government who are in management entry-level and middle management positions.
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Course begins 17 June 2013

For enquiries on applications please contact: Ntomboxolo.Currie@wits.ac.za / 011 717 3904

Housing Policy Development and Management Programme

The programme is designed to build capacity, develop people and address skills shortages in South Africa's housing sector by teaching individuals how to effectively understand and implement the country's housing goals and developing sustainable human settlements.

The course focuses on:

- Understanding the nature of housing demand and how to plan and carry out housing projects that promote integrated delivery;
- Administering the housing delivery process, including how to carry out housing procurement, project management and housing allocation in a way that ensures equity, efficiency, transparency and accountability; and
- Demonstrating the links between policy formulation, legal/regulatory issues and planning/budgeting issues within the context of intergovernmental relations.

The programme is aimed at: Housing and planning officials in national, provincial and local government, housing sectors operating in a variety of housing-related institutions, the private and NGO sector and municipal councilors involved in housing-related issues.

Participants must have a post matric qualification, and a three year minimum work experience.

Course begins 29 July 2013

For enquiries on applications please contact: Ntomboxolo.Currie@wits.ac.za / 011 717 3904

Public Management

The course provides an opportunity for participants to:

- Root themselves in the theoretical frameworks which underpin decision making in the public sector
- Broaden their ability to source and understand management thought and critique
- Understand their own role in public management
- Develop a network of like-minded and similarly engaged management practitioners
- Test and explore new ideas and experiences in the workplace environment and write a report which describes a particular workplace issue across the course content.

Outcomes

By the end of the course, participants will be able to: Describe the systems and structures of governance in South Africa; Apply economic principles to understand the role of public policy in defining public decision-making and management processes; Study a policy process and write a policy issue paper; Write a report on a particular workplace issue which illustrates their ability to implement learning in their workplaces.

Admission Requirements

Matric Qualification and at least one year of experience in management in any sector

Course starts 22 July 2013

For enquiries on applications please contact: Boitumelo.Molefe@wits.ac.za / 011 717 3103

Results-Based Management for the Public and Development Sectors

Overview of the course

The RBM course aims to equip participants with skills to implement results-based management approaches and techniques. The course incorporates theoretical options with practical experience – for example, analysing annual performance plans, strategic and policy issues related to managing for results.

The course will cover the principles of results-based management (RBM), results-based policy and decision-making, and requirements of a functional monitoring and evaluation system.

In addition, the facilitators will provide follow-up support after the course to mentor the participants through a final assignment based on the practical implementation of a results-based monitoring and evaluation system.

The course is aimed at: Professionals (middle managers and development practitioners/specialists) that formulate, implement, as well as monitor and evaluate development interventions in the public, private and civil society sectors.

The course will be taught in English using lectures, class exercises, and group work. Many of the exercises will involve case studies based on actual programmes.

Objectives of the course

At the end of the 10-day course, participants should be able to:

- Use various logic models, forms and approaches to develop a results-based management system that is sensitive to local contexts
- Apply logical thinking and process steps in designing results-based monitoring and evaluation systems
- Design various aspects of a results-based management monitoring and evaluation system
- Use data to improve decision making, and enable others to do so as well

The course begins 1 July 2013 Applications close 15 June 2013

For enquiries on applications please contact: edith.lefine@wits.ac.za / 011 717 3611

www.wits.ac.za



Compiled by: Mduduzi Tshabangu



Youth Day

16 June

June is Youth Month and many events have been planned across the country to remember the watershed day 37 years ago, when thousands of students in Soweto took to the streets to reject Afrikaans as a medium of instruction at schools.

The theme for this year is: *"Working Together with the Youth Towards Advancing Socio-Economic Freedom"*.

The celebration will end with the South African Exceptional Youth Awards to be hosted by the National Youth Development Agency (NYDA) in Gauteng on 29 June.

The NYDA will also host over 150 youth from across the country on a tour of historical sites.

The Rivonia Trial 50 Years On: the courtroom as a space of resistance

18 to 20 June

As we approach the 50th anniversary of the Rivonia Trial, the University of Pretoria will host a conference entitled *"The Rivonia Trial 50 Years On: the Courtroom as a space of resistance"*. The Rivonia Trial is widely recognised as "the trial that changed South Africa".

Hosted in collaboration with the University of Glasgow and Brown University, the conference is expected to attract eminent scholars from across the world, who will revisit the trial from a variety of disciplines.

SA Aids Conference

18 to 21 June

The World Health Organisation (WHO) will host the 6th South African Aids Conference, from 18 to 21 June 2013, at the Interna-

tional Convention Centre in Durban. The conference theme is: *"Building on Successes: Integrating Systems"*.

The speakers billed to address the plenary session include Advocate Lawrence Mushwana, Chairperson of the South African Human Rights Commission, Dr Olive Shisana, Chief Executive Officer of the Human Sciences Research Council, and Professor Sheila Tlou, Director of the UNAIDS Regional Support Team for East and Southern Africa.

Enhancing health and safety in the workplace

18 to 19 June

Health and safety professionals will gather at Gallagher Convention Centre in Johannesburg for the Institution of Occupational Safety and Health South Africa Conference 2013. The theme for the conference is *"Building a professional future for health and safety"*, and will focus on building a professional future for health and safety in organisations, as well as addressing current health, safety and well-being issues.

The conference will give delegates exposure to safety topics from an international as well as local perspective with a lineup of internationally recognised speakers.

Africa Public Service Day

21 June

On Africa Public Service Day public servants are reminded of the Africa Public Service Charter adopted in 2001, when African Ministers of Civil Service met in Namibia for the third Biannual Pan African Conference.

To mark the day, the Department of Public Service and Administration will, on 21 June, host various events, including a roundtable dialogue, service delivery and best practice exhibitions and a gala dinner in Gauteng. The celebrations will be held on the 21st because 23 June falls on a Sunday. Minister Lindiwe Sisulu will also deliver the keynote address on the theme for this year, *"Africa Public Service in the Age of Open Government: Giving Voice to Citizens"*.



**6th SA AIDS
Conference**

18-21 June 2013
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One of those killed on 16 June was Hector Pieterse who Sam Nzima photographed being carried by another student while his sister ran beside them.

This celebrated picture would later come to symbolise the uprising and an in-your-face symbol of the ruthlessness of apartheid to the world. Considering this, I am convinced that the youth of 2013 are very different to the 1976 pupils who gathered in Vilakazi Street Soweto. But are they?

Young South Africans struggle tirelessly to create opportunities for themselves and their families.

Currently there are approximately 6.1 million young South Africans who are searching for some form of decent employment. Their hopes are often dashed by a labour market unable to absorb young, inexperienced workers.

Yes, the NYDA may have created more than 28 000 jobs in the last three years. Yes, the NYDA may have provided career guidance services to more than 1 million young people and provided over 110 bursaries.

Yes, the NYDA may have issued more than 33 000 loans to micro, small and medium enterprises. But the harsh reality is that these figures are but a drop in the ocean. Much more needs to be done. How much more though? Can the NYDA deliver more than the 6 million opportunities to those youth in need? No it cannot, at least not in the next three years or even 10 years for that matter!

Ultimately the success of the NYDA and its programmes depends on the active participation of young people in their own development. More young people need to join the NYDA's National Youth Service Programme and contribute to youth volunteerism.

More young people need to establish youth cooperative enterprises in their communities focusing on different areas of the economy. More young people need to become agents of change.

With this in mind, I urge all government departments, private sector and civil society organisations to consider the youth of 1976 on Youth Day 2013, but keep the youth of 2013 at the fore of their reflections.

Consider the young person that has the capabilities to qualify as a chemical engineer, biochemist or marine biologist but has no resources to study or the high school pupil who is heading his/her household with four or five siblings to care and provide for.

As chairperson of the NYDA, every day for me is youth day and so it should be for everyone who needs to rally behind the youth of today.

The National Youth Development Agency (NYDA) is a South African youth development agency aimed at creating and promoting coordination in youth development matters. The NYDA results from the merger of the National Youth Commission and Umsobomvu Youth Fund and was formally launched on 16 June 2009, as pronounced by His Excellency President JG Zuma in his 2009 State of the Nation Address.

Yershen Pillay, the NYDA Executive Chairperson writes:
Following the struggle for liberation from Apartheid in South Africa and the dawn of democracy in 1994, the Government declared 16 June as a national holiday. The entire month of June has since been devoted to activities and celebrations dedicated to young people. Every year it is important to pay homage to the young people of 1976, but also to acknowledge and recognise the youth of the present.

The fighting spirit of South African youth lives on not only in the memory of the Soweto Uprising but every day of every year.

On 16 June 1976 more than 20 000 pupils from Soweto began a protest march for better education. In the wake of clashes with the police and the violence that followed during the next few weeks, approximately 700 hundred people, many of them youths, were killed and property destroyed.

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Youthful Manana brings energy to higher education

When Mduduzi Manana was appointed Deputy Minister of Higher Education and Training in 2012, his former organisation, the South African Student Congress (Sasco) was shocked at his appointment at the age of 28 years, saying that he did not have a track record of dealing with complex issues such as education.

It was seen as a travesty for such a young person to lead a high-profile portfolio.

A year later, the youngest Deputy Minister in the country feels vindicated. He admits that the journey has not been easy, saying it has been “sleepless nights, hard work, blood, sweat and tears.” But the support and guidance from the departmental leadership, especially Minister of Higher Education and Training Blade Nzimande, the journey has been phenomenal. Deputy Minister Manana’s highlights so far include the launch of the 2013 academic year as the year of the artisan, the launch of the *Apply Now* campaign and the Khetha Career Guidance Programme.

He says Sasco should sing a different tune now, as the department’s work speaks volumes. “I think those organisations, Sasco in particular, in their assessment now, can tell a different story because of the work the department is doing and the standard of leadership we are providing with Dr Nzimande.”

In an interview with *Public Sector Manager*, Deputy Minister

Manana described his first year as one that has been characterised by endless trips across the country and regular engagements with young people especially at Further Education and Training institutions.

“I have been tasked to lead artisan development in the country so it’s been many, sleepless nights and endless trips which saw me crisscrossing the country having conversations with young people on how best we can drive skills development in order to correct the current mismatch as well as the shortage of both soft and hard skills,” he explains.

A few years back, it was almost the norm for institutions of higher learning to be rocked by strikes, a high number of late applications, lack of accommodation and students getting turned away because of a lack of space.

Deputy Minister Manana says his department has worked around the clock to fix the challenges facing the department.

“For the first time in this academic year, we’ve had no stampedes at our universities; we’ve had fewer walk-ins, fewer long queues and fewer student protests. People see these achievements and we are getting positive feedback about the work we do.”

Deputy Minister Manana is tasked with >>



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handling some of the important programmes within the department, including the *Khetha Career Guidance*, *Apply Now* campaign and the *On the Job Built Environment Training* programmes.

Getting students to apply on time

In early 2012, tragedy struck the University of Johannesburg (UJ) when a parent who had been standing in the queue to have her child registered died in a stampede. In an effort to avoid a repeat of the event, the department launched a campaign encouraging Grade 12 learners to apply early for university – as early as Grade 11.

According to Deputy Minister Manana, the *Apply Now* campaign has been a resounding success reducing walk-ins, late applications and long queues, particularly at UJ.

The department is also toying with the idea of implementing the Central Application System that will centralise all applications. Currently, KwaZulu-Natal is successfully implementing it and Deputy Minister Manana says that his department will learn from this model.

“We realise that implementing the system will not be easy because there are many technical and administrative processes that need to be followed before implementing the system,” he adds.

Correcting the errors of the mergers

In the early 2000s, government decided to reduce the number of universities through mergers. For example, the then University of the North in Limpopo (Turfloop) was merged with the Medical University of Southern Africa (Medunsa) to form the University of Limpopo.

Deputy Minister Manana says that in some cases the mergers worked, but in others they haven’t, prompting government to set in motion the process of unbundling the University of Limpopo.

“As a department we realised that merging Turfloop and Medunsa was not a good decision and that is why we are unbundling Medunsa from the University of Limpopo.”

The department has set itself the target of the end of the current term of administration to finalise and implement the unbundling process, but the Deputy Minister explains that if it does not happen in the early stages of the fifth administration, the process would be nearing the end.

The unbundling will lead the first institution of higher learning specialising in an area of health sciences and medicine while Turfloop will continue to be called the University of Limpopo.



He adds that his department has been working with the Department of Health and higher education bodies and they are all in agreement that there is a need for an institution that specialises in one area.

Two new universities

During his 2012 State of the Nation Address, President Jacob Zuma announced that government would build two new universities, one in Mpumalanga and one in the Northern Cape. Deputy Minister Manana says the construction of the two institutions will commence in September with the first intake scheduled for the beginning of the 2014 academic year. He explains that the first intake will only be for selected academic programmes.

Teaching students to play safe

The Department of Higher Education and Training in partnership with Higher Education South Africa has started an initiative called the *Higher Education HIV and Aids* Programme. The programme supports the efforts of higher education institutions that provide teaching, learning, research innovation, and community engagement about the challenge of HIV and Aids.

Deputy Minister Manana says the initiative is a government effort to educate young people at universities about the importance of healthy living and leading responsible lifestyles. He is hopeful that it will bear fruits.

Though Manana is young, his commitment and passion for access to quality education for young people should serve as an inspiration to young public servants in senior management positions to continue working hard to improve the lives of South Africans. 🌱

South Africa – Haven for tourists

9.2 million – The number of tourists who visited South Africa in 2012. This figure represents a 10,2% year-on-year increase over 2011. This is more than double the world average of 4% growth in tourism.

1 312 – The number of companies that exhibited at the Tourism Indaba in May 2013.

434 216 – The number of visitors to national parks managed by SANParks in the 2012/13 financial year. This is 11,4% more visitors than the 389 624 recorded in 2011/12. There has also been a steep increase in total black overnight visitors in national parks which grew

by 19,4% from 40 534 to 48 390.

R848,9 million – Income generated by SANParks in the 2012/13 financial year. This amount compares favourably to the R762,7 million recorded in the 2011/12 financial year.

527 755 – the number of unit nights sold at SANParks compared to the 525 495 sold the previous year.

696 234 – the number of SANParks camps per person sold in 2012/13. This is a significant increase over the 658 747 sold in 2011/12.

75,8% – The rate of South African visitors to national parks.

Home Affairs manages South Africa's population

602 530 – the number of births registered by Home Affairs through the National Population Registration Campaign in 2012. The department intends to expand this number by at least 8% each year.

50 000 – The number of permits issued by Home Affairs for scarce skills.

1 346 – The number of visas issued to entrepreneurs in 2011.

Making education accessible

8 million – The number of children, in more than 82% of public schools, who received free education, in non-fee paying schools.

12.4 million – The number of learners enrolled in over 25 000 schools for the 2012/2013 academic year.

R5,173 billion – The amount allocated for the National School Nutrition Programme in 2013/14.

R213,5 million – The conditional grant allocation for HIV and Aids Life Skill Education for 2013/14.

136 047 – The number of Grade 12 learners who qualified for Bachelor's studies in 2012. This is almost double the 70 000 who qualified in 2000.

121 970 – The number of matriculants who passed Mathematics in 2012. This compares favourably to the 104 033 matric learners who passed Mathematics in 2011.

Sources: SANews, Home Affairs Budget Vote Speech and Higher Education Budget Speech.



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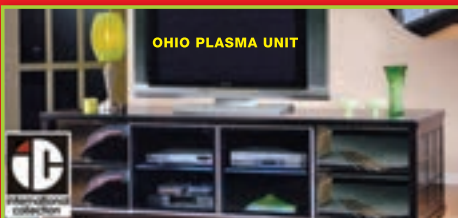


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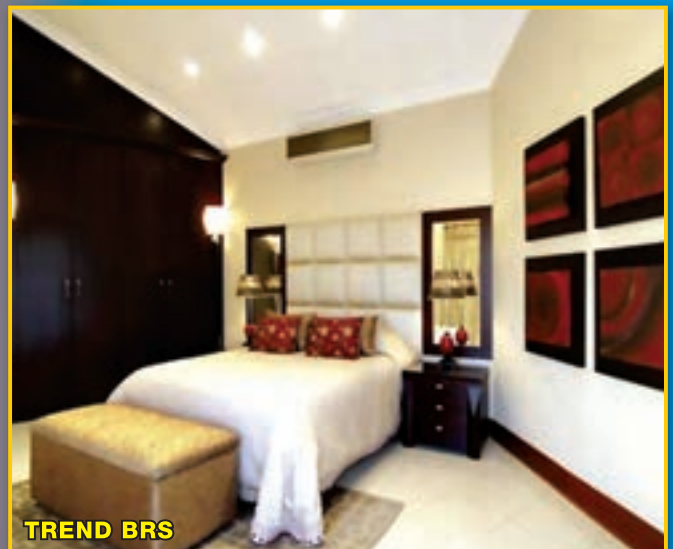


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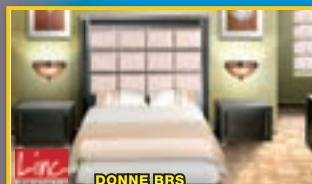
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NYDA:

Awakening South African youth

Four years after it was set up, the National Youth Development Agency (NYDA) CEO, Steven Ngubeni, says the agency has done well, but its mandate and resources need to be tightened up. The NYDA was born out of a merger between the Umsombomvu Youth Fund and the National Youth Commission. The NYDA counts among its successful programmes, the JOBS database, the second-chance matric rewrite, the Youth Build Infrastructure Development Programme, the Business Development Support Programmes and the Career Guidance Programme. The Career Guidance Programme alone has made an impact on the lives of more than 556 000 young people over the last three years. Ngubeni says despite its best efforts to address the needs of the youth, NYDA programmes have had minimal effect because of the sheer scale of the challenges facing the youth, which he ascribes to historical backlogs. "The interventions we provided are renowned all over the world, but we do it on a small scale."

According to Ngubeni, the NYDA only attends to 500 000 young people annually. An additional one million youths are in contact with the NYDA, he adds. But the growing number of youths in need is overwhelming.

Ngubeni says some 4,7 million young people are not in school. They are mostly unemployed and some haven't finished school. "They include unemployed graduates."

Ngubeni, who has been CEO since 2009, says the restructuring of the NYDA has been successful, but remains a work in progress.

With its current mandate and resources, Ngubeni adds, the NYDA leaves millions of young people unsatisfied and unhappy. Ngubeni says to address the needs of all young people meaningfully the agency needs about R380 billion. The organisation needs R1 billion a year to fulfil its obligations, says Ngubeni. "We have built a business case. We are hoping for a considered decision."

He adds that the National Youth Development Agency Act needs to be reviewed, and the NYDA will lobby for the act to be amended.

"I think we need to have clearly defined and achievable key performance areas and key performance indicators. We are criticism for things we cannot control.

"The Act should be more focused. The mandate for the agency in relation to youth development should not be all over the show."

The NYDA is already repositioning itself to be more focused. The newly appointed NYDA board has "shifted the core business of the NYDA away from >>



MPUMALANGA REGIONAL TRAINING TRUST

EMPOWERMENT THROUGH TRAINING

Mpumalanga Regional Training Trust (MRTT) was established in 1993 and registered as a Section 21 of Companies Act, (Act No. 61 of 1973) as a non-profit organization, and listed as Schedule 3C of the Public Finance Management Act (PFMA) (Act no. 1 of 1999). MRTT is mandated to develop the human resource base of the Mpumalanga Province through the provision of experiential, practical, technical, hospitality, tourism, entrepreneurship and life skills training. The main focus is to empower learners, primarily the disadvantaged communities

especially the youth, industry workers and government employees, to participate in the broader economic sphere of the Province and beyond. In April 2009, MRTT was also accredited as a Construction Centre of Excellence (CCoE) in April 2009 by the Construction SETA (CETA). Construction Centres of Excellence are CETA's flagship institutions that seek to build and sustain South Africa's competitive advantage through the wide provision of Qualified and Skilled Artisans in the construction field.

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MRTT



Enterprise Finance and Skills Development towards Education and Skills Development".

The NYDA will therefore reposition itself as a catalyst to ensure that things happen. "The glaring challenges we face mean that the NYDA will work hand in hand with civil society to improve literacy and numeracy levels among the youth." This emphasis on education and skills development resonates with the struggle waged by the youth of 1976, he adds.

The class of 1976 must never be forgotten

Ngubeni expresses concern at what he calls the loss of historical memory by the present generation of young people. "Without appreciating what the previous generation went through, the young people of today will be like a tree without roots. They must understand what the young people of 1976 went through. It is important that as youth, we must understand our history."

Like the class of 1976, the youth of today face challenges that require a focused, collective effort to overcome these challenges. "We must galvanise the youth to take up the same attitude, with the same vigour to face up to current challenges and bring about economic emancipation."

During Youth Month the NYDA will play its part in educating the youth about their history and will take over 150 youths from all over the country on a tour of historical sites. The tour will culminate at the Hector Pieterse Memorial in Orlando.

The agency will also host the Youth Awards in Sandton. The awards recognise young leaders who are doing great work in their own right through a rigorous process. "Through these awards, we tag leaders without a title – ordinary youth South Africans who excel in fields such as education, entrepreneurship, the arts, technology and innovation."

The awards will also recognise government entities and individuals in the private sector who are doing work to promote youth development. To ensure the integrity of the awards, the NYDA undertakes to engage an independent adjudication panel and auditing company that will verify the results. "We don't reward mediocrity."

Rising up to new challenges

Today's youth, says Ngubeni, should emulate the attributes of courage, determination and character to defeat challenges that come their way. "The youth of today must have the same zeal."

The youths of today face different challenges. For Ngubeni, the key challenges facing the youth of today are:

- unemployment
- lack of opportunities in business – business don't trust them
- access to proper educational opportunities for the world out there
- the HIV and Aids scourge
- economic inequality across racial lines

The Quarterly Labour Survey released by Stats South Africa last month put the rate of unemployment for the first quarter of the year at 25,2%, up from 24,9% in the last quarter of 2012. For the first time, the survey isolated the youth who are not in employment, education or training (NEET).

"The average NEET rate among those aged 15–24 years is 33,5%, with the NEET rate for women (37,0%) higher than that for men (30,0%)."

Ngubeni says 70% of the unemployed are young people between 18 and 35 years. To tackle the problem of youth unemployment will require decisive interventions. He adds that the NYDA will take it upon itself to draft a Youth Employment Plan.

"What makes the problem more difficult to tackle is that parts of the system are not speaking to each other. We must ask are we training enough young people to work in green economy?"

Another intervention should be on boosting entrepreneurship. "The recent global entrepreneurship monitor has suggested that entrepreneurship in South Africa is on a

decline. We must arrest that trend," he says. Ngubeni says more should be done to match industry needs with what universities produce. "We must compare what industry is looking for against what young people are trained in. The Youth Accord starts this debate."

Youth Accord opens avenues

The Youth Employment accord was signed by government, labour, business and social organisations on 18 April following protracted negotiations.

Part of the agreement provides for incentives for industries setting aside jobs for young people. Government departments are also encouraged to take more young people on board. The accord responds to the multipronged interventions required to put the youth on a proper footing, says Ngubeni. He emphasises that the intention of the accord is not to displace older workers but to create new jobs that will prioritise young people.

"South Africa needs to start investing in youth development. We need to hone the skills of young people. So the youth accord is on track."

For Ngubeni, Youth Month offers an avenue to lobby Government to do more for the youth. "We expect Government departments to set aside things for young people to do."

But he admits that the Youth Accord cannot be a cure for problems facing young people. "It won't get everybody employed, but it gets the various sectors to wake up and act."

Looking ahead

Going forward, Ngubeni says the NYDA will conduct quarterly surveys to keep track of how the lives of young people change. "We have a strong monitoring and evaluation unit to do that. The agency will continue to compile the status of the youth report, which is a three-year review of the status of young people. "The report is tabled in Parliament. It is an important informative tool which informs planning."

As a parting shot, Ngubeni calls on senior leaders in government to prioritise the youth in their programmes. "We must make sure that all plans and programmes don't go through if they do not have a bias towards young people. The stats speak to a need for us to focus. ^{PSI}

Where were you born?

I'm a farm boy from Delmas in Mpumalanga. That's where I was born and raised. I only moved out for the first time when I went to study at the then Wits Technikon in 1996.

What is your educational background?

I did my National Diploma and a Bachelor of Technology in Town and Regional Planning at Wits Technikon (now the University of Johannesburg). After that, I did a Master of Arts in Developmental Studies from Nelson Mandela Metropolitan University (NMMU) in 2003, followed by a Master of Science in Build Environment from NMMU in 2007. Last year, I completed a Masters of Public Administration Degree with the University of Stellenbosch. I am now registered for a Doctorate on National Development Planning and the involvement of youth.

What is your previous work experience?

I started working in 1996 as a junior town planner at Teraplan Associates. I was later promoted to senior planner, dealing with development planning, before I left in 1999.

From 2000 to 2002, I was a senior planner at the Insite Design Solutions. After that I became a building inspector in the Delmas Local Municipality before I was appointed director of technical services at the Emakhazeni Local Municipality from 2004 to 2007.

I left in 2007, to take up a position as municipal manager of the Victor Khanye municipality, which is the Old Delmas. In 2009 I was appointed CEO of NYDA.



From humble beginnings working as a secretary to taking a seat as a Chief Director in the highest office in the land, Doreen Kosi has worked her way up the Public Sector ladder.

Kosi grew up in Annshaw location in Middledrift, Eastern Cape, as the eldest of three children - a position that came with huge responsibility. She was left in the care of her aunt, Elbrona Tyali while her young single mother, Mavis Tyali sought employment in Port Elizabeth to provide for her. Kosi says her mother taught her to respect education, as it is a key to life, and also taught her the importance of independence.

A few years later, her mother married Boyce Fans, who helped raise Kosi and ensured that her schooling was taken care of. After completing matric in 1987, Kosi found herself at home with no financial

means to pursue tertiary education. She began ballroom dancing and even though she loved it she had a dream to study further.

Her stepfather, Fans, stepped in and helped Kosi get a bursary from his employer National Trading Company in Port Elizabeth. "Many people associate stepfathers with negative connotations, but my stepfather really was and still is a great father who only wanted the best for his children." With this breakthrough, Kosi went on to study Office Administration at the then Ciskei Technikon in 1989. After completing her studies, she got her first job as a secretary to the managing director of a factory that made designer jeans in Dimbaza Eastern

From ballroom to the boardroom

Writer: Samona Murugan

Photographer: Sbusisiwe Magwaza

Cape. She earned R300 per month. This is where she got her first bite at the working world. "I was hungry to learn as much as I could even though I was a secretary at the time, I wanted to be the best secretary in the country."

However, working for a strict boss feared by many, inspired Kosi's progression. "There is sometimes a misconception of the gap between secretaries and those who manage them - but I believe regardless of your title, you must treat each other with mutual respect and dignity - that is key."

Widening horizons

Kosi then moved to the University of Fort Hare in Alice as a library assistant, and a year later, was promoted to the position of secretary to the Dean of the Faculty of Science, Professor JR Seretlo.

Kosi made her mark as a hard-working, diligent and dedicated secretary and won the Eastern Cape Secretary of the Year award in 1992. Subsequently, she was promoted to secretary to the university planner and later acted as secretary to the deputy Vice-Chancellor's Office. It was while she was acting in this position that she decided to relocate to Gauteng in search of better opportunities.

Kosi chuckles as she remembers attending a graduation ceremony at the university and vowed that one day she would be up there receiving her degree. That dream awoke a fire in Kosi and she registered for a bachelor's degree in communications.

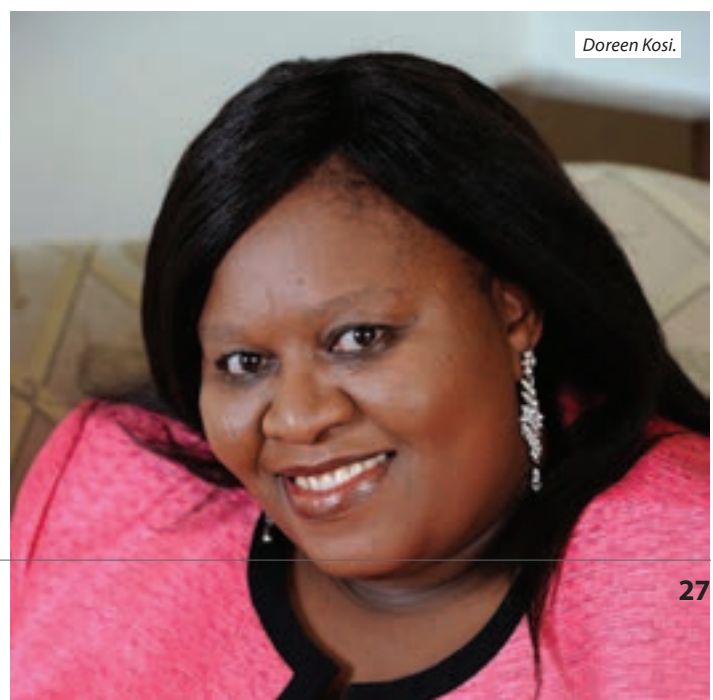
In 1996, just three months after giving birth to her son, Thando, Kosi found herself in a new province, new city, new job, with a new title, on her own with no family support - it was a lot to take in all at once, but she persevered.

She began work as an Assistant Director to the then

national director-general, Professor Chabani Manganyi. Professor Manganyi, a psychologist by profession and a very good reader of human character, unknown to him, made a huge impact on her life. He had the ability to bring out the best in her and it was in this office exposed to his teachings where she got a foundation in understanding people and the Public Sector. She excelled and became the best she could be, and landed a promotion to the position of Private Secretary (Deputy Director) to the then Minister of Education, Professor Sibusiso Bengu, who also propelled Kosi's career forward. There was no turning back. Kosi had started laying the building blocks of her inspirational long career in the Public Service.

In the oval office

The knowledge and experience she had gained from the then Department of Education, led her to land a job as Private Secretary (Deputy Director) to the then Deputy President Jacob Zuma (who taught her the value of Ubuntu) in 1999. This is the same year Kosi got married. That position marked the beginning of her 14 - year journey through the highest office in the country - The Presidency. In 2002 she was promoted to director of personal support services and administration unit and in 2005 she landed the chief director position in the same Unit. After challenging herself to take on a new role, she changed portfolios within the same office and became chief director of strategy >>



Doreen Kosi.



CELEBRATE NATIONAL YOUTH SERVICE TRAINING

The Department of Defence has successfully instituted a National Youth Service (NYS) training programme since January 2011 in collaboration with participating state departments. A total, exceeding 5 000 youth from the Department of Rural Development and Land Reform (DRDLR), and 500 from the Kwa Zulu-Natal Provincial Government have participated in the DOD NYS programmes to date.

The NYS programme is in answer to the government's call to address the plight of extraordinary high number of unemployed youth. The government's intent is the integration of the youth into the economy by providing them with

appropriate and targeted skills based on the four pillars of:

- Provision of basic hard skills
- Discipline
- Entrepreneurial and vocational skills
- Social development and upliftment

From these four pillars' the South African National Defence Force excels in the second pillar of instilling discipline by virtue of its mandate that require well-disciplined and professionally trained soldiers to defend the sovereignty of the State.

Therefore the curriculum of the DOD NYS programme provides subjects such as drill, physical training, leadership, civic

education, life skills, youth regeneration, diversity management, environmental management, public service induction, communication and social responsibility.

The programme is focussed on character building in order to deliver youth who have developed self-discipline, are proud South Africans and can take the lead in their communities. No combat skills are developed and the DOD NYS programme is thus non-military training.

On conclusion of the DOD NYS programme, the participants return to their own departments to continue with their youth service programme that entails opportunities to develop



Lt Gen Derick Mgwebi, (Then) Chief of Human Resources with Ms Selina Hlakane (30) from Sedibeng District, Gauteng, who had undergone training in self-discipline and patriotism



Mr Anton Van Staden, the National Rural Youth Service Corps programme manager, congratulates one of the graduates after handing a certificate to her



Congratulating the first group of the NRYSC



GRADUATION AT 3 SAI 13 DEC 2012

A total of 1 047 youth reported at 3 South African Infantry Battalion in Kimberly in Feb 2013 and graduates on 29 May 2013. Two more intakes is planned for the year 2013, one intake of 1 200 at 3 South African Infantry Battalion in Kimberly starting in Aug 2013, and another intake of 1 000 at SAS Saldanha starting in Aug 2013.

hard skills through mainly Further Education and Training Colleges. The skills development provided by DRDLR's National Youth Service Corps (NARYSEC) is in the domains of construction, agriculture, disaster mitigation, office management, basic administrative skills, project administration and enterprise development.

The skills development phase is followed by community service where the skills developed are practically applied while being mentored. On conclusion of the four year NARYSEC programme, the participants are in positions to be employed, or to contribute to

the economies of their respective communities through entrepreneurial enterprises.

The DOD NYS programme fulfils a niche that enhances the youth programmes presented by other government departments. The effect of the DOD NYS programme is reflected in the behaviour of the youth returning to their own departments' programmes. They display self-confidence, respect towards others and a disciplined approach to the skills development opportunities offered. Given the limited spare capacity of the SA Army, SA Navy and the SA Military Health Service to present and support the broader NYS programme, only a

small number of youth may have been reached, but significant citizen building is offered. Each of these youths will have a significant impact on the socio-economical upliftment of their communities.

THE DEFENCE FORCE



DOD



SANDF



SA ARMY



R Adm (JG) Khanyisile Litchfield Tshabalala (Ret), Head of the Secretary for Defence's National Youth Service Task Team (right) awarding a graduate her certificate



Self defence exercises



National Rural Youth Service Corps members singing, dancing and cheering after receiving their certificates for undergoing training in self-discipline and patriotism



and special projects in 2009. Kosi is among the few long-serving staff members in the Office of the Deputy President, who collectively possess the valuable institutional memory of the Branch and The Presidency. She was proud to confirm that in her time in The Presidency, she served four Deputy Presidents with professionalism and dedication. Her emotional intelligence, maturity, experience and hard work have stood her in good stead. Working in The Presidency helped her sharpen her inter-personal, management and leadership skills and working with such high powered and influential people has enabled her to deal with diverse leadership styles and high level politicians. She learnt to deal with difficult customers at all levels, internally and externally, and she has become an excellent negotiator in the process.

Kosi adds that South Africa is fortunate in that it has a big pool of great leaders, some of whom she had the privilege to serve under. The fact that Deputy Presidents and Presidents take office without so much as an induction, but hit the ground running is testimony to their greatness and ability to lead and do any job they are tasked with. She has been an active part of the administration to these great leaders and had to master working in highly pressurised conditions, where there was no room for mistakes.

During her time in The Presidency, Kosi took her personal development seriously. Between balancing her busy professional schedule and complex environment in The Presidency with her family life, she managed to acquire qualifications in public relations, community relations, labour relations, complete a management advancement programme and master of management degree in Public and Development Management through the University of the Witwatersrand Graduate School of Governance in 2009. She is grateful to her husband

for his support throughout the years she was studying, as he literally took over and ensured that there is sanity in their household. Kosi also participated in the General Electric CEOs Programme at Crouton University in the United States of America in New York in 2009.

Time to bow out

After her exceptional and inspiring journey within the Public Service, her advice to her fellow public servants is to make it their business to continuously study and develop themselves. She also advises public servants not to let titles and egos distract them from the fact that at the end of the day, "we are all public servants striving to improve the lives of people".

Aside from her work and family, her other passion lies in the development of communities. Having been in the policy-making environment for many years, Kosi has decided to take up a position at the pharmaceutical giant Adcock Ingram Healthcare as their executive manager in government relations.

"I thought it was the perfect transition from the public to private sector for me. Their vision is to be recognised as a leading world class branded healthcare company and their mission is adding value to life".

Kosi is excited that the vision and mission of the company, which she joined in May, will tie in with the government's five priority areas, in particular, the health objective. One of the strategic priorities of government is to "Improve the health profile of society".

"Therefore, I look forward to actively facilitating and driving the potential partnership between Adcock Ingram and government in realising the improvement of society's health profile."

She hopes to use the experience that she has gained over the years and continue from a different perspective to contribute towards the development of communities.

Kosi says her greatest achievements in life are her three children and husband. "They are my foundation and my first priority, at times it gets extremely hard to balance both work and family. I have realised that work will always be what I do, but my family makes up who I am and what I stand for in life."

She adds, as women in senior management positions the Public Sector, we should not feel guilty about expressing our femininity and placing our families on par with our jobs. That is who we are and nothing should shake that. Kosi believes that in life one should, "Make choices, commit to them and live with the consequences".

Developing confident public sector managers

FINANCE AND ACCOUNTING SKILLS

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Mr Dankie Sindane
CEO of OBANZI

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Towards a more productive, professional Public Service

Effective bureaucracies are widely considered to be crucial for ensuring the seamless delivery of services on a large scale in an efficient and effective manner and, more broadly, in supporting the machineries of a modern state.

In responding to the challenges raised in the Diagnostic Report by the National Planning Commission (NPC) and as a general measure of leading the Public Service to higher productivity, the inaugural Government Leadership Summit was recently hosted by the Ministry for Public Service and Administration (MPSA).

The summit served as a platform for government's leadership to have a dialogue on how we meet the developmental agenda of our government and to create a working understanding of how we implement the steps deemed necessary

by the National Development Plan (NDP) to lead the Public Service towards higher productivity.

The development plan acknowledges that to address the twin challenges of poverty and inequality, the state needs to play a transformative and developmental role. This requires well-run and effectively coordinated state institutions with skilled public servants who are committed to the public good and capable of delivering consistently high quality services, while prioritising the nation's developmental objectives.

Despite having numerous frameworks and guiding documents in place, the Public Service has not always been responsive to the needs of citizens. Our Constitution, which is the cornerstone of our democracy, calls for these basic needs to be met. Chapter 10 of the



Minister for Public Service and Administration Lindiwe Sisulu.

Constitution clearly articulates the basic principles and values of public administration for a state at our level of development, a Public Service whose values are undifferentiated by either sphere or sector.

The Government Leadership Summit was therefore a space for introspection by senior government leaders addressing amongst other concerns what needs to be done to improve the organisation, co-ordination and seamless integration and general administration of government.

The diagnostic report produced by the NPC concludes that, in the main, South Africa has not suffered from a lack of policies or from having incorrect policies but rather from the inability to effectively implement these policies. Three of the main problems identified in the report include a high policy turnover, a high staff turnover and a critical shortage of technical skills and no effective staff development strategy.

Intergrating state institutions

From the summit, there was consensus that a strong developmental state should concentrate on what should be done to promote wealth creation and social protection in an era of globalisation. The character of the institutions of the State should therefore determine the capacity and capability of the State to become a developmental engine for growth and redistribution. The Public Service stands at the centre of efforts to accelerate and share growth. The success of the Public Service depends on the ability of the different institutions of the state at different levels of the system to integrate their activities towards a common strategic goal.

As a government, we are pushing for the successful implementation of our programmes through the three-sphere system of government. The basic structural challenge confronting government is a tension built within the intergovernmental system, sometimes colloquially referred to as a "hybrid quasi federal system." It reflects a challenge of getting the right mix of national government's imperative to manage direct control over outcomes and impact of resource distribution and utilisation. These resources must support policy decisions and implementation within a system that provides significant discretion to the two other levels of government within uniform norms and standards.

The Office of Standards in the Public Service (OFSTIPS) currently being set up will ensure that the decentralised public administration and management are exercised within the checks and balances, control points, norms and standards, performance management and reporting, and compliance mechanisms determined nationally for the Public Service.

Shortcomings identified by the diagnostic report such as the critical shortage of technical skills and the ineffective staff development strategy are among the aspects that will be addressed once the Public Administration Leadership and Management Academy (Palama) is transformed into the National School of Government (NSoG).


New cadres of the Public Service

Our goal is to have the School of Government as a centre from which Public Sector training is coordinated, and curriculum and training standards directed. It will be a hub for training and development opportunities to professionalise the organs of State and develop required competencies, in support of service delivery that is driving sustainable growth and other development goals. We are also fast-tracking various development interventions and programmes to ensure that public servants are professional, skilled and adequately rewarded.

While the strategic vision of government is to achieve a united, democratic, non-racial, non-sexist and prosperous society, such a vision can only be realised by inspired public servants, conscious of their role at this point in history.

The inaugural Government Leadership Summit thus served as an interactive space for engagement and to inspire senior managers in the Public Service to lead their respective institutions to service delivery excellence. A commitment to excellence was resolute from this Summit.

As the Public Service Ministry, we realise that many drivers in the Public Service managerial system inadvertently discourage excellence. We are working on putting in place long-term and sustainable responses to these challenges. Notwithstanding the setbacks, we call upon public servants to be aware of the institutional measures being put in place to create uniformity in the norms and standards and to enhance productivity.

A welcome commitment from the Government Leadership Summit has been for the Public Service leadership to be dynamic change agents who seek to change society and to be responsible stewards of the public's trust. 

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



Treating social ills

*Writer: Samona Murugan
Photographer: Kopano Tlape*

Vuyane Mhlomi is living his dream. The passionate 25-year-old medical officer is currently completing his medical residency at the Chris Hani Baragwanath Hospital in Soweto, and gaining a reputation as one of the most dedicated and zealous youngsters treating ailing bodies and uplifting communities.

Born in Khayelitsha in the Western Cape, Mhlomi and his three brothers were raised singlehandedly by their mother, after the death of their father.

After matriculating from the Alexander Sinton Secondary School in Athlone in 2005, he pursued his passion for medicine at the University of Cape Town (UCT), becoming the first member of his family to graduate from a university.

"I've always wanted to be a doctor, partly because my father was very ill and because of my mother's heart condition. I wondered what caused these problems and my concern and curiosity led me down this path. Also, my bad experience as a Public Sector patient prompted me to be in a position where I could bring about change."

Mhlomi says despite the short time Public Sector doctors get with patients, they should strive to deliver quality treatment over quantity.

"All we get is 10 minutes with a patient during which we offer the best care we possibly can. We should not be defined by our heavy workload or the overloaded health system. When we meet a patient, we are the only representatives of the public health sector to them."

"Yes, sometimes doctors do get frustrated and are exhausted after working long hours but we are dealing with patients that have been failed by the system already. The last thing they need is to be failed by us."

Mhlomi graduated in the top three percentile of his class at UCT and strategically applied for an internship at the Chris Hani Baragwanath Hospital. "I wanted to go to a place where I could make a difference."

He chose this hospital because of its high volume of patients. On av-

erage the hospital treats about 700 trauma and casualty patients a day and delivers an average of 500 babies a month. "I believe that the more patients I treat the better I become."

Treatment for what ails the system

With these high volumes come great challenges, says Mhlomi. The long hours, lack of resources and skeleton staff are all factors that affect the quality of service a patient receives.

"When you know how to help a patient but physically do not have the resources, it is extremely frustrating. Things like running out of bed space and the inappropriate referral system. Sometimes this leads us to turning patients away, not because we don't want to see them, but because we cannot offer the specialised care they need."

To date, the Department of Health has under taken many interventions to improve the overall public healthcare system, however, much more needs to be done, says Mhlomi.

"First and foremost we need an appropriate referral system. In my line of duty, I see many things that should not be seen at a tertiary institution. Another aspect government could improve on is the distribution of medicine."

Currently all medicine is sent to one regional hub, and then distributed to various hospitals and clinics. "This needs to be changed because medicine doesn't reach us. We don't receive certain medicine we need to treat our patients."



Another cause of the poor supply of medicines, says Mhlomi, is unpaid debts. "Hospitals don't receive medicine because of debt from the previous year. This has a huge impact on the healthcare and our patients suffer."

Other social challenges Mhlomi and his team have to deal with are crime and disease.

"I will never forget treating a man who was brought into the trauma unit with stab wounds. He was unconscious but as soon as we had resuscitated him, he had to be moved off the bed so that we could treat another patient. Luckily patients understand that we

are faced with limited resources. They get up and are grateful to be alive, but this is not the quality of healthcare we should offer our people. We should ask ourselves if we were these patients, would this be the care we would want. The answer is no. We cannot just provide healthcare, we need to provide quality healthcare – that is the difference."

Despite these hiccups, Mhlomi says the support he receives from his colleagues makes his job bearable.

Taking the medical route out of poverty

Giving back to the community is very close to Mhlomi's heart. >>



After completing his internship, he would like to apply to carry out his community service at a rural hospital.

"Everything I have done so far has been a career move to improve myself and my future as the best doctor I can be. However, I feel community service has been given to us doctors so that we can help people who would otherwise receive no care at all. Doctors should look at community service not as a career move but as a chance to make a difference in any way they can."

Increasingly, doctors are opting to relocate to practise medicine overseas, leaving gaping holes within the healthcare sector. Mhlomi says most students leave for better salaries or to find a place where they can practise with adequate resources and not face high volumes of patients.

"Many students become doctors to change their own circumstances, and it makes no sense that they work with the hope of trying to change someone else's circumstances while their own remains the same. It is not easy, because they have that pressure back home that after studying for so many years their family still struggles. So, I understand why people leave to create a better future for themselves and their families."

Many people also leave for other reasons. "We work in a system that is unrewarded and unrecognised. We push our limits and people do not appreciate what you do, so the circumstances make one seek better opportunities."

Mhlomi says treating patients who are appreciative is the best part of his job. Being able to get a smile or a hug from a patient fuels him, he admits.

Through all the long hours and various challenges, Mhlomi

says what keeps him going is his greatest strength and hope. "I dream of creating a system where I treat a patient who gets a second chance at life, and in turn that the patient can go back and change his or her own life and circumstances. As delusional as that may sound, the constant hope that things will get better is what keeps me going."

Bright sparks of tomorrow

It is this dream of hope and change that inspired Mhlomi to start his own foundation to help other learners from disadvan-

tagged communities.

The MH Foundation, which began in 2012 in Mhlomi's hometown, Khayelitsha, helps young people to fulfil their dreams. It identifies students in grade 8 and grooms them into great scholars. So far, the foundation has helped 10 learners. "We cover their school fees, uniforms, stationery and identify three careers of interest and mentor them in their areas of interest. We believe children can dream, but are often limited in terms of what they are exposed to. We push the limits and expose them to a world of knowledge, assisting them to dream bigger."

The biggest threat facing South Africa, says Mhlomi, is not HIV and Aids, the high rate of crime or even impoverished communities. The biggest threat to our country is the lack of dreams by young people."

To date he has helped many youngsters become independent, well-rounded, free-thinking learners who work hard and realise their true potential. The foundation, however, relies on donations. "The more money we raise, the more students we can help."

Despite his success, Mhlomi says his feet stay firmly on the ground, thanks to his mother, Nomsa.

"She is an incredible woman who has raised me well. No matter where I go, I will never forget to stay true to myself, be grateful for all I have and seize every opportunity with both hands, like she taught me." 🙏



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Dining With *Deena* Part III

It's been seven months since Montecasino opened the doors to the new restaurant Aarya. Since then hundreds of fans have flocked to there for a taste of the culinary talent that created the first ever South African master chef - Deena Naidoo. The restaurant's popularity is testament to the influence and charisma of the man behind it all. "I have been overwhelmed and humbled by the positive feedback. My initial fears of opening my first restaurant are now a distant memory, and thanks to my dedicated staff I can now proudly refer to myself as a restaurateur."

And a restaurateur he is. Deena has been through

the highs, the lows, the moments of frustration and of elation, learning some very valuable lessons along the way - one being that the restaurant industry demands hours of hard work, dedication and personal sacrifice.

When asked what else he has learnt, Deena says, "Success as a restaurateur requires you to surround yourself with a team of driven individuals you can rely on and who share your passion - you cannot do it alone. You also can't please everyone, but this shouldn't stop you from trying. Lastly, learn from your harshest critics, because they are in effect bringing faults to your attention, which gives you the opportunity to correct them immediately."



French - style mussels

Ingredients

- 3 tablespoons extra-virgin olive oil
- 2 shallots, finely chopped
- 4 garlic cloves, finely chopped
- 1 kg mussels, cleaned
- 200g chopped carrots
- 200g chopped celery
- 1 cup dry white wine
- 1/2 cup heavy cream
- 4 tablespoons unsalted butter, cut into pieces
- 1/2 bunch fresh parsley, chopped
- Crusty bread, to serve

Deena shares
his famous mussels and
milk tart recipes with
you.

Method

Heat the olive oil in a large pot over medium-high heat.

Add the shallots and garlic and cook until softened, about 5 minutes then add brunoise of vegetables. Add the mussels, wine, cream, butter, and parsley and season well with salt.

Give it a good stir, cover the pot, and cook until mussels open and are cooked through, about six minutes.

Divide the mussels and the juices between 2 bowls and serve with the crusty bread.



Deconstructed Milk Tart

Ingredients:

- 200g butter puff pastry
- 100g icing sugar
- 5g pectin powder
- 150g castor sugar
- 1/2 tsp vanilla paste
- 10ml lemon juice
- 10 basil leaves (Blanched)
- 1 Reserved Apple Poaching Liquor
- 4 gelatine leaves
- 15g sugar
- 2 1/2g cinnamon
- 500ml full cream milk
- 4 egg yolks
- 45g corn flour
- 45g milk powder
- 8 soft dried apricots
- 50g demerara sugar
- 50g brandy
- 10g fennel seeds

Method

Arlette

Heat the oven to 200°C and place the puff pastry onto a large sheet of parchment paper.

Roll out the pastry as thinly as possible, dusting with icing sugar frequently.

Once the dough is paper thin, cut the pastry in half.

Place each half on a baking sheet and cover with another layer of baking paper.

Sandwich the pastry between two baking trays and bake for about 20 minutes or until golden brown and all the sugar has caramelized.

Remove from the oven, and while still hot, cut into rectangles measuring 3cm by 8cm and allow to cool.

Milk Custard

Heat the milk with half the castor sugar until boiling.

Mix the milk powder and corn flour in a small bowl and make a smooth paste with 3 tbsp milk.

Temper the remaining sugar and egg yolks with hot milk.

Pour egg yolk and corn flour slurry into the hot milk.

Simmer until thick and corn flour has cooked out.

Remove from heat, cover with cling wrap and chill.

Use the blast chiller to set, or simply place in your freezer.

Once chilled, beat until more airy then place in piping bag.

Apricot Boeremeisies

Heat the brandy, sugar and apricots over low heat.

Leave to steep, then cool and cut into strips.



Crystalized Fennel Seeds

Toast the fennel seeds over medium heat in a non-stick frying pan. Add the sugar and as it melts, stir with a spatula.

Transfer to a parchment-lined tray and allow to cool.

Spun Sugar

Bring sugar and 3 tbsp water to the boil over medium heat, stirring until sugar dissolves.

Cook over medium heat until the mixture becomes amber coloured, and registers 150 degree C.

Plunge pot into ice to cool.

Allow caramel to cool to about 94 degree C.

Grease a metal tube (back of spoon).

Take a spoonful of caramel and wind the sugar strand around the bottom third of the metal tool, moving away from the edge by which you are holding it.

Work quickly and smoothly continue winding the sugar strand along the steel tube.

Allow the sugar spiral to cool for 20-30 seconds before you attempt to remove it.

Repeat the process for more spirals.

To Plate

Place an arlette rectangle on a plate.

Top with a rectangle of apple gel, followed by another arlette rectangle.

Pipe the whipped milk custard in small moulds, making two rows.

Sprinkle the last arlette with icing sugar, grate with nutmeg and cinnamon over it.

Place a final arlette rectangle on top.

Add a couple of crystalized fennel seeds.

Smear some warm apple mousse beside the arlette on the plate and scatter with basil and apricot strips.

Gently place the sugar spirals on top of the arlette.

To book your table at Aarya, contact 011 577 7007

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On a drive

to restore health to NW



The North West Department of Health is making strides in improving health and increasing the life expectancy of its citizens, says Member of Executive Council (MEC) of Health in the province Dr Magome Masike.

MEC Masike and his management team have a vision to increase the life expectancy of people of the province, decrease the maternal and infant mortality rate, decrease the prevalence of HIV and Aids and to ensure that the health system in the province is effective.

Achieving his departmental vision is a journey that is filled with challenges, but he is confident that his department is well equipped to navigate the challenges.

"Look, a vision is a mirage, but we are working towards it," he explains, using his hands like an orchestra conductor.

He says achieving the vision of the department requires sound leadership and commitment from staff across the province. He adds that he normally refers to the departmental staff as Team North West and when one individual fails, the department also fails.

"To achieve this vision, you need strong management and a strong bureaucracy to have an impact on society. You also need a good head of department, a good chief financial officer and a good team of chief directors. All these people need to be able to work together," he adds.



Sister Maggy Njoro shows MEC Dr Magome Masike a new Renal Unit at the Job Shimankane Tabane Hospital in Rustenburg.

Lessons from Cuba

In an effort to address the shortage of doctors in the province, the department started a recruitment programme to send students to Cuba. North West has a high shortage of doctors and has battled to recruit locally trained health professionals.

Since the programme started in 1998, 245 young people have been recruited and 50 of them have now been employed by the department. Over 140 are still

studying in Cuba while others are doing community service and their internship. The department spends in the region of R450 000 per student, says MEC Masike.

Candidates are selected on the basis of academic excellence and commitment to serve disadvantaged communities after completing their studies. Other criteria include a history of active involvement in the community, and the potential to be a dedicated and caring doctor. The department gives priority to students from disadvantaged communities.

Speaking to *Public Sector Manager* from Klerksdorp Hospital, Dr Kgotlaethata Aaron Molefi, a beneficiary of the exchange programme currently doing his community service and internship, says he is happy to have been given a chance to be part of the programme.

Molefi, now a qualified general practitioner, studied in Cuba from 2004 to 2010. He says he wants to specialise in obstetrics and gynaecology after completing his community service. "Government had a clear vision when this programme was initiated and I'm happy to have been part of it."

According to Molefi, the conditions in Cuba were not easy and his advice to new recruits going to Cuba is that with discipline, commitment, dedication and hard work they will make it.

Dawn of the National Health Insurance era

In an effort to improve healthcare in the country, government is introducing National Health Insurance (NHI). Ten districts across the country have been selected for the NHI pilot project. One of them is the Dr Kenneth Kaunda district in North West.

MEC Masike says there has been progress in the district and the preparation continues to draw positive outcomes. "The district has launched a campaign for accelerated reduction of maternal mortality in Africa (CARMMA) to curb maternal and child mortality. We've also appointed outreach teams comprising specialists.

"Although we are piloting in the district, we are also rolling out in other districts. The specialists are not only in the pilot district, they are everywhere in the province," he adds.

Through the CARMMA the department has established a maternity waiting home and a human milk bank in Potchefstroom. Pregnant mothers from rural areas go to the maternity waiting home to make it easy for them to go to hospital when their time to deliver



MEC Masike puts in some spadework for construction of Sekhing, Tweelingspan and Buxton clinics in Taung.

comes. The human milk bank is where some breastfeeding mothers donate their milk to feed infants whose mothers cannot breastfeed. This helps prevent infants born prematurely from developing necrotising enterocolitis, an infection of the intestine.

MEC Masike adds that the department is planning to open seven other milk banks across the province in the near future.

Male circumcision and HIV

Government has set a target of circumcising over four million men by 2016. The North West province is expected to circumcise 70 000 men per annum through the *Gola monna* initiative. The department has established three high-volume circumcision clinics capable of doing 200 circumcisions per week. The clinics are located in Rustenburg, Klerksdorp and Potchefstroom. Earlier this year, the department opened a clinic in Tshepong Hospital in Klerksdorp.

"We believe there are advantages and something that we can gain from this, so we are pushing it," he adds.

MEC Masike warns that being circumcised is not a licence not to use a condom. "This does not mean that people should stop using condoms."

He adds that the department has held meetings with traditional leaders and prison authorities to get their buy-in on the circumcision drive.

Taking the steam out of TB

The province has made significant progress with bringing communities on board in the fight against TB. The department has established an initiative called *Batla TB* where community members are encouraged to identify patients who live alone and suffer from TB. The department has also started to install Gene-Xpert machines, with eight facilities across the province already using them.

MEC Masike adds that the department is also introducing community decentralisation of multi-drug resistant TB, to allow patients to be treated close to their homes. 📞



MTHATHA HOSPITAL COMPLEX



Currently functioning as three hospitals in one, Mthatha Hospital Complex is located along Nelson Mandela Drive at the King Sabata Dalindyebo local Municipality, within the OR Tambo District Municipality. The Complex is made up of four institutions, namely: - Nelson Mandela Academic Hospital, Mthatha General Hospital, Sir Henry Elliot Hospital, where an Infectious Disease Clinic is situated, and Bedford Orthopaedic Hospital. Mthatha Hospital Complex services a population of 2.5 million from the north eastern region of the Eastern Cape, comprised of OR Tambo and Alfred Ndzo district Municipalities. In line with the principle of "Batho Pele" (accessibility), it also services part of Chris Hani (All Saints) district hospital in Engcobo and Madwaleni at Mbashe. Mthatha Hospital Complex is situated in one of the 13 ISRDP areas which are characterized by high unemployment and illiteracy rates. The area is mostly rural and has a high component of migrant labour.

In 2011, Nelson Mandela Academic Hospital was reclassified by the Minister of Health as Central Hospital, and through this, additional services were provided. With the increase in the number of specialities, this required an increase in the number of doctors, including an increase in the number of students.

Mthatha, as a town, has a great shortage of accommodation and the hospital struggles to house its doctors, which impacts negatively on recruitment and the retention of critical staff.



Profile of Nomalanga Makwedini

CEO, Nelson Mandela Academic Hospital



SERVICE DELIVERY ISSUES

BEDS

INSTITUTION	NO OF BEDS	USABLE BEDS
NMAH	512	509
MGH	279 & 60 Mental health beds	279 & 60 Mental health beds
BOH	191	180
Total	1042	1028

The hospital has six theatres at Nelson Mandela Academic Hospital, four in Bedford Orthopaedic Hospital and two at Mthatha General Hospital. There are 13 ICU beds and seven paediatric beds, as well as a high-care ward for trauma patients.

VACANCY RATE

CLINICAL GOVERNANCE				
DIRECTORATE	NO. OF POST	FILLED	VACANT	% VAC RATE
Doctors	330	208	122	36%
Clinical Support	186	116	70	37%
Nursing	1355	1034	321	23%

The figures above exclude student doctors, which number: 132 Interns and other groups, including 500 student nurses.

Services rendered at the hospital are:

- Paediatrics
- Obstetrics and Gynaecology
- Neonatology
- Internal Medicines
- Haematology
- Cardiology

General Surgery, with sub-specialities:

- Urology
- GIT
- Pediatric surgery
- Trauma Care

Profile of Nelson Mandela Academic Hospital

- Five Ministerial flagship projects
 - King Edward Hospital
 - Chris Hani Baragwanath Hospital
 - George Mukhari Hospital
 - Limpopo Hospital

- Nelson Mandela Academic Hospital.

ECDOH registered the project in June 2010 to:

- Develop an appropriate Academic and Tertiary platform to achieve:
 - Modernisation of Tertiary Services
 - Expand and improve medical graduate output

The Project will include:

- infrastructure to deliver services
- accommodation for staff and students
- health technology and/or equipment
- ICT
- training and research facilities and capacity
- Address the development of Academic Complex to fully developed tertiary service
- Address the need to increase the quality of teaching and the output of medical graduates

Nomalanga Makwedini, 57, was born in Komga and grew up in Mdantsane.

After her primary education in Komga, she proceeded to Mzomhle High School in Mdantsane.

Makwedini then trained as a professional nurse and midwife at Cecilia Makiwane Hospital. She proceeded to study for her first degree, B.Cur in Education, at Fort Hare University, which she completed in 1991.

In 1993 she completed her BA. Cur Honours with UNISA.

In 1999 she was awarded a Scholarship by the Medical Research Council to study for a Masters in Public Health in Sweden, which she completed in 2000.

She worked at the university of Fort Hare as a lecturer, from 1991 to 2001.

In 2001, she joined the Eastern Cape Department of Health as Director for HIV/AIDS until 2006. She was instrumental in introducing a number of ARV treatments in a number of health facilities in the province. Under her leadership, the HIV/AIDS unit managed to spend its entire grant.

She was appointed Chief Director for Primary Health Care. During this period she was posted to Mthatha in 2007 as acting Chief Executive Officer for the Mthatha Hospital Complex and held the position until October 2009.

The hospital at the time was experiencing a number administration problems which she managed to rectify.

Clinical manager Dr Mbuyiselo Madiba praises Makwedini for her achievements at the hospital:

"She has been very instrumental in making sure that we have all the staff that we need. She played a major role in making sure that all community service doctors and interns have proper accomodation. The staff morale has improved under her management," Madiba said.

In late 2009, she was recalled back to Head Office in Bhisho.

In July 2010 she was appointed Acting Deputy Director General for Clinical Services, the position she held until her appointment as Chief Executive Officer for Nelson Mandela Academic Hospital in April 2013.

Unpacking the value of coaching for the Public Service



Clearly the National Development Plan (NDP) 2030 is now our national development blueprint.

Minister for Performance Monitoring, Evaluation and Administration Collins Chabane has urged civil servants to familiarise themselves with the NDP (PSM, March 2013 Issue) and stressed the importance of civil servants continuously learning and upgrading their skills.

This is where coaching comes in handy. Mentoring and coaching work well together, but differ. Coaching is a proven method that high-performing businesses across the world employ to drive and sustain excellent performance among their teams and within their organisations.

Our Public Service now has one of the best opportunities to make coaching central to skills development and performance management.

Minister of Public Service and Administration, Lindiwe Sisulu, wants to introduce world-class capacity development processes through the proposed Charter and Governance School, alongside the work of the Public Administration Leadership and Management Academy (Palama). Coaching, especially adult learning principles and practices, should be part of this.

What is coaching?

"Coaching builds leaders, and there is a dearth (shortage) of leadership today, in every sector, in every institution, and in every country" (John Whitmore, 2009).

Coaching is a process and relationship of mutual engagement and exchange between a coach and a client. The purpose is to unlock the client's inner potential and capacity to continuously go from their current way of being to their desired way of being.

Fundamentals of coaching

Coaching leaders often means the coach and leader must strive to attain deeper personal awareness or a new direction for the leader-client. Leading means venturing ahead before others do. This is pioneering and can be treacherous for the leader. To lead effectively, the leader must make decisions that could be highly risky, unpopular, or both. Leaders with professional coaches gain courage to step-up and lead.

Coaching occurs in confidential spaces created by both the coach and the client (called a coaching container). This enables the leader to explore planned or envisaged paths, refine best practices, and especially upgrade their 'personal operating system'. Coaching is quickly becoming one of the most sought-after processes and tools for growing leadership skills and capabilities. In the the push for a transformed and dynamic Public Service this will undoubtedly improve management and leadership performance, and nurture leadership talent, while promoting ethical conduct by inculcating Ubuntu values.

Coaching and mentoring explained

Coaching is about developing self-awareness: Good coaching helps the client (coachee) deepen their awareness of own strengths and areas of development (so-called weaknesses). The coach establishes a good rapport, provides a nurturing, trusting relationship, and ensures confidentiality. Once the coachee is aware of their own strengths and gaps, they can focus their growth on what they do well, and better manage and correct what needs attention. The coach asks questions and enables the coachee to find their own answers. Many experienced coaches do NOT TELL or teach clients what to do but help them find the answers within themselves. They carefully help clients unlock their own >>



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MCVigar construction and trading is 100 % blacked owned company providing high quality products and services by four male and one female persons from the previously disadvantage group. The company is based within the Northern Cape Province in John Taolo Gaetsewe District Council and the local Municipality of Moshaweng. The managing members have vast experience in civil engineering and farming. The enterprise specializes in mining construction, road construction, building, plant machinery, building materials and supply delivery of materials and further ensuring that the level of services rendered is of high acceptable standard within the time frame and budget.



VISION

McVigar construction and trading is dedicated to be the leading Black Trading Company in the whole of the SADC region.

SERVICES

- Riversand
- Supplier and Delivery to;
- G1, G2, G3, G4, G5, G6, G7, G8 and G9
- Precious Stone
- Precious Dust
- Renovation
- Building
- Road development and construction
- Carwash
- Mechanical workshop
- Farming
- Fencing and Other Services

MISSION

In pursuit of our vision, we will strive to serve our clients with excellent service promptly whilst giving attention to maintain strong relationship that accommodate the needs of the customers by providing quality service, value for money and instil pride of ownership. We will provide fair and progressive employment practices in accordance with the company's requirements for skills and the potential of its employees, and reducing unemployment. Finally we will generate sustainable return on investments, which will reward its members and secure funding for its continued growth.



DELIVERY CAPACITY

The company has fairly enough capacity to enable it to deliver assignment of any magnitude.

EQUITY PLAN

It is the intention of the company to empower as many youth, women and physical challenged persons, in all spheres of their operation and to elevate them to the management positions as it grows from strength to strength. Is an exciting business opportunity that address the unmet need of having a fully labour intensive construction where applicable that also has a complete skill development and transfer to the unskilled labours.



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potential through questions and statements or exercises. This is why some of the most successful leaders worldwide employ coaches.

Mentoring is hand-holding and modelling how things are done: Mentoring involves a senior, experienced, or more capable person showing a less experienced, junior, or less-skilled person how things are done. Mentors show others the ropes. They do this in a safe space that is not patronising or judgmental, but respectful and nurturing for both the mentor and the mentee. The mentor must be skilled in creating an environment where the mentee shares whatever issues affect his or her professional and personal success. Unlike the coach, the mentor can TELL and show the mentor what needs to be done.

Both coaching and mentoring aim at improving individual and team performance. Although specific learning goals or competencies may be used as a basis for creating the relationship, the focus goes beyond these to include things such as work/life balance, self-confidence, self-perception, and how the personal influences the professional. This involves either enhancing current skills or acquiring new ones that support one's performance. Once the coachee/mentee successfully acquires and starts using their new skills, the coach may no longer be needed. A mentor can take over and continue the developmental journey.

The purpose of coaching and mentoring is to holistically develop the individual for their current job and for the future. Good coaching schools, such as The Coaching Centre in Cape Town (see www.thecoachingcentre.co.za), and the Centre for Work-Based Learning in Pretoria (see www.thecoachingcommunity.co.za), pay particular attention to the integrated development of the individual, taking into account their full socio-cultural context and stages of development. Coaching service providers that use such high calibre coaches include Landelahni Leadership Development in Johannesburg (see www.landelahni.co.za).

The coach's role is different from that of the immediate manager or the mentor. It is a specific intervention with a limited number of contracted coaching sessions. It is also guided by the overall purpose of the 'need for coaching' stated by the organisation or client-body. Returning to our context, it is important to note that the NDP speaks of having a capable state to deliver on its mandate. This means having public servants who are committed, passionate, focused and who provide strong leadership in ensuring that all levels of government deliver services to the public without fear or favour. They must be guided by values meant to build the kind of society in which all of us aspire to live.

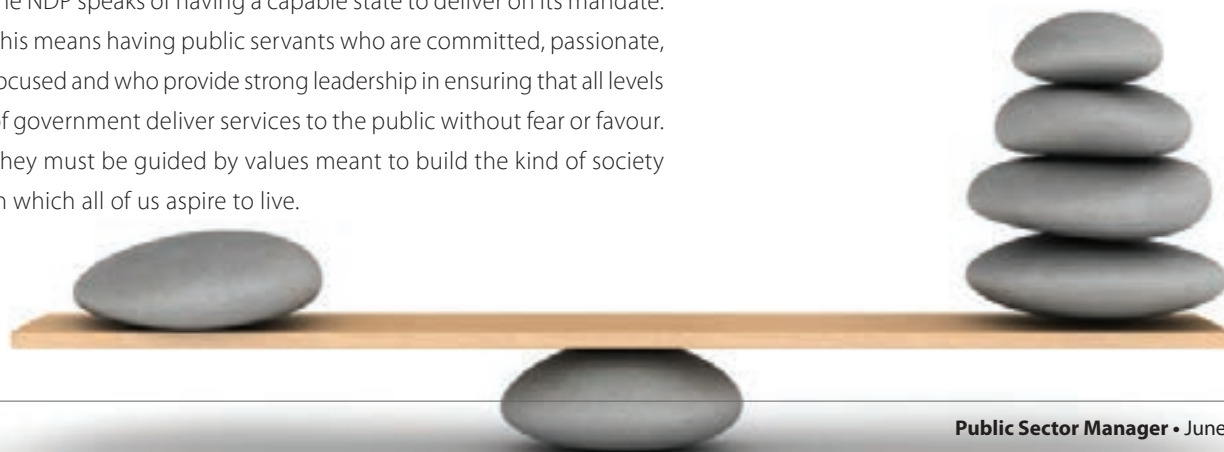
Ours is an increasingly challenging world where information that helps us improve our personal and work lives is no longer exclusive. Increasingly we are required to maintain a higher level of awareness about our own development and that of others. Global best-practice in workplace dynamics and people development indicates there is a better chance of getting the best out of employees with personalised or professional support systems that appreciate who they are, where they are in their lives, where they come from, where they want to go.

Alternatively, workplaces that treat people as though they have no personal development ambitions and no greater goals than their regular salary can be dehumanising. Fully engaged, well-coached and carefully mentored employees serve their organisations better and with greater commitment.

The best practices adopted by the South African Revenue Service, sections of the dti and National Treasury (National Treasury's Technical Assistance Unit has used coaching approaches and Gestalt Systems Approaches for several years with resounding results) must be replicated.

Individual coaching, manager-as-coach training, and team coaching, must be compulsory for all management roles to build a cadre of Public Servants who really serve the public.

****Dr Dumisani Magadlela is a Johannesburg-based executive coach, coach trainer and leadership development facilitator. He serves on the board of the Africa Board for Coaching, Consulting and Coaching Psychology (ABCCCP), and belongs to the Coaches and Mentors of SA (Comensa). Contact: dumi@nec-tactive.co.za.***





You never know who the next Madiba will be.

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



South Africa and Nigeria

partner for Africa's Renaissance



President Jacob Zuma and Nigerian President Goodluck Jonathan.

Nigeria's President Goodluck Jonathan's recent State visit to South Africa, which followed President Jacob Zuma's successful working visit to Nigeria in April this year, is indicative of the move to position the continent strategically as a global player.

This state visit was a meeting between brothers and sisters. In the words of President Jonathan: "South Africa and Nigeria are important countries in Africa and must work together so that Africa can move

forward in the drive to boost the standard of living of our people."

Our partnership is therefore about strengthening relations between our two countries and peoples which date back decades before the dawn of freedom in South Africa. Nigeria was one of the foremost supporters of the South African liberation struggle.

We remain grateful for the solidarity and support during that most difficult period in the history of our people, the fight against apartheid and colonialism.

The relations between the two countries in the post-apartheid era were cemented when we inaugurated the Bi-National Commission (BNC) in October 1999, co-chaired by the Deputy President of South Africa and the Vice-President of Nigeria. President Zuma was the country's Deputy President at the time.

A bilateral trade agreement and the reciprocal promotion and protection of investment agreement was also signed at the time of the establishment of the BNC in 1999.

The BNC continues to operate optimally under the leadership of the Deputy President and the Vice-Presidents of the two countries.

Bilateral relations

Our bilateral relations have grown further since then, underscored by a common vision of building a better Africa and improving the lives of our people.

Already the economic links are encouraging. Over 100 South African companies are doing business in Nigeria, with the biggest investment being in the telecommunications sector. Other sectors in which South African companies have invested include engineering, construction, media, banking, retail, hospitality, oil and gas exploration, and services.

We have seen keen interest from Nigerian business in investing and doing business in South Africa across a number of sectors.

We continue to urge South Africans to look at Nigeria

for business opportunities, as we encourage Nigerians to take advantage of the trade and investment opportunities in South Africa.

The South Africa-Nigeria Business Forum has been established to coordinate these interactions and exchanges.

Stimulating growth in Africa

The cooperation and partnership of our two countries augurs well for the continent as we celebrate the 50-year anniversary of the Organisation of African Unity.

We need to celebrate the anniversary among other measures by promoting stronger economic relations and trade among and within African countries.

The process of establishing a continental tripartite free-trade area should encourage the business sector to look even more favourably within the continent for investments.

The free-trade area will bring together the Common Market for Eastern and Southern Africa, Southern African Development Community and the East African Community.

This will be Africa's biggest free-trade bloc with a single continent-wide market estimated to be worth a trillion US dollars. The 26 African countries involved have an aggregate GDP of 860 billion US dollars, and a combined population of 600 million people.

The initiative is another key selling point for the continent.

Africa, open for business

South Africa will continue to encourage the private sector to invest in the Nigerian market and indeed the continent as part of promoting intra-Africa trade, a directive of the African Union.

The measures put in place to support outward investments by local companies include the relaxation of cross-border financial regulations and tax requirements on companies.

Over the last few years, the South African Reserve Bank approved nearly 1 000 large investments into 36 African countries.

Similar measures will also apply to foreign companies wanting to invest in African countries using South Africa as their regional headquarters.

With everyone agreeing that South Africa and Nigeria are the leading economies on the continent, we therefore expect >>



President Jacob Zuma introduces some of the Deputy Ministers to Nigerian President Goodluck Jonathan at Tuynhuys.



Minister for Industry, Trade and Investments Olusegun Aganga, Nigerian President Dr Goodluck Jonathan, President Jacob Zuma and Minister Of Trade and Industry Rob Davies at the South Africa - Nigeria Business forum.

to play a meaningful role in seeking solutions to Africa's challenges.

Our two countries need to work together and complement each other to push an African agenda which puts regional economic integration, and economic and infrastructural development at the forefront.

Our two countries championed the establishment of the New Partnership for Africa's Development (Nepad), which is bearing significant results for our developmental agenda in Africa, particularly in sectors such as agriculture and infrastructure.

Indeed, our two countries are a strong force on the continent. In this regard, maximum cooperation is required, so that we can contribute significantly to promoting the interests of the continent at regional and global levels.

We must complement one another and ensure that the success of the two economies contributes visibly to the ultimate goal of a successful and prosperous continent.

Promoting tourism

Also important is the need to promote people-to-people links, especially through tourism. Last year, South Africa received 73 282 Nigerian tourists, which is a 13,8% increase over the 64 402 Nigerian visitors in 2011. Our records indicate that these tourists contributed R720 million to the South African economy. To boost tourism links further, South Africa is in the process of opening a tourism office in Lagos.

We urge South Africans to visit Nigeria and explore this country which has historically played a prominent role in the continent and in world affairs.

Our two countries share a common vision on issues of political and economic integration in Africa.

We also share a common vision on the need for a sustainable conflict resolution mechanism in Africa driven by Africans.

South Africa and Nigeria also share a common vision on the need

for reforming multilateral institutions such as the United Nations, the International Monetary Fund and the World Bank to reflect the realities of the changed and changing international environment.

As we mark the golden jubilee on 25 May, it is crucial to build a stronger and well-resourced African Union to take forward the promotion of peace, security and the socio-economic advancement of the continent.

In the words of President Zuma: "Part of the capacity needed by the AU is the establishment of the African Standby Force for rapid deployment in crisis areas without delays. The need for an intervention brigade has become more crucial in light of the situations of instability in the Central African Republic, the eastern DRC and Mali, where decisive intervention is needed." And South Africa and Nigeria have to lead in this.

Towards African renaissance

This Nigerian State Visit and the World Economic Forum that took place in May in Cape Town did so against the background of positive news about the continent.


Over the last decade, six of the world's 10 fastest growing economies were in Africa.

Therefore, the outlook for the continent remains optimistic at a time when the rest of the world is facing major political and economic challenges.

According to the World Bank, almost half of the countries on the continent have attained middle-income status.

With an expected annual growth of 5%, sub-Saharan Africa is projected to continue its move from a developing region to a hub of global growth.

Africa's improved economic prospects have largely been attributed to actions taken by respective governments to end political conflicts, improve governance and create better macroeconomic conditions.

Indeed, Africa has a positive story to tell, and the continent and the world are looking at South Africa and Nigeria to continue to lead this Africa that is rising. 

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



Ehlanzeni District Municipality applies Best Practise for clean audits

Mpumalanga is known as “the place where the sun rises”. It is a province blessed with an abundance of resources, affording immense opportunities for growth and investment in mining, manufacturing, agriculture, forestry and tourism, to name but a few.

The province is rich in coal reserves and home to South Africa’s major coal-fired power stations, three of which are the largest in the southern hemisphere.

Located in north eastern Mpumalanga is Ehlanzeni District Municipality, which covers the local municipalities of Thaba Chweu, Bushbuckridge, Umjindi, Nkomazi and Mbombela, formerly Nelspruit.

For the past five years, the sun has been shining on Ehlanzeni District Municipality. Not through providence or luck, but because Ehlanzeni District Municipality, through hard work, due diligence and commitment to providing it’s communities with proper services, has outshone most municipalities, nationwide, when it comes to receiving clean audits.

The facts speak for themselves in terms of audit outcomes:

2007/8 – Unqualified audit
2008/9 - Unqualified audit
2009/10 – Clean Audit
2010/11 - Clean Audit
2011/12 - Clean Audit

After the 2014 clean Audit Goal was launched by the province in December 2009, Ehlanzeni District Municipality immediately started planning for positive outcomes by identifying



Cllr. L. Shongwe
Executive Mayor



Advocate H. Mbatha
Municipal Manager

weaknesses, strengthening management teams, attracting qualified and skilled staff, and applying zero tolerance with regards to non performance.

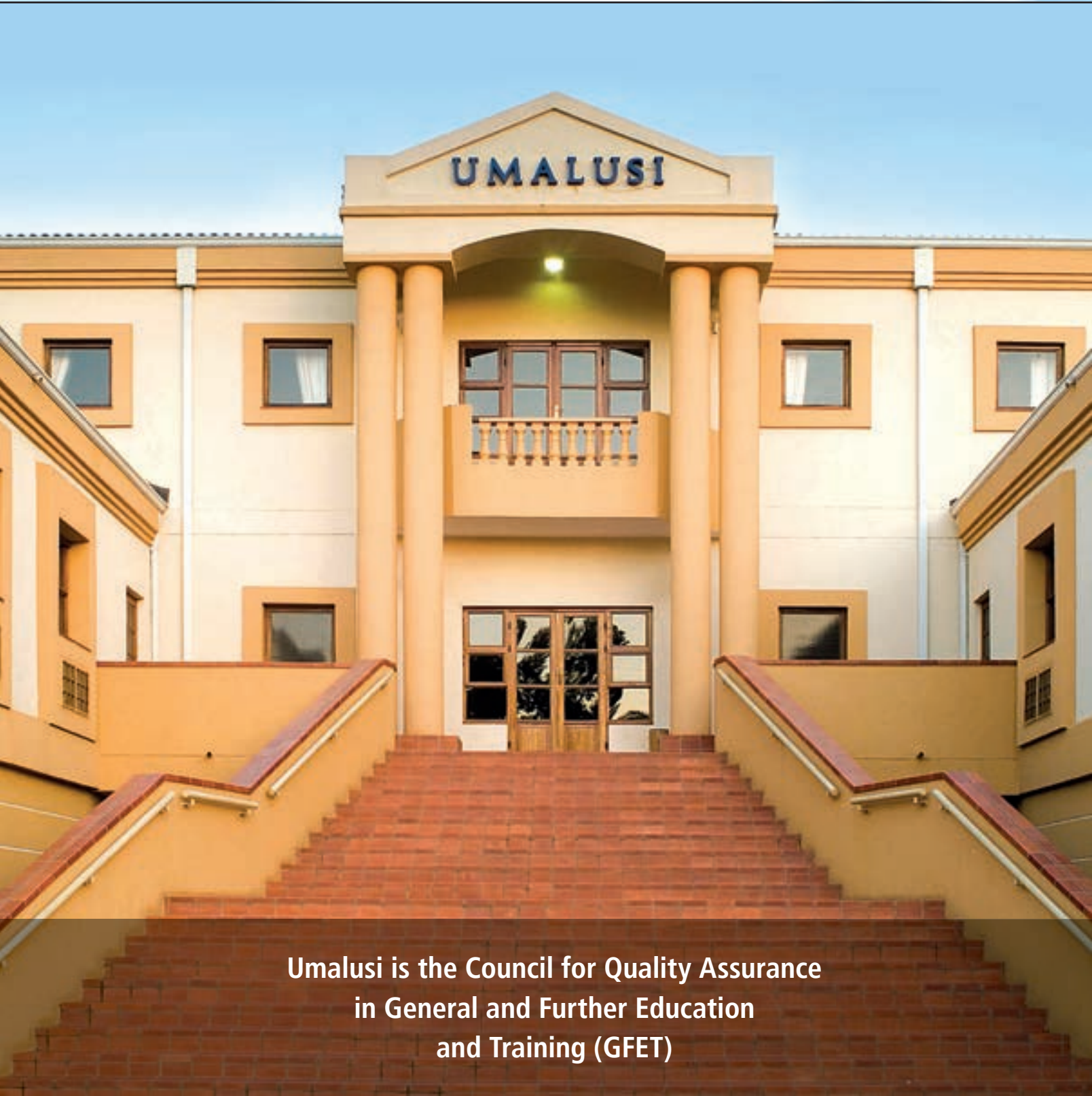
Key to this success was good leadership, with dynamic and competent management, sound financial and performance management, tight internal controls and functional governance structures.

Put into place were various committees: an informed and effective finance portfolio committee, an independent and qualified audit committee, as well as a fully functional risk management committee. Together with these, open and transparent reporting mechanisms and appropriate financial systems were instituted, making for a clean and competent administration.

The future is filled with challenges, but Ehlanzeni District Municipality is determined and equipped not only to reach, but to outshine, the 2014 Audit Goal.



UMALUSI



Umalusi is the Council for Quality Assurance
in General and Further Education
and Training (GFET)



Dr Mafu Rakometsi, CEO

Umalusi – The name is derived from the Nguni “uMalusi” meaning “shepherd” or “herder”, or, in the African context, “guardian of the family assets”. The council ensures that providers of education and training have the capacity to deliver and assess qualifications and learning programmes and are doing so to expected standards of quality.

Umalusi’s brief is to quality assure the following

- Qualifications and curricula
- Provision through the accreditation of private providers (of education and assessment) to provide and assess these qualifications
- Exit point assessments of the qualifications
- Certifying learner attainments for these qualifications
- Conducting research on matters pertaining to the GFET sub-framework of qualifications
- Advising the Minister on matters related to the GFET sub-framework of qualifications

Qualifications

The qualifications currently certificated by Umalusi are as follows:

Matriculation qualifications:

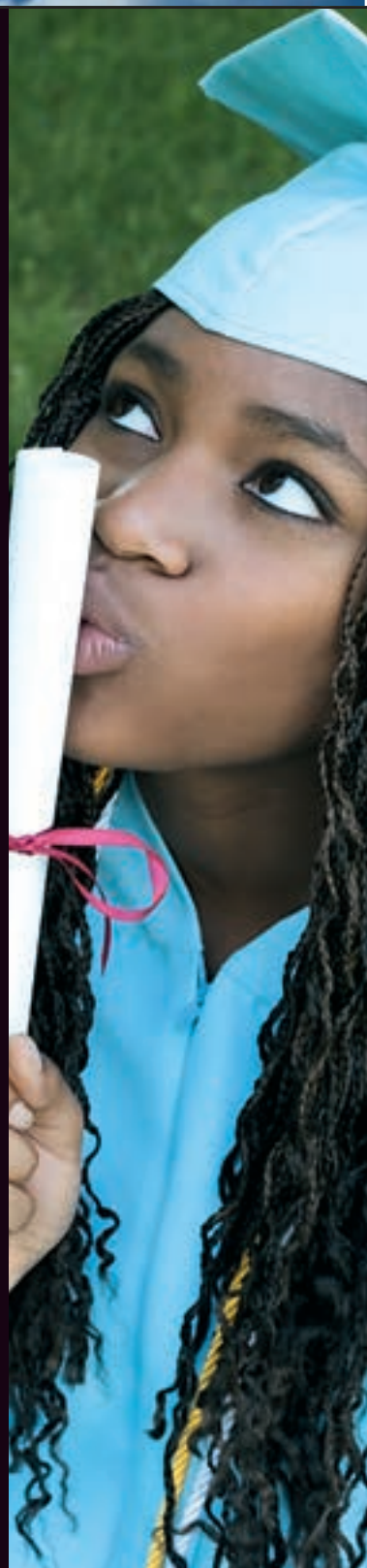
- The Senior Certificate (SC) which was offered before 2008 and is being phased out – its final examination will be administered in 2014.
- The National Senior Certificate (NSC) which replaced the Senior Certificate and commenced in 2008. Offered in schools.

Vocational qualifications:

- The National Technical Certificate N3. Offered in FET colleges.
- The National Certificate: Vocational (NCV) – commenced in 2007. Offered in FET colleges.

Adult Education and Training qualifications:

- The General Education and Training Certificate for Adults (GETC: ABET). Offered in Public Adult Learning Centres or workplaces and community facilities by private providers and NGO’s.



**Council for Quality Assurance in
General and Further Education and Training**

Website: www.umalusi.org.za

Homing on SA's housing backlog



In tackling the growing housing backlog, South Africa must not only increase the rate at which it builds new homes; it must also ensure that it builds homes that foster fully functioning communities so that homeowners can use their houses as collateral to access loans and income opportunities.

This is the vision laid out by the National Development Plan (NDP), which was approved by the Cabinet in September last year.

The right to adequate housing is entrenched in the Constitution, and the NDP notes that since 1994, when the new housing policy was launched, the country has made significant headway in providing new homes to the poor. Yet, despite the state having completed or being in the process of completing about 3,2 million subsidised units for poor families, the housing backlog continues to grow, while informal settlements have mushroomed in this time.

According to Census 2011, over half of South Africans (53%) own homes, while 25% rent homes. The remainder occupy homes rent-free. The census also reveals that the percentage of South Africans living in formal housing increased from 65% in 1996 to over 77% in 2011, mostly on the back of a fall in the percentage of those living in traditional dwellings (down from 18% to 8%).

However, the percentage of those living in informal dwellings declined, albeit marginally, over the same period – from 16% to 14%.

The cost of the backlog

Principal consultant at BMI-Building Research Strategy Consulting Llewellyn Lewis said in April that about 200 000 units of low-cost houses were being built a year.

At this rate, the backlog would rise to 3 million units by 2020, and the objective as a country should be to raise delivery to about 500 000 units a year. This would reduce the backlog to 1,3 million units by 2020.

However, tackling the country's housing needs won't come cheap. Wiping out the current backlog of 2,1 million units will cost the state R300 billion. Added to this, the cost is likely to be higher if many of these homes prove faulty. The Department of Human Settlements has already had to spend billions more fixing low-cost houses because of shoddy work by contractors. In July last year, the Public Protector launched a probe into faulty and deficient RDP houses. The investigation is still continuing.

Fraud is another cost. In February, the department announced that 1 002 officials had been convicted of committing fraudulent acts related to sub-standard government housing in the last two years, and an amount of R17,9 million was recovered. Added to this, contractors who were responsible for this shoddy workmanship are currently being prosecuted and public money is being recovered. Housing contracts worth R20 billion has been identified for investigation by the Special Investigating Unit (SIU). In February, 59 housing contracts worth R4 billion had been investigated and finalised.

Yet, even if these problems are addressed, many of the country's low-cost homes have done little to give the poor a foot out of poverty – as housing developments are often constructed far outside the city centre and are often not accompanied by the necessary improvements in social amenities and transport services. Added to this, their dull and monotonous character does little to contribute to social wellbeing. The NDP notes that because of this, the legacies of apartheid largely continue – namely areas of largely homogenous race groupings and townships situated kilometres away from the city centres in some of the least desirable areas, with poor transport links.

The steep increase in house prices has also made housing unaffordable to many South Africans, and has further excluded participation in the property market by historically excluded groups. In 2004, government launched a new housing policy, *Breaking New Ground*, which emphasises affordable inner-city housing. However, the plan says municipalities continue to focus on providing individual ownership units where it is easy to meet numerical targets. This is largely because policy and funding instruments for affordable inner-city accommodation have not been accessible, it says.

The pitfalls of housing subsidies

Even the provision of housing subsidies, notes the NDP, may have had unintentional consequences in undermining the incentive for people to upgrade their own housing, increasing their dependency on the state for the supply of private goods. Part of the reason is that new owners of RDP homes are locked in for eight years before they can sell their homes. This prevents down-

ward raiding, when homeowners sell their home for lower prices thus pushing the price of RDP homes down.

On top of this, the failure to provide title deeds means beneficiaries are denied a critical point of entry into the formal property market. A 2011 report by FinMark Trust revealed that anything up to half of all title deeds for subsidised houses had not been transferred to beneficiaries, many of whom were already living in them.

Without a title deed, beneficiaries are not able to sell their houses using the deeds registry system. As a result, informal transactions are occurring, which undermine the security of individual property owners.

Between 2005 and 2009, the number of registrations for subsidised houses decreased significantly, with less than 30% of subsidy houses being registered. Kecia Rust of FinMark Trust's Centre for Affordable Housing says a number of things contributed to homeowners of low-cost houses not being able to get title deeds. Backlogs have long existed, sometimes because in the rush to roll out low-cost houses, building plans were not properly approved, which then slowed down the process of handing over title deeds, said Rust.

But this has grown following the removal of registration as a requirement before the release of a significant portion of the subsidy payments. She added that the eight-year sale restriction has probably also removed the urgency to register title deeds.

Homes as assets

National Planning Commissioner Professor Philip Harrison said the eight-year probation on selling low-cost houses is problematic as it prevents homeowners from using the new home as collateral for loans.

Harrison, who is also the South African Research Chair in Development Planning and Modelling at Wits University, stressed that the country could not afford to continue to forever launch low-cost homes essentially free, to the homeless. In the near future, the state should fund only public amenities such as roads and parks in communities, while individuals pay for their own homes.

The problem with the RDP subsidy given to contractors is that it incentivised developers to find the cheapest land for low-cost housing developments, if they were to make a profit. This had perpetuated apartheid planning, with homes situated on land far from transport and amenities.

Harrison argued that state subsidies should not be provided for housing that is badly situated. While encouraging more individuals to fund their own homes and simultaneously continuing with its programme to upgrade informal settlements, government needs to focus more on rental housing and rolling out high-density projects along >>

key transport routes. He singled out a recent housing scheme in Alexandra, Gauteng, where homes were built with two extra rooms added on, which homeowners could rent out.

Another solution to updating backyard accommodation, he says, is to disburse housing vouchers, as these wouldn't be tied to a particular location. Ultimately, he said, homes must not just be viewed as shelters, but as economic and social assets.

Housing the gap market

A study released earlier this year is evidence that this is possible. The study was headed up by Francois Viruly, Associate Professor at the University of Cape Town and conducted for International Housing Solutions, a private equity firm focused on residential housing for the gap market. It looked at funding the so-called gap market, described as those that do not qualify for a fully subsidised house, yet do not earn enough to qualify for a bond. The NDP says this group makes up about 25% of households. Just 15% of households in South Africa have access to bond finance. Around 60% of households qualify for subsidised houses.

In his State of the Nation Address in February last year, President Jacob Zuma announced changes to the Finance Linked Individual Subsidy Programme scheme, which extends funding to the gap market. The changes mean that those earning between R3 500 and R15 000 (up from R7 000) can obtain a sub-

sidy of up to R83 000 (up from R54 238) from provinces, to enable them to obtain housing finance from an accredited bank.

According to a parliamentary reply by Minister of Human Settlements Tokyo Sexwale in April, subsidies of R189 million expected to benefit 3 780 applicants have been set aside for the 2013/14 financial year.

Professor Viruly sampled the responses of those that the private equity firm had assisted with getting housing finance. He and his team found that those who obtained homes in this sector moved beyond viewing them as a mere shelter but saw them as an asset. In addition, the appreciation in the value of these assets stimulated entrepreneurship, job creation and access to higher levels of education. In all, 72% of respondents said their quality of life had improved while only 3% believed their life had worsened to some degree.

This fits with the NDP which envisions a revised approach to human settlement, in which the state properly fulfils its obligation to providing high-quality public infrastructure and environments, while supporting and facilitating low-income households in acquiring adequate shelter. "How this will be realised requires detailed technical work, led by the Department of Human Settlements," says the plan.

The Department of Human Settlement's Green Paper for the Development of Sustainable Human Settlements is intended to answer some of these concerns.

Tackling the housing problem will require creative ideas on new instruments and incentives to stimulate the market to get involved in funding housing in a more rapid and sustainable way, while slowly phasing out the involvement of the state in funding low-cost housing.

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Tourists flock to SA

Foreign arrivals to South Africa increased by 15,1% between 2011 and 2012 – well above the global increase in foreign arrivals of 4%.

“It is because South Africans treat visitors warmly and hospitably that we see such positive results,” said President Zuma.

President Zuma pointed out that the number of arrivals in South Africa had grown by over 300% between 1994 and 2012 – from 3,4 million to 13,5 million, including 9,2 million tourists.

Some of the biggest increases in tourist arrivals had come from Brics countries, namely Brazil, Russia, India and China. Since 2009, Chinese tourist arrivals have increased by 56%, from just under 84 900 to over 132 300, while the number of Brazilian tourist arrivals increased by 45%, from 54 100 to 78 100. Tourist arrivals from India also climbed by 18%, from 90 400 to 106 800, while those from Russia rose by 27%, from 10 500 to 13 300.

President Zuma said the country’s tourism strategy aims to see tourism contributing over R500 billion to gross domestic product by 2020. Apart from the increases in tourist arrivals from Brics countries, other significant increases were: the Phillipines up 76% (from 9 200 to 16 200); Turkey up 30% (from 10 300 to 13 500); Tanzania up 25% (from 28 600 to 35 900) and Canada with 66 800 (up 16%).

Botswana tightens passport control

The Botswana government has announced that it will no longer allow South African travellers to get into the country using Emergency Travel documents unless they have emergency travel documents supported by documentary proof.

The Department of Home Affairs on South Africans wishing to travel to Botswana to make the necessary arrangements to acquire travel documents that will enable them to enter Botswana without any hindrance.



Mobile apps take SAA higher

South African Airways has launched two new mobile applications (apps) that allow customers to access their travel information on the go. The new apps are available on iOS or Android mobile phones and tablets from the Apple App Store and Google play stores respectively. The new apps allow customers to view their booking information, check-in for a flight, find the status of their checked-in luggage and view information on flights, lounges and destinations.

Through this mobile functionality, information such as flight arrivals and departures is now available.

Strengthening ties



The Minister of Science and Technology, Derek Hanekom, recently visited a German academic exchange institution in Berlin to expand cooperation in selected human capital development programmes between the two countries.

The German Academic Exchange Services (DAAD) is one of the largest funding organisations in the world and supports international students' and scientists' exchange programmes between Germany and other countries.

Minister Hanekom and DAAD President Professor Margret Wintermantel jointly committed to increase staff and postgraduate student exchanges within varied research cooperation programmes as well as facilitate the placement of South African students in strategic research institutions in Germany as part of DAAD's practical traineeship programme.

The Minister also attended the closing ceremony of the German-South African Year of Science 2012/13, which celebrated 16 years of scientific collaboration between the two countries.

The Year of Science is a joint initiative between the Department of Science and Technology and the German Federal Ministry of

Education and Research. It's an initiative that celebrates the two countries' intense relations in science and technology and seeks more innovative ways to strengthen the relations even further.

SA is fairest of them all

South Africa scooped the Best Stand Award for the second year running at the Zimbabwe International Trade Fair. The theme of this year's fair was, *"Building Value, Enhancing Growth"*.

Deputy Minister of Trade and Industry Elizabeth Thabethe received the award from Malawian President, Dr Joyce Banda. The deputy minister led a group of 47 South African companies to the fair which is widely recognised as the largest intra-regional trade fair south of the Sahara.

SA and Britain join forces

The Minister of Arts and Culture, Paul Mashatile, and Dr Nicola Brewer of the British Council signed a memorandum of understanding (MoU) to cooperate in promoting the art industry. As part of the agreement, the two countries will join forces at art festivals and art institutions. The MoU also aims to create a professional and creative partnership between the art industries of the two countries. ©



African growth tops the **WEF** agenda



For years, the dominant image of Africa was a simple 1993 photograph taken by local photojournalist Kevin Carter – of a vulture stalking a starving child. But now, 20 years on, a new series of images of the continent begun to emerge.

On the back of average economic growth rates of 5% per year in the last decade, Carter's iconic photo has been replaced by images of skyscrapers going up in Angola's capital, Luanda, and of Kenyans making payments on their cellphones using their homegrown M-Pesa application.

Dominating it all is the smiling image of former President Nelson Mandela clutching the 2010 FIFA World Cup™ trophy – a reminder of how Africa conquered all doubts to host the world's biggest sporting event.

It's these new images – of a confident and rising Africa – that set the scene as over 850 participants from 70 countries attended the 23rd World Economic Forum (WEF) on Africa in May, held in Cape Town.

Addressing the forum on the second day, President Jacob Zuma said 50 years after the founding of the Organisation of Africa Unity (OAU) the continent stood at a precipice. "If you take the 50 years since it was established (the OAU), we are almost at a point of launching Africa into

very great activities to achieve a prosperous continent."

For President Zuma the Brics grouping, which South Africa joined in 2011, represents an important turning point for Africa's connectivity to the globe. Africa, he said, had to now set its sights on becoming self-sufficient, such that it could one day use its own resources to fund its own development needs, while being able to trade with the world on equal terms. It's a vision all Africans share. However, despite the optimism, the continent still faces many challenges, such as conflicts, lagging competitiveness and a massive infrastructure backlog.

Lagging competitiveness

The WEF's 2013 Africa Competitiveness Report, released at the forum, points out that despite growth averaging 5% per year in the last decade, African economies remain largely uncompetitive. Of the 144 countries the WEF assessed, 14 out of the 20 lowest-ranked economies are African.

The report says African countries do poorly in social and education indicators and too many African economies are based on a single crop or mineral export – with mineral exports making up over half of the region's total exports, making them vulnerable to commodity shocks.

In addition, two-thirds of Africans are employed in the agricultural sector while the gross domestic product (GDP) contribution by the manufacturing sector has remained largely unchanged since the 1970s.

Despite these challenges, the forum finds that Africa has been improving its competitiveness, although change has been gradual and modest. South Africa remains the most competitive economy in Africa, despite losing two places – slipping from 50 to 52.

On the continent, South Africa's closest competitor is Mauritius (54), followed by Rwanda (63) and Morocco (70). South Africa comes in ahead of two of its Brics partners – India (59) and Russia (66), but behind China (26) and Brazil (48).

Interestingly, the WEF's competitiveness rankings for Africa reveal that South Africa continues to far outperform the continent's three other economic powerhouses – Nigeria, Egypt and Algeria.

While South Africa's ranking had effectively gained two places over 2010/11, those of Algeria (now 110) and Egypt (107) fell 24 and 26 places respectively. Nigeria, the continent's second-largest economy, however, is

catching up. It gained 12 places over the last two years to come in at 115.


Yet, while South Africa tops the rankings in Africa for business measures including financial market development and innovation, it does less well on the quality of its institutions, labour market efficiency and infrastructure. It performs worst when it comes to the quality of health and primary education, where it ranks 132.

Poor infrastructure

Much of the continent's lagging competitiveness is down to poor infrastructure. Roads remain too few and those that exist are potholed and too often only link mines with ports or cities – not with other urban centres on the continent. The continent also has too few power projects, with its entire electricity output equal to that of Spain, which has a population of just 45 million. Rail networks are sparse and ports underdeveloped, broadband is almost non-existent in many parts of the continent.

With adequate infrastructure, the WEF says, African firms could achieve productivity gains of up to 40%. Africans have been slow to address the poor state of infrastructure, but things are slowly coming together. While South Africa last year identified infrastructure projects totalling R4 trillion to carry out over the next 15 years, a number of African countries – from Senegal to Kenya – are planning new roads, ports and rail, and ICT networks.

This will tackle large cross-regional projects that will help boost economic growth by creating larger markets states belonging to the African Union. Last year the AU approved 51 priority infrastructure >>



Benin's President Bon Yayi and Nigeria's President, Dr Goodluck Jonathan, at the Plenary session of the World Economic Forum on Africa.

projects, under the Programme for Infrastructure Development in Africa (Pida).

During the forum in May, African heads of state whittled the list down to 15 projects for immediate attention.

The WEF points out that funding these projects won't break the bank for African states as they require just 1% of the budgets of all African states combined. Speaking during the forum at the launch of two WEF reports on infrastructure development in Africa, South Africa's Minister of Finance Pravin Gordhan said the key would be if Africa could demonstrate that it can take infrastructure projects from conception to conclusion.

The reports provide a step-by-step approach for policymakers on how to prepare and speed up the rollout of public-private partnerships. Minister Gordhan said recent experience revealed that the classic public-private partnership in Africa hadn't worked well as it usually took about seven years to get off the ground.

African Development Bank President Donald Kaberuka points out that many companies are reluctant to invest in the bankability of projects on the continent as it often involves having to spend large sums of money on feasibility work – often 10% of project costs – with no certainty that the project will be able to attract funding or not. African states, said Gordhan, now need to explore ways of narrowing this period, while creating greater confidence among role players on the continent to roll out infrastructure.

But to ensure that costs for new projects are kept in check and that growth benefits all Africans, corruption must be tackled. Commenting on Africa's ability to improve governance, Mo Ibrahim, founder of the Mo Ibrahim Foundation, which invests in governance in African states, said he was optimistic, pointing to how increased Internet connectivity in Africa is boosting accountability of governments on the continent.

But he added that more measures should be taken to, for instance, boost transparency of energy and mining contracts made with foreign firms.

Lessons from Sweden

Frank remarks made by a European politician from a small successful social democracy that gave Africans food for thought. Much to the



Dr Nkosazana Dlamini Zuma, - AU Chairperson, with Mr Naveen Jindal.

surprise of many delegates, Swedish Finance minister Anders Borg put his country's economic success down to a collection of a number of lucky incidents. He said Sweden got free trade in the 1850s after the Americans pushed the country to open up so that they could sell pork to the Scandinavian country.

It got a free railway system from France after the French, who built it, were beaten in the 1870 Franco-Prussian war, allowing Sweden to default on payments. Sweden was also able to build its textile industry after a Swedish apprentice in England stole a Spinning Jenny, the first prototype sewing machine.

Yet, despite these lucky accidents, two important lessons stand out: Sweden's commitment to spending large amounts on education, which began over a century and a half ago, and its deregulation of markets fairly early in its history, lifted competition and lowered prices.

In this way, the Scandinavian country was able to become a successful economy, spreading its wealth fairly evenly among its citizens. For the long-haired Borg, who looks more like a student activist than a finance minister, the road to economic growth is a long hard one. Above all, what is required is overwhelming persistence. "It's not by being perfect that you grow, it's by continually reforming yourself with more openness, more accountability, more transformation. And it's the ability to have ongoing growth – to have one period, the second period, the third period – that's when you have this fantastic development." As its current growth rate points out, Borg said, Kenya's economy could be the size of Sweden in 50 years' time.

Borg, like so many outside of Africa, is hopeful. Africans should be hopeful too. 🌍

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A HOME GROWN WORLD CLASS ACT

Having just been awarded one of the largest internal audit contracts in the world, SekelaXabiso is set to become an African powerhouse in auditing.

A new era dawned in late March of 2013 for auditing, accounting and professional services firm, SekelaXabiso. The impressive feat of winning the larger share in arguably Africa's biggest internal audit contract has cemented the firm's position in South Africa's internal audit arena. According to South African Deputy Public Enterprise Minister, Bulelani Magwanishe who announced the winners of the contract, the R1.3 billion Transnet internal audit contract is also one of the largest contracts of its kind in the world. This has indisputably elevated the audit firm into claiming a strong and well deserved second position in the hierarchy of black-owned audit firms.

With a world-class contract declaring its competence and demonstrated capacity, SekelaXabiso therefore is now intently focussed at the redefinition of internal audit service provision by home grown and black owned audit firms with an emphasis on sound corporate governance in South Africa. It is beyond any reasonable doubt that SekelaXabiso would want to extend its services beyond South African borders, and one wonders if there would be a better springboard from which they can launch themselves into the region, after all, it is now that SekelaXabiso's virtues are being highlighted and celebrated for all to see.

SekelaXabiso takes great pride in having established a fully BEE-compliant and gender empowered company, expressing the principles defined in government's BB-BEE policies. "South Africa is widely regarded as having some of the best corporate governance guidelines in the world," says SekelaXabiso CEO, Ms Lindani Dhlamini, "but, like the provisions of the constitution, these need to be living principles in order to be meaningful. One of the best ways in which to ensure this happens is through the application of impeccable and transparent internal audit procedures."

The function of Internal Audit has been met by lack of concession in as far as value is concerned. However the merits of Internal Audit are becoming more respected and its understanding filters down to government and its departments, public and private sectors. SekelaXabiso continues to make inroads in both the private and public sectors which constitute their client base. The public sector is characterised by clients such as ESKOM Holdings Limited, SABC, Passenger Rail Agency of South Africa (PRASA) and The Presidency, amongst others. Furthermore the private sector includes clients such as Royal Bafokeng, Vuwa Investments and Mining Investment Company.

Worth noting is that most of the employees within the ranks of SekelaXabiso staff are previously disadvantaged individuals. They have been awarded an equal chance to deliver the best audit and business consultancy services to a robust client base and ensure a world class performance of the highest standard of professionalism.

This brand promise resonates in this proud organisation with SekelaXabiso actively committed to instilling their values of personal excellence and self-improvement within its workforce.

SekelaXabiso's lead director on the Transnet account, Mr Lucky Lesiba Mabokela, tells us more about what signing this prestigious contract means for this young ambitious firm, and the audit and accounting landscape in South Africa.

What does signing the Transnet contract mean for SekelaXabiso?

It dispels the myth that a black accounting firm does not have the capabilities to play at this level. That the South African government has chosen to put its faith in SekelaXabiso, through the awarding of this contract, shows its commitment to supporting organisations such as ours. From our side, we now need to rise to meet this challenge, and show that we can step up to the plate and deliver on our promises.

What does it mean, for the big four auditing firms, that a parastatal such as Transnet has chosen to hand the biggest Internal Audit book in the continent to your firm?

For starters, it means that we are now being taken more seriously. It also means that the public sector space is no longer being dominated by the big four, and that no public projects can be considered too large to award to an emerging firm of black talent such as SekelaXabiso.

Having landed such a large public sector account what is SekelaXabiso's growth strategy for the new future in terms of capacity building?

Something that is in our favour is that we have worked on this account for the past eight years, which has already allowed us to build capacity in certain skills areas. However we are now in a position where we can go to markets and actively recruit more high level technical skills. The good news is that the expertise that we gain working on such a large public sector account will, in the long run, make SekelaXabiso the go-to specialists in this area.

Does SekelaXabiso have plans for expanding the footprint of your firm further into Africa?

This is definitely an issue that we are discussing at the moment. It would be naïve of us not to consider making the move, and of course some of the bigger firms in the field are already making strides into establishing offices in neighbouring countries. Having landed this large public sector contract and becoming more established among the players in our industry, growing into Africa in the near future is very much on the table.



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e-Government:

SA's unfulfilled promise

South Africa may be one of the continent's leaders in providing e-Government services, but the state continues to experience challenges in providing services that allow citizens to access government services online or make payments and sell goods and services to the state more easily.

In this, the first of a series of articles on e-Government, *PSM* looks at how the country has fared in dispensing e-Government services – the picture however, is not a good one.

In the United Nations (UN's) latest e-Government survey,

released last year, South Africa slipped four places down to 101, from 97 in 2010.

On the continent, South Africa comes in behind the island states of Seychelles (84) and Mauritius (93) in the provision of e-Government services. Yet, one needs only to look at other, similar, emerging-market countries to see that the country is not where it should be. South Africa is far behind Chile (ranked 39), Malaysia (40), Brazil (59) and China (78). Korea is ranked number one, followed by the Netherlands.

In its 2012 report, the UN points out that effective e-



image: ec.europa.eu

Government services can improve the efficiency of the public sector by reducing costs and transaction times. Services can range from interactive to transactional to networked services. For example, in the area of procuring services from suppliers, Chile uses an e-procurement portal, which not only has helped increase participation by small suppliers, but has also increased transparency and saved government millions of dollars. A similar procurement portal in Korea has helped to bring down payment times to suppliers, from an average of 14 days to just four hours.

Lagging behind

At the root of South Africa's poor performance, argue some, is a failure by politicians and policymakers to recognise the importance of the Internet to deliver services to ordinary South Africans. This is compounded by high telecommunication costs and poor coverage that make it difficult for many South Africans to access the Internet. Broadband speeds are also slow. Though they have improved somewhat with the addition recently of more submarine cables, the Internet is still slower here than in many of South Africa's peer countries.

According to the Net Index, an independent Internet monitoring service, download speeds here are half of those in Brazil and 20% slower than Malaysia. The Internet is nine times faster in Korea and 12 times faster in Hong Kong. Added to this, Internet penetration in South Africa remains low – just one in five South Africans has access to the web, compared to nearly half of those in Brazil and almost two-thirds in Malaysia. This is despite the sale of smartphones having helped increase the number of local Internet users by 25% between 2010 and 2012 from 6,8 million to 8,5 million, according to a 2012 study by World Wide Worx.

South Africa was ranked 70th out of 114 countries in the World Economic Forum's (WEF) global information

technology report released in April. Brazil is ranked 60th and India 68th.

The WEF pointed out in the report that good broadband access could contribute between 0,25% and 1,4% to economic growth in a country.

Sita problems

The State Information Technology Agency (Sita), which was set up in 1999 and mandated to deliver Internet services on behalf of departments, may have helped Government to make savings of about 13% through information technology (IT) services in 2011/12, but the agency has had its share of problems. Since 2010, agency has been undergoing a turnaround, which includes boosting its supply-chain management capacity.

Earlier this year, Water Affairs Minister Edna Molewa opted to award a R419 million IT tender to Business Connexion, rather than go through Sita after she was allegedly frustrated by the agency's alleged "incompetence" and "de-

lays" to procure IT services for her department. Many can recall the launch not so long ago of the e-Natis online vehicle and transport management system, which initially suffered from serious technical problems. These were, however, resolved and the system is now operational.

South Africa may boast one of the most effective e-filing systems in the world – introduced by the South African Revenue Service (Sars) in 2006, but overall problems in e-Government persist.

In April, Parliament heard from police how a multi-million rand electronic system, which is supposed to minimise lost dockets and speed up police investigations, could take up to 20 years to implement. So far, R148 million has been spent on introducing the Integrated Case Docket Management System which is intended to replace the current system and allows officers and detectives to create e-dockets or scan documents into a system, which also connects with the courts. But 10 years down the line, only 79 stations have access to the system.

In addition, Parliament heard that in those stations where it is operational, there is some resistance to its use by officers who choose to continue using the old system because they are "more comfortable with it". On top of this, about 200 South African Police Service (SAPS) sites need network upgrades, and >>



at the current pace of about 200 upgrades per year, this could take 10 years.

Many will be hoping that the expected launch this year by the Department of Home Affairs of a smart card ID system won't follow the same route as that of the police system and e-Natis.

In her Budget Vote speech in May, the Minister of Home Affairs, Naledi Pandor, said her department aimed to phase in the smart card from July. If the card is successfully rolled out, Home Affairs could dramatically reduce corruption and make further improvements in speeding up processing times for IDs and passports.

But the department won't have an easy time. The track record of the state in implementing e-Government services has been poor.

Writing in the *African Journal of Information and Communication* last year, Fanie Cloete of the Department of Public Governance at the University of Johannesburg

said that in 2011, 10 years after the adoption of the e-Government Policy, the e-Government programme was still largely stuck at the stage of static information provision, although limited progress has been made in the various spheres of government towards the interactive and transactional stages.

"An example of the interactive phase is that of enabling land-owners who have submitted building plans to Johannesburg municipality to monitor progress with the approval of plans online and to interact with the responsible unit to address any obstacles in this process."

Cloete points out that, ultimately, progress can only be achieved if policy shifts are made and if e-Government programmes are placed under strong and competent leadership. He says. Arthur Goldstuck, managing director of World Wide Worx, says the country needs political heads that understand communications better. "It seems government thinks that the Internet is a luxury, and not a right," he adds.

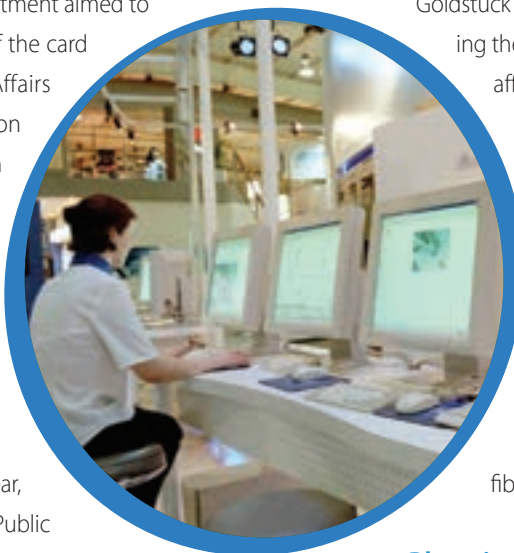
According to Goldstuck, public servants have to real-

ise that providing e-Government services is not about launching a website or carrying out a once-off programme, but about building an eco-system that allows the public and public servants to communicate with one another.

The foundation of such an eco-system is affordable broadband – which the country doesn't offer – and ensuring cross-departmental competencies and collaboration.

Goldstuck points out that when it comes to accessing the Internet via cellphone, South Africa has affordable rates for Internet for bundled data packages (at about 2c per megabit) but some of the most expensive rates per megabit of data for out of bundle data (at R1 per megabit).

What is needed, he says, is greater competition in the provision of broadband. Presently, Telkom is the only wholesaler of ADSL to customers, if you discount the expensive supplier of fibre connections.



Plugging into the future

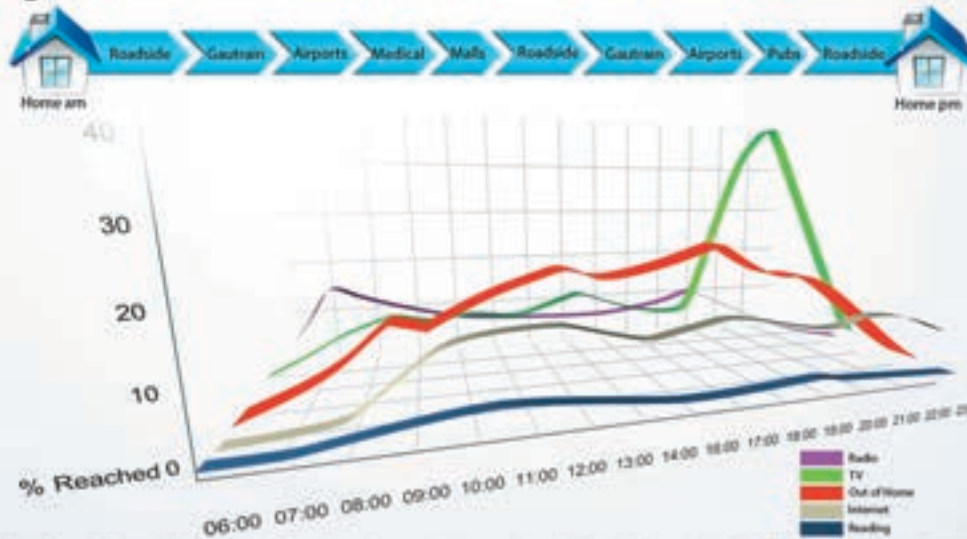
In Sita's 2011/12 annual report, the agency's chief executive Blake Mosley-Lefatola said an e-Government strategy had been completed. The strategy will see the Government initially focusing on improving government-to-customer and Government-to-business services in six departments: social development, the police, basic education, labour, justice and home affairs.

Sita is also setting up a base platform for government departments to inform citizens electronically by using SMS and MMS, e-mail, fax and social media.

It also aims to set up a messaging gateway comprising wireless application service providers, an e-service gateway, billing system and e-citizen system.

Yet, despite these initiatives, there is much still to be done by the state to improve e-government – a shift in thinking is what is required most. In the 21st century, South Africa cannot afford to slip behind. If government is to reduce costs and expand services to ordinary people, e-government is the way to go. But in doing so, far more must be done to make the Internet more accessible and affordable for all South Africans. ^{PS}

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WHY IT GOVERNANCE MATTERS

Most businesses are 100% reliant on proper functioning IT systems in all aspects of their business, creating serious risk if systems crash or are hacked.

Pervasive use of technology has created a critical dependency on IT that calls for a specific focus on IT governance (ITG). IT is expected to deliver business value by providing fast, secured, quality solutions and services, to generate reasonable Return on Investment (ROI), and enhance efficiency and productivity.

Successful enterprises align their IT and business strategies, cascade IT strategy and goals to the enterprise and facilitate their implementation. Boards must therefore insist that an IT control framework be implemented and must measure IT performance.

Inefficiencies in IT systems result in business losses, reputational damage and weakened competitive position. Inefficiencies may also result in the inability to measure ROI from IT, failure to bring the promised innovation and benefits, inadequate or obsolete technology, unmet deadlines and overrun budgets. IT is therefore the nucleus of all businesses.

Important IT management issues include:

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The forgotten power of 16 june

Connecting June 1976 to today

We find it easier in these post-apartheid years to allow the memory of 16 June 1976 to fade than to critically engage with the impact of that day on our lives today.

As we approach the 40th anniversary of its commemoration there is an urgent need to open a new discourse, not just on how we admired the courage of our contemporaries who defied the mightiest military regime on the African continent, but to recognise that those courageous young boys and girls who confronted apartheid military vehicles are not eternal heroes.

I do not like what some of the heroes of 1976 have turned out to be almost 40 years after their death-defying acts. I believe something in them died – a piece in all of us died in the year of the student upheavals. Otherwise, where are the angry young men and women who are hungry for radical transformation today? And what are they doing as grown-ups, parents and leaders of their families and communities? There is something deep missing in the soul of the nation.

It is convenient for us to recognise the bravery of boys and girls who had nothing to lose than to deal with what they have mutated into 37 years after the student uprising. We have to admit that 37 years is more than enough to raise a new generation. But we must say that much as we loved the 15 - to 25 - year olds of 1976, we cannot be proud of what some of them have turned out to be in

their middle to old age years. These former child freedom fighters are between 40 and 65 years old today.

Not only am I bewildered by what some of them, who are my contemporaries, have turned out to be, but I confess: I do not understand what has become of those once inspiring, heroic teenagers. Looking at the content of the character of the society they fought for and have come to lead and manage, I will say there is a deep connection between 1976 and the here and now of 2013. The thread of continuity links our yesterday to today as the past lives in the present.

How they have changed!

We will not agree on whether the children of 1976 are the adults who run government, business, churches and other civil society organisations in contemporary society. They say times change and people change with the times. When some among former child freedom fighters take a powerful country to the brink of self-destruction through financial wastage amidst poverty and unemployment – as through the disappearance of R30 billion in government procurement processes



– there are many who can justify get-rich-quick schemes at the expense of the people and blame it on the legacy of apartheid. Sad but true, many among the former child freedom fighters have no national agenda. Instead, it has been substituted by personal agendas and self-interest – a belief that it is morally justifiable to get rich by any means necessary.

As we prepare to celebrate the 20th anniversary of democracy and freedom that was won through the blood, tears and sweat of the innocent, some of us must refuse to bow to what these former child heroes have become in their adulthood. Largely, they have become part of the history they fought against. We should no longer open our arms to welcome the corrupt elements into our warm embrace like we did when they returned after many years – 30, 20 or 10 – in exile or imprisonment.

When money reigns supreme

The privileged among us that attend elite functions will rise and smile as they enter the room because they smile as they walk into where they will always find us. Also, they have status, position, power and influence, whatever that is. But we cannot continue to speak and act to lost comrades as brothers. A man must act like a brother to be called a comrade. A woman must act like a true sister to be called a comrade. We have lost far too many friends and comrades in the last 20 years ... to power, position, status

and money. They have become part of the history they fought against.

We must speak in this way and act in this fashion not just to demand our right to freedom of expression and thought, but also to make it clear to ourselves and those who are willing to listen that we have had enough of the desecration of the memory of 16 June and what it should represent as a national day and a symbol of defiance and political struggle. *Aluta continua!*

Strange as it may seem, not many people who were there on the day now observe and commemorate 16 June as a day of selfless struggle and heroism. When the day is celebrated, the people who turn up are predominantly the poor, unemployed and marginalised who are bussed in in their thousands. There are thousands if not millions of others who were directly affected by the day but let it pass, indifferently, as yet another holiday to be away from oppressive and exploitative work and tedious school assignments, if not to party with friends. It is strange that the majority nowadays have an ambiguous attitude to this significant day. How did we get to this point?

Even more strangely, we have become suspicious of those who question its memory and the aftermath of >>

its revolutionary activities. But we have to understand that it will not be always that we see the same things the same way, especially as time and distance grows wider. It took time for some of the heroic youth leaders of 1976 to be rehabilitated, accepted and affirmed as such leaders of the student revolution. Young leaders and activists like Tsietsi Mashinini and Khotso Seatlholo, for instance, were neither admired nor recognised for a long time. Thank God that we have overcome that hurdle. Heroism is when people have done selfless acts on behalf of the community. It is not bestowed because of political partisanship. Remember the forgotten Drake Koka!

As recently as 2010, at an international youth conference, the image of 16 June was portrayed by cartoonists and other satirists



as a drunken youth carrying a passed out youth in his arms, with a bewildered young woman on the side who is a symbol of obsession with material worship. In its own way, it is a symbol of defiance and rejection of authority. This time, the young, who are the children and grandchildren of the 1976

generation, have turned their back on the values, ideals and principles of a selfless struggle in pursuit of hedonism and self-indulgence. Seemingly, the new political religion is booze, sex and nice time. Things have changed, depending on where you stand.

Worshipping material

We must admit, without rolling over to die, the principles, values and ideals of selfless struggle have, largely, been forgotten or compromised in the New South Africa where the new slogan seems to be everyone for himself and God of money for us all. The young and their parents, who also glorify money and what it can buy, are redefining what gives one dignity and respect: money, status, position, money and more money. The battle for redefining the guiding vision of a caring and proud society continues, obscured or confused by some former 16 June activists, who neither stand up for moral principles nor walk their own talk.

This is confusing because we all understand what it means to be courageous, independent and free. But it is none other than a leader of the 16 June generation, former Mpumalanga Premier cum poet, Mathews Phosa, who has captured the problem. He confessed to the capitulation:

*"Now we, too, ride in official limousines
And humbly get yes-master, yes-sir,
yes-minister, yes-everything
The no-people of the struggle have learned
Yes-habits swiftly and without explanation."*

Alas, this is what has become of the people who have given us 16 June: part of a history they fought against.

It is perhaps a good thing that nothing will happen to those who are critics of the new society. But be not fooled, people would rather keep silent than speak truth to power. Such is the influence of what Rev Frank Chikane, author of *The Things That Could not Be Said*, calls the "politics of the stomach". Many former comrades are now silent because they do not want to say or do anything that will threaten their material interests.

The point – that the aftermath of 16 June 1976 has been to see a wholesale co-option of its leadership into the status quo – has been lost on many of those who look back without connecting it to the present.

Rediscovering lost heroes

We are now set on the path to celebrate the 20th anniversary of democracy and freedom. We need to awake from the slumber. It is time that we revived the cherished goal of a united country not divided by money or class. The new South African narrative is to tell stories of unsung heroes and heroines of the struggle. For years, we have been criticised for focusing on the usual suspects. It is time to celebrate a real milestone.

The planning for the 20th anniversary of democracy and freedom demands that we challenge the political orthodoxy to reinvent the society we all want. Let us remember Youth Day as a defining moment that made us fearless and selfless. There are far too few who are ready and willing to kill the old for the new to be born. The time is long overdue. Let us be agents of what we want to see happen. Nelson Mandela said: "The power is in your hand!" 🗳️

***Sandile Memela is the Chief Director: Social Cohesion in the Department of Arts & Culture. He writes in his personal capacity.**



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National Orders: Where it all started



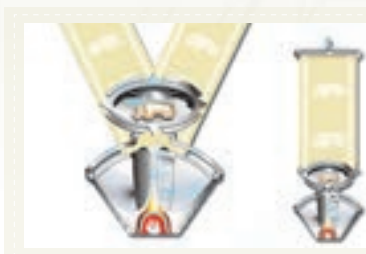
Every year South Africa pays homage to its heroes and heroines and eminent foreign nationals who have played their part in making South Africa what it is today.

With the birth of a new non-racial and non-sexist democracy in South Africa, there was a critical need for the review of the system of national orders. The previous system consisted of one decora-

tion and four orders whose symbolic aesthetic was representative of the past.

In May 1998, the newly-instituted President's Advisory Council on National Orders was given the task and responsibility to review the system of national orders and awards. To implement the task, a

technical committee was constituted which embarked on an extensive and inclusive research process that involved public consultations, interviews with stakeholders on a national scale, group discussions focusing on alternative systems, the commissioning of historical research and the gathering of jewellery and medal



Now eighteen years into democracy, South Africa has made significant strides. It's a country that embraces freedom and no longer excludes or discriminates on the basis of sex, colour and creed. The country has been steadily moving forward in a direction that reasserts our humanity. As the country moves towards humanity, a new culture of human rights and a respect for

the dignity of the human spirit have become characteristics of South Africa.

One of the symbolic moments of the exodus from the past was the raising of the new flag in 1994. This moment aptly affirmed the pride and dignity of an unfolding country and a celebration of humanity. Another was the unveiling of new Coat of Arms on 27 April 2000 that embraced the collective historical essence of the people of the country. In so doing, a new aesthetic that takes into consideration Africa and her symbols became part of the new culture that informs a South African rebirth.

The new National Orders were conceived in the spirit of that rebirth. ^(PS)

designers to design new medals through a design brief.

As part of this process, the then Department of Arts, Culture, Science and Technology in co-operation with the Government Communication and Information System investigated further symbols and symbolism in an attempt to capture the essence of a new aesthetic that would reflect the spirit of a new country. A panel of academics and specialists versed in indigenous symbols were asked to identify key factors and elements that denote the collective and inclusive history and experience of Africa with South Africa as the main point of reference. The collective outcome of this process resulted in the commissioning and ultimate design of the new National Orders.

South Africa salutes you

At the age of 92, veteran teacher Nontsikelelo Qwelane is South Africa's oldest known teacher. She has been teaching since 1940, and spent decades teaching youth in the Eastern Cape, Western Cape, Gauteng and Mpumalanga.

Today she teaches Geography at the Metropolitan College in White River, a private school that specialises in quality education for children who struggled at government schools.



Inspiration: South Africa's oldest teacher Nontsikelelo Qwelane receives her award.

On 27 April – Freedom Day – Gogo, as she is affectionately known among her colleagues and students, was awarded the Order of Ikhamanga (Silver) for her outstanding contribution to education in South Africa and for being an inspiration and a role model to both young and old. The Order of Ikhamanga recognises South African citizens who have excelled in the fields of arts, culture, literature, music, journalism and sport.

Speaking at the National Orders Awards ceremony, President Jacob Zuma said, "Mama Nontsikelelo Qwelane proves to us that education is the primary instrument of freedom."

The National Orders are the highest awards that this country bestows on outstanding nationals, as well as on friends of South Africa abroad. The awards have become part of the new culture that informs a South African rebirth. The theme for this year was *Mobilising society towards consolidating our democracy and freedom*.

President Zuma said the ceremony elevated the spirit expressed in the preamble of our constitution, that is, "to honour those who suffered for justice and freedom, and to respect those who have worked to build and develop our country."

This year marked the 19th investiture ceremony since the inception of the National Orders. Recipients received the Order of Mendi for Bravery, the Order of Ikhamanga, the Order of the Baobab, the Order of Luthuli, the Order of Mapungubwe, and the Order of the Companions of OR Tambo.

These orders honoured achievers in science, medicine, technology, sports and recreation, the arts and nation building. They promote a sense of national pride, nation building and patriotism in our country, by acknowledging and paying homage to our heroes and heroines.

"Every award is important and contributes to promoting a culture of excellence and selflessness in serving society," President Zuma said.

Dr Ridwan Mia is an example of going the extra mile to change lives. He received the Order of the Baobab (Silver) for his excellent contribution to the field of medicine and giving hope to victims devastated by burn injuries. Dr Mia, a plastic and reconstructive surgeon, performed the first cloned skin-grafting procedure in Africa on then three-year-old Isabella "Pippie" Kruger who survived a burn accident and suffered third-degree burns over 80% of her body. He recently performed the second such procedure in Africa on young Celiwe Maseko, a five-year old girl with 35% burns.



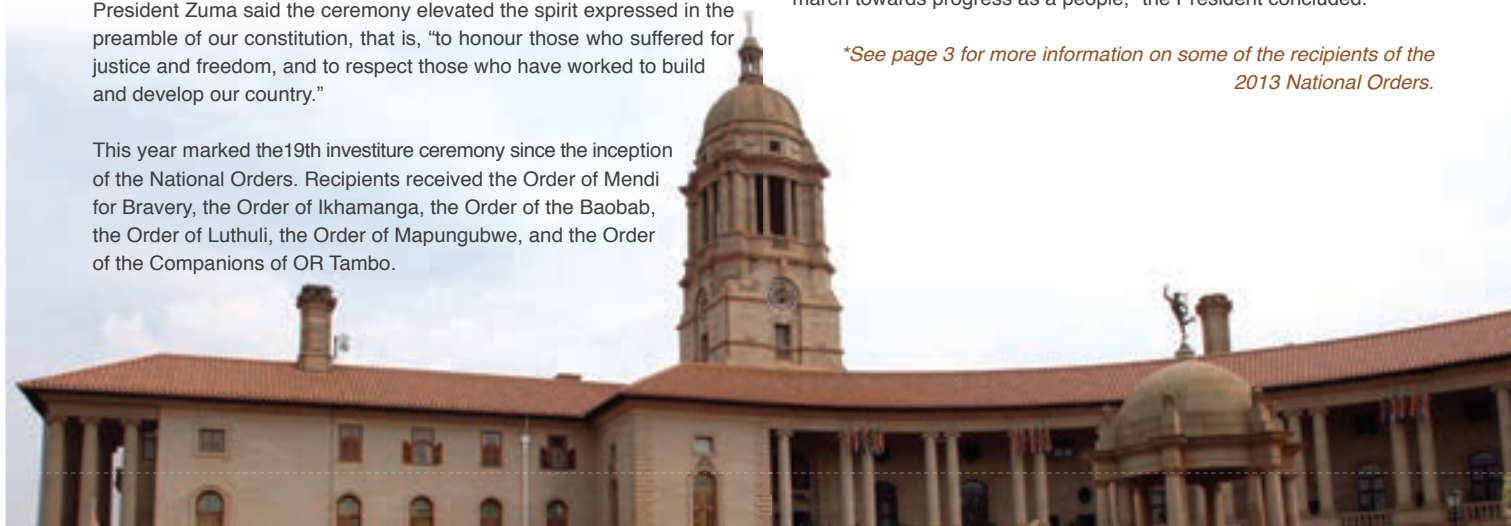
Changing lives: Dr Ridwan Mia receives his award.

President Zuma urged South Africans to continue with their "steadfast walk in the trails of these leading lights so that we consolidate the gains that we have made so far in our democracy."

As South Africans we have achieved much regarding various aspects of our lives, and we can achieve even more if we work together as one nation.

"Together we must demonstrate that after apartheid, there is no force on earth that will ever successfully divide us and stand in our way as we march towards progress as a people," the President concluded.

**See page 3 for more information on some of the recipients of the 2013 National Orders.*



Celebrating our nation builders

The recipients of the National Orders are men and women born in South Africa, or foreign nationals, who have contributed towards the advancement of democracy and who made or are making a significant contribution towards improving the lives of South Africans. These are men and women who have and continue to work tirelessly to bring change to our country.

Recipients were bestowed the Order of Mendi for Bravery, the Order of Ikhamanga, the Order of the Baobab, the Order of Luthuli, the Order of Mapungubwe, and the Order of the Companions of OR Tambo.

Some of them are shown below.

Order of Ikhamanga

Silver

Kaizer Motaung

For his achievements as a committed and dedicated footballer and his outstanding contribution to the development of young football talent in the country.



Silver

Dr Essop Essak Jassat

For his excellent contribution to the struggle for liberation and advancing democracy in South Africa, through selfless sacrifice without regard for his own safety and well-being.



Chad le Clos

For his excellent achievements on the international swimming stage, especially at the London Olympics in 2012, thus placing South Africa in high standing globally in the field of Aquatic sports.

Matthew Hendry received the award on behalf of Chad le Clos.

Moosa (Mosie) Moolla

For his dauntless and excellent work in the liberation movement often at great risk to his life and for representing the interests of the liberation movement and South Africa in the international community.



Order of Luthuli

Gold

Dr Nkosazana Dlamini Zuma

For her exceptional life's work for the cause of freedom for South Africa's people and the development and consolidation of our democracy in the quest to create a better life for all.



Order of Mapungubwe

Silver

Dr Bernie Fanaroff

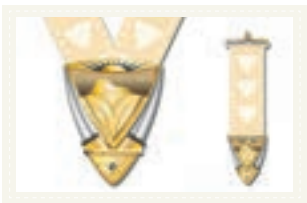
For his excellent contribution to astronomy and dedication in putting South Africa on the map with the SKA Project. He is a thinker, an academic, a trade unionist and an exceptional public servant.



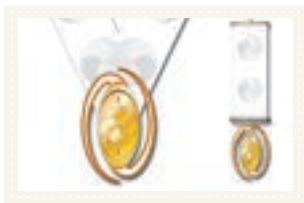
South Africa's National Orders



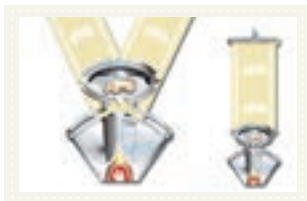
The Order of the Baobab



The Order of Luthuli



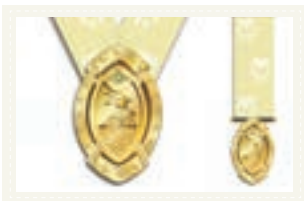
The Order of the Companions of OR Tambo



The Order of Mapungubwe



The Order of Ikhamanga



The Order of Mendi for Bravery





CALL FOR NOMINATIONS: SOUTH AFRICAN NATIONAL ORDERS	NOMINATION FORM Particulars of Candidate:
<p>National Orders are the highest form of recognition that a country bestows on deserving citizens. The President as the Grand Patron of the National Orders, awards these orders, which are inclusive and represent all South Africans.</p> <p>The Chancery of Orders is inviting nominations from members of the public, non-governmental organisations, civic-based organisations and faith-based organisations for individuals deemed worthy recipients of the following National Orders:</p> <p>THE ORDER OF MAPUNGUBWE (Category: I Platinum; II Gold, III Silver, and IV Bronze) The Order is awarded to South African citizens who have accomplished excellence and exceptional achievements to the benefit of South Africa and beyond.</p> <p>THE ORDER OF BAOBAB (Category: I Gold; II Silver and III Bronze) The Order is awarded to South African citizens who have made exceptional and distinguished contributions in the following categories: community service, business and the economy, science, medicine and technological innovation.</p> <p>THE ORDER OF LUTHULI (Category: I Gold; II Silver and III Bronze) The Order is awarded to South African citizens in recognition of outstanding contribution in the struggle for democracy; nation-building; building democracy and human rights; justice and peace as well as for the resolution of conflict.</p> <p>THE ORDER OF IKHAMANGA (Category: I Gold; II Silver and III Bronze) The Order is awarded to South African citizens who have excelled in the field of arts, culture, literature, music, journalism and sport.</p> <p>THE ORDER OF MENDI FOR BRAVERY (Category: I Gold; II Silver and III Bronze) The Order is awarded to South African citizens who have distinguished themselves by displaying extraordinary acts of bravery through which their lives were placed in great danger or who have lost their lives, including trying to save the life of another person or by saving property, in or outside the Republic of South Africa.</p>	<p>Full name:</p> <p>Citizenship:</p> <p>Work/home address:</p> <p>Tel:</p> <p>Fax:</p> <p>E-mail:</p> <p>Present occupation:</p> <p>Previous occupation:</p> <p>Membership or organisations and societies:</p> <p>Publications written/edited or other projects completed by candidate:</p> <p>Orders, decorations, medals and awards already received:</p> <p>Order and category for which nominated:</p> <p>Particulars of proposer:</p> <p>Full name:</p> <p>Capacity:</p> <p>Tel:</p> <p>Fax:</p> <p>E-mail:</p>

The motivation must be separate and include:
 1) an introductory paragraph with summary of the nominee's achievements
 2) a list of exceptional milestones reached by the nominee in his/her career and/or international arena
 3) a description of the exceptional, outstanding, dedicated service or act of bravery rendered by the nominee.

This form can be downloaded from the following website: www.thepresidency.org.za

The closing date for nominations: 31 July 2013.

Postal address: The Chancery of Orders, Private Bag X1000, Pretoria, 0001
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Writer: *Phumla Williams

Tourists love South Africa



President Jacob Zuma accompanied by Tourism Minister Martinus van Schalkwyk announced impressive growth of 10,2% in international tourism visitors to South Africa in 2012.

Everyone loves a holiday, whether it is a visit to the family back home, camping in a national park, or relaxing at an upmarket hotel. When on holiday we want to escape to a place where the people are welcoming, the food is delicious and we feel at home.

As we rejuvenate on a beach or at the pool behind the scenes, numerous people are working tirelessly to ensure our carefree stay. They include booking agents, drivers, hospitality staff, tour guides, rest stop workers and game rangers.

In 2011, the tourism sector directly employed approximately 598 432 people. In that year alone about 31 000 direct jobs were created through this sector.

Tourism remains one of South Africa's biggest success stories since 1994. President Jacob Zuma reflected on the remarkable growth of the industry at the release of last year's tourism statistics: "In 1993, South Africa received a mere 3.4 million foreign visitors. By 2012, the figure had grown by 300% to 13.5 million visitors, of which 9.2 million were tourists."

Most other popular tourist destinations experienced a dip following the economic crisis, but South African tourism continued to see increased tourist arrivals. Last year, international tourist arrivals in South Africa grew by 10.2% year on year to almost 9.2 million, which was far more than double the global average of around 4%.

Europe remains our most important source of overseas arrivals. In 2011, this market grew by 9.5 % to 1.4 million tourists visiting South Africa.

However, a few years ago we decided to increase our marketing efforts in emerging markets, because by 2015 these countries are expected to account for 40% of all global departures.

This approach proved to be correct. Since 2009, arrivals from China have more than tripled with this country becoming South Africa's fourth-biggest overseas tourism market. India is now our eighth-largest tourist source market and grew by 18.2 % between 2011 and last year.

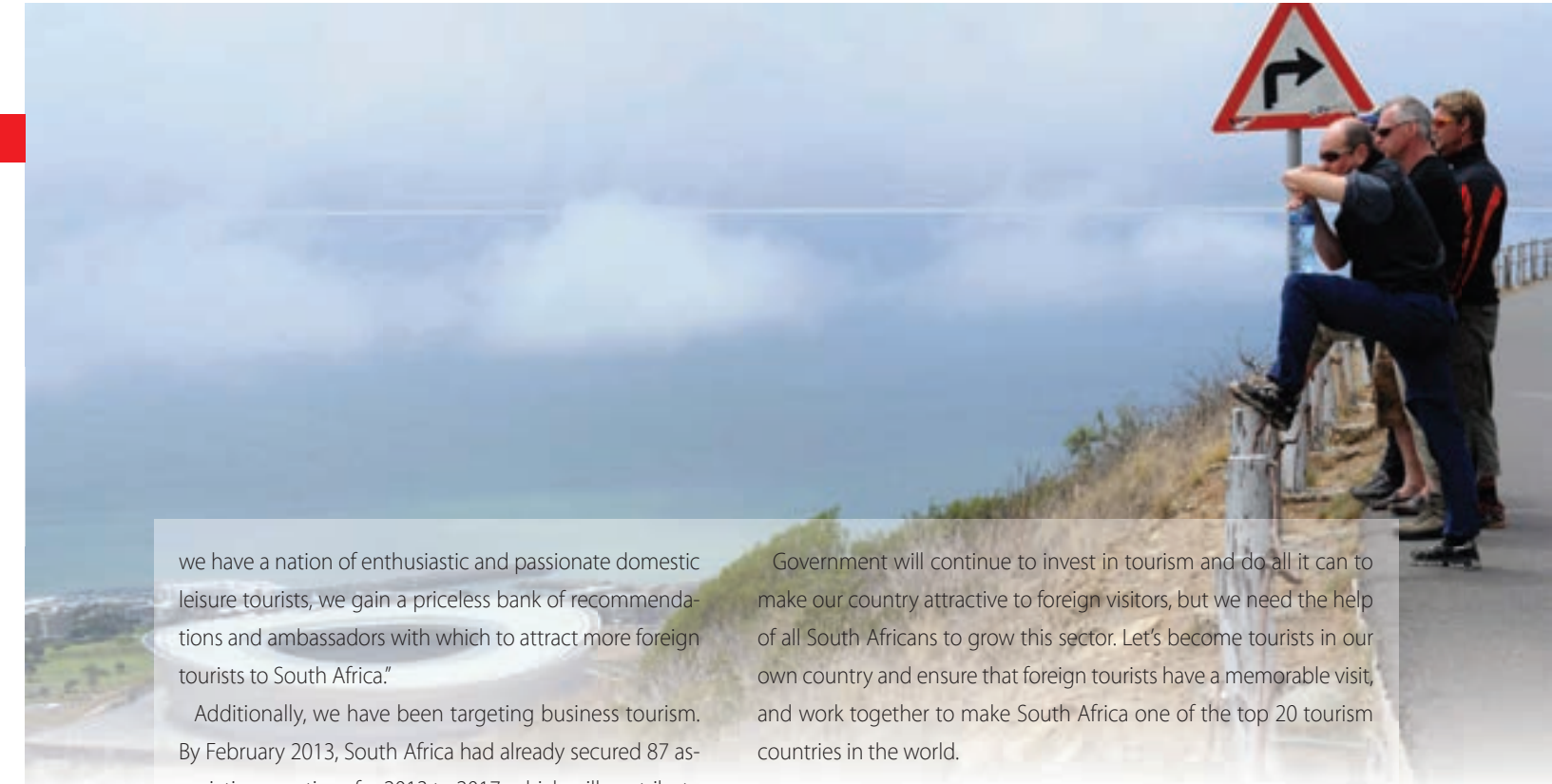
In the same period, Brazil showed an impressive growth rate of 44.7 % and for the first time became one of South Africa's top ten overseas markets. Last year, arrivals figures from African also showed growth of 8.5% compared to 2011.

Our tourism approach has been steered by the National Tourism Sector Strategy (NTSS) which was developed in partnership with all spheres of government, the private sector and other role players.

This strategy targets 15 million arrivals by 2020 which would then make South Africa one of the top 20 most popular tourist countries. If we achieve this goal, the tourism industry would create an additional 225 000 direct and 400 000 indirect jobs.

However, domestic tourism remains the backbone of our tourism industry. The NTSS has set a target of 18 million domestic tourists undertaking 54 million domestic trips by 2020. The Domestic Tourism Growth Strategy was launched in May last year to guide government and the tourism industry on how to reach NTSS targets. It not only aims to encourage South Africans to travel within the country, but aspires to nurse a travelling culture among citizens.

In highlighting the value of domestic tourism, Minister Marthinus van Schalkwyk stated: "Domestic tourism is important not only to stimulate leisure travel at home, but also to attract more foreign tourist arrivals to our country. When



we have a nation of enthusiastic and passionate domestic leisure tourists, we gain a priceless bank of recommendations and ambassadors with which to attract more foreign tourists to South Africa.”

Additionally, we have been targeting business tourism. By February 2013, South Africa had already secured 87 association meetings for 2013 to 2017, which will contribute more than R2,6 billion to the economy. This year, the 38 secured association meetings will bring more than 57 000 delegates to South Africa, who will inject R680 million into our economy.

One of the most important platforms to market South Africa as a destination remains the annual Tourism Indaba in Durban. This year’s Indaba featured a number of new and exciting additions that added great value – one of these was Indaba Connect which is – an exciting new technology that enabled thousands of delegates to connect and exchange information electronically.

This year, the Heritage and Cultural Pavilion at the Tourism Indaba profiled the eight world heritage sites in South Africa. More than 11 000 visitors experienced products from across the country, including heritage, culture, art, design and music.

Through South Africa’s marketing efforts in tourism over one billion consumers have been reached through channels such as *National Geographic* and CNN International.

“Our video, banner and text adverts were displayed to targeted audiences over 1,1 billion times. This complemented our online partnerships with the likes of Expedia, Facebook, TripAdvisor and WAYN.com,” Minister Van Schalkwyk said.

Last year, South Africa generated over R4,6 billion in editorial coverage for the country’s destination through global and in-country media relations work. Also, the launch of the South African National Convention Bureau has delivered exceptional results and has greatly boosted the country’s global competitiveness in pursuing the country’s target of R6,2 billion in direct spend via business events over the next five years.

Government will continue to invest in tourism and do all it can to make our country attractive to foreign visitors, but we need the help of all South Africans to grow this sector. Let’s become tourists in our own country and ensure that foreign tourists have a memorable visit, and work together to make South Africa one of the top 20 tourism countries in the world.

Lilizela Tourism Awards

Minister of Tourism Marthinus van Schalkwyk launched the Lilizela awards that recognise excellence across the tourism industry. The awards, which were launched at the 2013 Tourism Indaba, will include a range of products and services across the tourism value chain.

Lilizela is an Nguni word which means to ululate: an act of congratulations when someone has done something well. The 2013 award categories are:

- **Minister’s Award:** Recognises outstanding, unique, impactful people, events, organisations that have performed in a manner that urges the industry closer to tourism’s 2020 vision
- **Service Excellence:** How well tourism products are doing in this area.
- **Emerging Tourism Entrepreneur of the Year Award (ETEYA):** This award recognises black-owned SMMEs that have achieved notable success since starting up.
- **Universal Accessibility:** Facilities and services at accommodation establishments and venues accessible to people with disabilities, using the Tourism Grading Council of South Africa’s grading criteria that were introduced with the normal quality grading criteria back in 2010.
- **Sustainability Award:** This award will recognise the business that best incorporates the three development and sustainability pillars into their business operating models and the IMVELO brand will be incorporated accordingly.

The overall winners from each category will be announced at a ceremony in September 2013, which will be preceded by provincial recognition awards to be handed out at provincial events. 📺

***Ms Phumla Williams is the Acting CEO of the Government Communication and Information System.**

image: bruegel.org

Tensions

between politicians and administrators; what is to be done?

At the height of the tensions between political executive and administrative heads is the weakness of party political cohesion and discipline; increased pressure on political executives to deliver; and a lack of understanding of the intricacies of the state. Each of these is unpacked below.

Party political cohesion refers to a deep, voluntary sense of commitment to the strategic goals of the organisation. In this regard, members of political parties immerse themselves in the values, mission and vision of the organisation without being pressurised

to do so. They subsume their individualist self to the greater good of the organisation. This individual and collective commitment and adherence to the values of the organisation comes almost “naturally”. Individual party members commit to the advancement of the organisational values in almost a “given” fashion. This unity of purpose is just “in the blood”.

Party political discipline refers to the ability of the leadership to control the behaviour of party members. Put the other way, party discipline enjoins the membership to adhere to rules, regulations and principles of the party. Thus, party discipline is frequently associated with systematic sanctions against members who digress from the established rules and norms of the party.

Weaknesses in party political cohesion and discipline result in the following: weak relations between the party and its legislative representatives; weak relations between the party and its executive deployees; and, in this case, weak relations between executive deployees (ministers;

members of executive committees), and senior administrative deployees, mainly heads of department (HoDs) and director generals (DGs). It is this latter relationship, political principals against administrative heads, that this article addresses.

The course of tension

In the main, most acrimonious relationships between political principals and HoDs happen between members of the same political party. At times, it can get so vicious that one would assume the two belong to two opposition political parties. Whilst in some instances such tensions are based on personality clashes, in most cases, they are based on internal party contestations.

Victorious factions within the political party wield power to determine who becomes a political executive authority, and by extension, who becomes a HoD in a particular department. It is immaterial whether a department has a HoD or not, a change in political power, from one faction to another, has a bearing on whether the HoD stays or goes.

Compounding the situation further is the fact that some HoDs are also political heavyweights in their own right. Thus, tensions at a state level, real and imagined, are sometimes dealt with through the mobilisation of political power. In this regard, what ought to be state matters are “dealt with”

at party political level. It must be qualified here: “dealing with” does not refer to the issues of divergence between the political and administrative heads, but messing each other through political methods.

The irony is that the beginning of a new political term should be marked by renewed energy and enthusiasm. Yet, for most HoDs and their senior managers, it is the season of fear and uncertainty. In soccer terms, it is the “January Window” period – when players are released, put on transfer, or loaned.

The changing role of politicians

However, it is equally important to understand that political leaders face a lot of pressure to steer departments towards higher levels of performance. Evidence from the recent elections in Europe has shown that political power could be lost on the basis of poor state performance. The highly competitive presidential elections in the United States indicated the high levels of expectations for political leadership to guide the state towards higher performance and delivery.

Increasingly, the citizenry is moving away from the generic expectation of a political leader as one who delivers grandiose political speeches with “quotable quotes”. In the South African scenario, the ability to sing struggle slogans is waning in usefulness. In modern societies, political leaders are also expected to be technically knowledgeable in the functions of the departments they lead.

Quite often, when there are service delivery protests, citizens expect to be addressed by political heads – President, minister, premier, MEC, mayor or Councillor. It is seldom that service delivery protestors accept being addressed by administrative heads. This popular pressure on political leadership is further pronounced by the fact that South Africa’s post-apartheid dispensation is about to reach the 20-year milestone. Hence, there is heightened expectation of a better life for the vast majority.

In the current “Outcomes Based” governance, political principals now sign performance agreements with their premiers, and ministers with the President. In the main, the

project deliverables by the political principals as well as HoDs is relatively similar.

Consequently, the political pressure to lead performing departments drives some of the political executives to become immersed in administrative functions. This results in one or more of the following scenarios:

- Political executive works daily with the HoD – which may be interpreted as micromanaging the HoD.
- Political executive may decide to work closely with some of the senior managers in line functions. The relevant HoD may consider this to be “interference” in the administration.
- Political executive may decide to deliver on key projects through the use of consultants. This might earn the accusation of interfering in the procurement processes.

Inadvertently, there will always be tensions between the political executives and their HoDs. The challenge is not to wish them away, but to manage the tensions. The first thing to understand is that the traditional distinction between leadership and management is now very fluid. As indicated earlier, the modern state demands of political leaders to lead, and also to understand and guide the ministries they lead towards higher performance and efficient service delivery. The modern political leader of a state entity is expected to be the key engine of delivery. Thus, the modern political leader is also expected to exercise some managerial functions, albeit not in writing. The modern >>



image: www.starthealingnow.com



political leader of a department is expected to articulate the vision, but also account pragmatically, to the community and society he or she serves. Thus inevitably, the modern Minister or MEC on premier, will have some level of involvement in the administration.

Manager as leader

The modern HoD is not only expected to apply management processes, but is also expected to lead the people who he or she manages. The HoD is expected to understand the electoral manifesto of the ruling party, be conversant with the programme of the ruling party, provide leadership to staff to internalise these, and thus steer the department towards the successful implementation of the programme. Thus, whilst the core functions of the HoDs are to manage the department, he/she is equally expected to provide leadership.

Whilst the above scenario is developing, it would appear that both the executive authority and HoDs are locked in their defined positions: The HoD sees the administration as his exclusive turf in which the political head must not interfere. Meanwhile, the political executive takes a position that he or she is "responsible" for this department, and therefore is entitled to be involved in all matters of the department. The outcome is a standoff. Depending on each person's political base, each will go to either the party, the premier, or the president and report the other. At this stage, the battle lines are drawn.

So, as Vladimir Lenin once asked: What is to be done?

Firstly, strengthen the cohesiveness and discipline of the ruling party

at organisational level. Deal effectively with factionalism that leads to revolving door leadership at organisational level. The revolving door leadership at party level results in a revolving door at state level in terms of both the political executives, and HoDs. Political stability at organisational level will enable the Department of Public Service and Administration to effectively manage the relationship between political executives and HoDs.

Secondly, through the School of Governance, government will develop a course on the modern state: leadership and management. The course will focus on: the modern intricacies of government and governing; increasing the citizenry's expectations for political leadership performance; and managerial leadership. This course should be attended by both the political executive, and the entire departmental senior management team.

Thirdly, give the HoDs the capacity to manage their political executives. In the main, this will entail developing the ability to manage the expectations of the political principals.

Finally, train both in emotional intelligence and build the capacity to accept and appreciate personality differences. 📞

****Dumisani Hlophe is Deputy Director-General at the Gauteng Department of Roads and Transport. Visit www.kunjalo.co.za to read his blog.***

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Karen van Rensburg**Chief Executive Officer, National Prosecuting Authority**

Karen van Rensburg holds a Baccalaureus Juris (BJuris) degree and Bachelor of Laws (LLB) degree, both from the University of South Africa, and a Master of Business Administration degree from Rhodes University.

Van Rensburg is not new to the Department of Justice. She had been with the department for eleven years before joining the National Prosecuting Authority (NPA) in 1997 as a senior public prosecutor. During her tenure, she was responsible for improving court and operational performance in three magistrates' courts. In April 2011, she was appointed acting Chief Executive Officer of the NPA responsible for overall governance within the NPA.

As the CEO, she will be responsible for ensuring the effective and efficient management and use of NPA resources to achieve set objectives and to ensure good governance.

**Harold Maloka****Deputy Chief Executive Officer: Content Processing and Dissemination, Government Communication and Information System (GCIS)**

Harold Maloka holds the National Diploma in Journalism from Tshwane University of Technology (former Technikon Northern Gauteng). He also has a professional certificate in Government Communication and Management Advancement Programme certificate from the University of Witwatersrand.

Maloka is a competent communication and media executive with more than 12 years experience, coupled with extensive knowledge and expertise in government communication. He started his career as a Communication Officer at the Department of Trade and Industry in 1998. In 1999 he joined GCIS, as a Communication Officer, then worked as a Senior Communication Officer (2000), Assistant Director: Presidential Services (2001) and Deputy Director: Presidential Services (2004). In 2006, he was appointed Director: Media and International Liaison in the same department and was responsible for building and maintaining good working relations with the media and providing media liaison support to government. In 2008, he was promoted to Chief Director: Government and Media Liaison.

Before joining GCIS, he was the spokesperson for the Minister for Performance Monitoring and Evaluation in The Presidency.

As the Deputy Chief Executive Officer, he will manage the following Chief Directorates: Products and Platforms; Marketing and Distribution, and Policy and Research.



Titus Mtsweni

Director: Employment Standards (ES), Department of Labour

Titus Mtsweni completed a Bachelor of Business Administration (BA Admin) degree at the University of the North (now known as University of Limpopo) in 1995. In 2004, he completed a Project Management Course at the University of Pretoria.

He joined the Department of Labour in 1997 as an Assistant Administrative Officer dealing with application and processing matters at the Unemployment Insurance Fund. In 1999, he was promoted to Administrative Officer and later became a Labour Inspector in Mpumalanga. In 2000, he was promoted to Senior Practitioner in the Employment Standards branch of Head Office in Pretoria. He was appointed Assistant Director in 2003, a position he held until 2006, when he was appointed Deputy Director: Employment Standards.

In his new role, he will focus on the review of the Taxi and Hospitality Sector minimum wage review, which is currently underway.



Tsepo Monaheng

Chief Executive Officer, Denel Dynamics

Tsepo Monaheng started his career at Denel in 2002 as a programme manager at the unmanned air vehicles (UAVs) business unit of the then Kentron Division (now Dynamics). He rejoined Denel Aerospace Systems (now Dynamics) in 2004 as Executive Manager Marketing. In the same year, he rejoined the UAV business as Executive Manager, responsible for the operational performance, leadership and strategic direction of the business.

Monaheng holds a Bachelor of Science (BSc) (Physics and Mathematics) degree from the National University of Lesotho, a BSc in Electronic Engineering from the University of Cape Town and a Master of Business Administration degree from Bond University (SA).

As CEO, he will be expected to continually improve specific areas of the organisation: operations, the market, people and financial results.



Jan Wessels

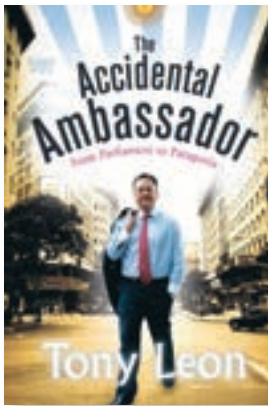
Group Chief Operating Officer (GCOO), Denel Dynamic

Jan Wessels holds a Bachelor of Engineering (B Eng) honours degree from the University of Pretoria.

He started his engineering career in the defence business in the 1980s and has occupied various positions at Dynamics. He is a business leader and a systems engineer with strong project management expertise.

As GCOO he will work closely with the divisional CEOs and the respective executives of the Denel Corporate Office to grow the group's business successes. Key focus areas will include the optimisation of areas such as: bidding and contracting for new cardinal orders; progress on cardinal programmes with focus on operational capacities and removing bottle-necks; stakeholder engagement regarding cardinal projects; balancing and steering the group investment portfolio in new technology, new products and new capacity; technical support in business diversification drives to supplement core competencies; and ensuring optimal operational inter-relationships.





The Accidental Ambassador

From Parliament to Patagonia

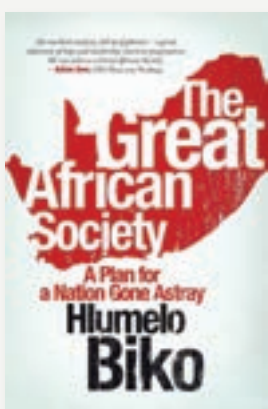
by Tony Leon

The Accidental Ambassador showcases Leon's wit as he takes the reader on the journey of his retirement from active political life and into the Public Service as the South African ambassador to Argentina.

From Leon's 'job interview' with President Jacob Zuma in Tuynhuys in 2008, to his immersion in governmental bureau-

cracy and a three-week crash course on 'How to be an Ambassador' to the features of South African foreign policy and life in Argentina, he shares with the reader his entertaining experiences of cultural immersion, comical anecdotes and political reflection. It provides great insight into the behind-the-scenes life of an ambassador.

Until recently, Leon was the South African Ambassador to Argentina, Paraguay and Uruguay. Prior to this appointment he was the leader of the opposition in the Parliament of South Africa and of the Democratic Alliance, in addition to being an attorney of the High Court in South Africa and a former lecturer in Law at the University of the Witwatersrand in Johannesburg. He currently writes a weekly column in *Business Day*, presents lectures and speeches to CEOs (via FutureWorld and other platforms) and is establishing a consultancy to promote business between Africa and South America.



The Great African Society **Hlumelo Biko**

'Historically, societies tend to wait until it is too late before rich people understand that their wealth can only be secured in a more just society.'

The Great African Society demolishes the complacent optimism that underpins much soft thinking about South Africa's

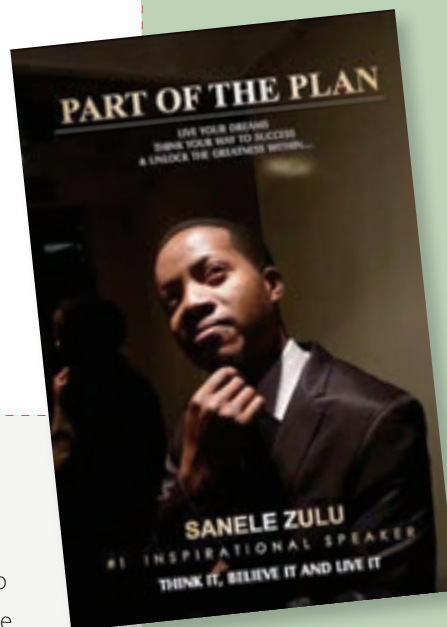
future and places at the service of public debate practical, achievable objectives for business, government and civil society. South Africa's challenge, the book argues, is to act now to avoid the mounting threat of revolt and decline that would devalue every political and economic achievement of the past decade-and-a-half and leave Nelson Mandela's feted rainbow nation staring decrepitude in the face.

Hlumelo Biko's hard-hitting, thoughtful analysis of South Africa's past,

present and future, is a sobering assessment of where we stand today, and where we need to go.

Biko, the son of two great South Africans, Steve Biko and Mamphela Ramphele, is generous in acknowledging achievements to date, but unsparing in appraising government, of business, unions and civil society. He offers a comprehensive survey of the profound and continuing devastation visited on the country by its unjust history, and plain, rational proposals for repairing the damage.

No debate from here on about the South African future can be taken seriously without weighing Biko's insights and his warnings. The Great African Society is vividly moral in its intentions, but sober and unsentimental in examining political and economic imperatives. It is guaranteed to make the reader sit up and take stock afresh.




Part of the Plan **by Sanele Zulu**

Part of the plan is an inspiring, wisdom filled book that seeks to make one understand that all experiences, good or bad are there not to destroy, but to build and to shape one into becoming the best. Challenges and painful experiences are inevitable but this book teaches one to be able to see them as

opportunities of growth and inspiration.

This book will restore hope and remind people of the power of positive thinking. It will inspire you to think big, dream big, believe big, act big and achieve big. It will inspire you to believe that you can achieve your goals and dreams by applying the principles that have been applied by the world's greatest leaders, scientist, investors and presidents.

"*Part of the plan* is the master-piece that I believe will help the reader to change the way he or she perceives life experiences." T.D. Selwane – Author of the *Struggler's words, He walks.* 

Promoting an entrepreneurial culture among the youth

Writer: **Sisa Ntshona*

The recently published third release of the Absa Small and Medium Enterprises (SMEs) Index for South Africa showed an improving trend in the last quarter of 2012 attributed to the growth of self-employment, translating into an estimated 1,2 million self-employed business people.

The index provides valuable information that allows SMEs to make informed decisions based on solid and reliable data extrapolated from Statistics South Africa's information on various economic indicators issued regularly.

The index rose slightly and is now 1,4 index points off its low of 92 reached in the second quarter of 2012. Self-employment in South Africa grew by 1,1% over the last quarter and 2% overall over the last year.

Small businesses play a vital role in the economy as over 12 million South Africans rely directly on small businesses for their livelihood. These businesses employ almost 60 % of the employable population of the country. The growth in self-employment suggests that the environment is slowly becoming conducive to entrepreneurs and implies that aspiring entrepreneurs are moving in a positive and accelerated direction, making the leap to start or build their own small businesses.

While the country can be proud of this positive shift, the increasing rate of youth unemployment is a growing concern, with levels as high as 50% recorded in recent times. The high number of unemployed young people can be attributed to a country lacking an entrepreneurial culture as most school leavers and graduates still opt to look for jobs instead of creating their own.

The introduction of entrepreneurial education and training in the school curriculum and study programmes in institutions of higher learning is a constructive step towards addressing the youth unemployment problem. It further validates the need to create and nurture an entrepreneurial culture and appetite from a young age.


Financial institutions such as Absa have a valuable role to play in helping to develop the country's true potential through Enterprise Development initiatives that can enable job creation



and create employment for the vast majority of unemployed South Africans.

Absa, through its Enterprise Development unit, is committed to providing access to non-traditional funding, and access to market and non-financial support mechanisms to assist entrepreneurs and therefore contribute to job creation. 'Going beyond banking' is our view of how we approach assistance and support to SMEs. A vital ingredient in our 'beyond banking' approach rests on the knowledge that forging strategic partnerships with private and public sector stakeholders is a key element of our fulfilment and commitment to helping individuals, communities and businesses succeed and grow.

Furthermore, as a good corporate citizen, Absa acknowledges that access to funding alone is not the answer. The provision of entrepreneurial education, training and skills to start and run successful businesses, as well as access to markets are some of the key drivers and solutions to assisting in resolving the unemployment challenges facing young people.

Absa's partnership with educational institutions and other enterprise development organisations, especially those focused on the youth, is indicative of our commitment to helping our youth start their own businesses, create jobs and drive economic growth. In these programmes, participants are taken through various interventions such as training and mentorship where they benefit from networking opportunities and are able to create linkages with key public and private stakeholders. 

*** Sisa Ntshona is Head of Absa Enterprise Development**



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**SCHOOL OF CREATIVE &
SOCIAL SERVICE**

SPRINGS CAMPUS

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- Tourism

SCHOOL OF ENGINEERING

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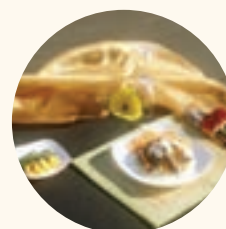
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NATIONAL ARTISAN DEVELOPMENT SUPPORT CENTRE

One-stop-shop support centre for Artisan Development in South Africa

WHO IS NADSC?

The project came about when the Memorandum of Agreement was signed between the Ekurhuleni East College for Further Education & Training, the Department of Higher Education & Training represented by the Chief Directorate INDLELA. The project commenced on the 16th of June 2012.

The Artisan & Technician Development Technical Task Team (ATDTTT), the stakeholder representative body established by the Human Resource Development Council (HRDC) of South Africa has, through its work-plan, identified the three primary blockages to a national artisan development programme. These three blockages were tabled before the Human Resource Development Council on 15 June 2012 and unanimously endorsed for removal by relevant implementing partners. These three blockages are the lack of:

- **Detailed, accurate, current data for artisan trade prioritization, workplaces and placement, scientific target setting, monitoring**
- A single guaranteed funding model for all artisan trades listed in the Government Gazette applicable to all sectors including a single artisan learner administration and grant disbursement system and
- An Artisan Recognition of Prior Learning (RPL) system that is focused on supporting persons who are working as support workers in the Engineering field to become certified artisans.

THE NADSC WAS ESTABLISHED TO ADDRESS THE FIRST ARTISAN DEVELOPMENT BLOCKAGE IDENTIFIED BY THE HUMAN RESOURCE DEVELOPMENT COUNCIL.

Some of the services offered:

- Matching & supply to demand as per company criteria
 - Student work placement
 - Interview preparation session
 - After placement care

MISSION:

- Provide learners with workplace experience, and also to equip learners with necessary skills for them to pass their trade test and become qualified artisans.
- Address the scarce skills shortage in the country by developing artisans, creating better employment opportunities.

VISION:

- To provide support to the National Artisan Development program by facilitating the placement of (artisan/engineering learners) from all 50 FET colleges on learnership programs with industry partners
- To be leaders in the Artisan Development and to produce high

OBJECTIVES:

- Link SETAs with Engineering graduates from FET Colleges
- Link approved artisan workplaces with FET Colleges
- Matching of supply and demand of artisan learners
- Operate and Manage a National Artisan Database of both supply and demand
- Recording and reporting on all artisan related data to remove the first HRDC artisan development blockage
- Track and trace artisan learners from registration, certification and employment.

GOALS:

- Assist the National Development plan of producing 30 000 qualified artisans per year by 2030
- To support SETAs with registration of all stakeholders in their respective sectors
- To support SETAs with registration of Artisan learners, including RPL candidates
- To conduct a pre-screening and recommendation of learners to the stakeholders for further selection & placement on the artisan internship program
- Maintain and manage a National Artisan Database
- To establish an effective data collection & reporting system
- To source and facilitate development programs for Artisan placements.

For successful student placement contact us on:

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www.nadsc.dhet.gov.za



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2013 Govan Mbeki Awards

It was an evening of glitz and glamour during the KwaZulu-Natal leg of the 2013 Govan Mbeki Awards at Pietermaritzburg's Royal Agricultural Showgrounds. The awards recognise good practice in developing sustainable and integrated human settlements.

The event was attended by KwaZulu-Natal MEC for Human Settlements and Public Works, Ravi Pillay, eThekweni Metro Mayor James Nxumalo as well as mayors from various municipalities in the province. Entrants in this year's Govan Mbeki Awards competed in various categories including: Best Rural Housing Project, Best Priority Project, Best Accredited Municipality and the MEC's Merit Award.



1. KwaZulu-Natal MEC for Human Settlements and Public Works Ravi Pillay addressing guest at the 2013 Govan Mbeki Awards Ceremony.
2. Mr Xolani Mbutho of CHS Developments and his partner.
3. The eThekweni Metropolitan Municipality scooped the top spot in the Priority Projects Category with its Cornubia Integrated Human Settlements Project Phase One. Congratulating the eThekweni Metro are (from left) Portfolio Committee Chairperson Lynette Zwane, eThekweni Metro Councillor Diana Hoorzruk, MEC Ravi Pillay, eThekweni Mayor James Nxumalo and eThekweni Councillor Ntombi Cele.
4. KwaZulu-Natal Provincial Planning Commission member Dr Lungile Bhengu-Baloyi and her partner Dr Boyce Baloyi enjoyed the awards.





World Economic Forum



The 23rd World Economic Forum (WEF) on Africa took place from 8 to 10 May in Cape Town under the theme *"Delivering on Africa's Promise"*. The purpose of the WEF was to provide a platform for regional and global leaders from business, government and civil society to deepen the continent's integration agenda and renew commitment to a sustainable path of growth and development.



1. President Jacob Zuma during a panel session with Mr David Lipton (Deputy Managing Director International Monetary Fund) and Dr Nkosazana Dlamini Zuma (African Union).
2. President Zuma addresses the WEF for Africa Gala Dinner.
3. President Zuma, MaNtuli Zuma and WEF Executive Chairman Professor Klaus Schwab.
4. President Jacob Zuma with the President of the Republic of Togo Mr Faure Gnassingbé.

Diversity in the workplace

South Africa's workplaces can be cauldrons of diversity, a mixture of people from different backgrounds, cultures and beliefs who were once separated from each other by apartheid and now have to find each other on equal ground.

This "equal ground" is usually the workplace, since, sadly, many South Africans are still struggling to share their personal lives and homes with their countrymen from other backgrounds.

Diversity challenges in the workplace should be addressed openly so that there is transparency and clear communication regarding the boundaries that need to be set, says Bashee Naidoo, Director Client Services at ICAS Southern Africa, a specialist provider of behavioural risk management services and employee wellbeing programmes to the business community. If not, there is a definite risk of a negative impact on the overall productivity of the individual and the team at work.

"Every workplace has a blend of people coming from various cultural and religious groups, and each religion brings with it its own set of core values, practices, rituals and beliefs," says Naidoo.

Tolerance, religious and otherwise, forms part of this diversity and is key to managing relationships in the work environment.

"Mutual respect needs to be encouraged and where differences in ideology or practices are apparent, careful attention must be paid to ensuring that the rights of colleagues are not compromised or that they are not inconvenienced in the process."

As an example, Naidoo says some colleagues may have an objection to an employee displaying an article or object signifying their religious belief.

"A constructive approach to managing this is for employees to be open with their colleagues and indicate their religious intention. It is important that they ensure that their religious practices are not offensive to colleagues.

"While individuals each have their own interpretation to what is offensive or not, the general principal should be that that object or article should not make another individual uncomfortable or compromised," says Naidoo.

Generally, workplaces have common etiquette guidelines around these issues. What is often lacking is that the matter is addressed with transparency and a clear communication channel is established regarding the boundaries that need to be set.

When this is not the case, and practices, beliefs and values are not tolerated, there is a risk of a negative impact on the overall productivity of the individual and the team, she says.

"This kind of situation often results in a breakdown of communications and impacts on motivation and morale, concentration and energy, an employee's willingness to participate in group activities or initiatives, and the ability to mitigate conflict or dissent," says Naidoo.

image: <http://www.trinityd.com>



According to Naidoo, individual employees benefit by the management of perceptions they may have regarding their inclusion or exclusion as a result of their views. Talking to a professionally trained counsellor via telephonic counselling enables them to bounce off ideas, get perspective and find effective ways of coping with any conflict situation. It also allows them to find effective ways of communicating and dealing with difficult situations.

Managing conflict that may arise between two or more employees as a result of differing opinions through effective conflict resolution methodologies will result in a more satisfied and productive workforce.

The boundaries between South Africa's people must be broken down. A lack of communication, often the result of being afraid of stepping on others' toes and being branded a racist, leads to misunderstandings and lower productivity.

Worldwide there are few organisations that have to deal with a bigger cultural diversity than we do in South Africa, says Lisel Erasmus-Kritzinger, author of *Advanced Communication Skills for Organisational Success*.

"It makes for an interesting and exciting work environment, but these cultural differences can also be walls between people who limit communication to the minimum – and that can ruin the productivity of a workforce.

"The solution is to break down stereotypes and to get people talking," says Lisel.

According to Lisel employees should not simply be thrown together in a single pot, but should be given training in multi-cultural communication, values and behaviour. Management should also grow a culture of trust, respect, tolerance and empathy.

In fact, we can all benefit from the multi-cultural situation at work, she says:

- Wake up! Accept that there are cultural differences and view these as a valuable and enriching opportunity.
- Be flexible and keep an open mind when dealing with people of other cultures. Never just assume that your way of doing things is the only way.



Stumbling blocks

There are several stumbling blocks that can prevent discussion, she says:

- **Stereotyping and prejudice:** to see another person as representative of a group of people that you have preconceived ideas about.
- **Etnocentrism:** To believe that the group or culture you belong to is better than any others.
- **Distrust:** This is the direct consequence of knowledge about other groups and often makes people feel unsure about themselves when dealing with people from other backgrounds.
- **Lack of empathy:** Being unable to understand others' emotions or feelings because you cannot place yourself in others' shoes.
- **Lack of communication:** When the reason for a discussion is misunderstood, when one thing is said, but something else is heard and understood.

- Be daring. Learn as much as you can from other cultures through open and constructive discussion of differences.
- Be honest. Admit that you probably stereotype people who differ from you and make a point of getting to know these people before you make assumptions.
- Be sensitive and always show the necessary respect for others' culture and habits. 🌍



New cars drive shoppers' options

The variety of new cars launched in South Africa sees no end and makes for a truly tantalising choice for the local new car buyer. **Ashref Ismail** was totally knocked over by three significant launches.

A-revolution!

With the new A-Class, Mercedes-Benz is opening up a new chapter in the compact segment: markedly emotive in design, with powerful engines ranging from 80 kW to 155 kW, extremely efficient with emissions from just 98 g of CO₂/km and a best-in-class drag coefficient of 0.27. At the same time the new model underlines that for Mercedes-Benz, safety is not a question of price the standard specification includes, amongst other things, the radar-based Collision Prevention Assist system, Attention Assist and Pre-safe.

The design: the most progressive in the compact class

Standing as much as 160 millimetres lower on the road than the preceding model, the new A-Class communicates design and dynamism. The appearance of the new A-Class is a two-box design with a distinct character of its own, a sportily emotive exterior and an exceptionally high-quality feel to the interior.

Interior: five-seater model with a high-value impression

The interior of the A-Class represents a big step forward in terms of quality – both in the materials used and in the consistency of the design. Both objectives have been achieved with the help of a specific design idiom and through the various combination options



The Merc: the most progressive in the compact class.

possible with the high-quality materials selected. All trim elements have been given an electroplated finish, resulting in real metal surfaces with "cool touch" effect. The work has been executed with considerable care and attention to detail.

The rear seats provide room for three passengers, despite looking like two individual seats with their sporty design. The boot volume is 341 litres, based on the VDA standard. If the rear seat backrests are folded down, its capacity jumps to 1 157 litres. In all models, the seat backrests feature a 60:40 split and can be folded forward individually. The width of the luggage compartment between the wheel housings is 1 050 mm.

The model range: young and individual

With air conditioning, Audio 5 USB, electric windows all round, Headlamp Assist and 12-button multifunction steering wheel, the A-Class is already fully equipped even in its base configuration. With "urban", "style" and "AMG Sport" appointment lines, three design packages ("night", "exclusive" and "AMG Exclusive"), as well as further optional extras, the model can be customised to suit every individual taste.

Further sporty details designed to appeal to the vehicle's young target group include designer seat belts in red or silver instrument cluster with red dial pointers

(part of the Urban and AMG Sport lines as well as the Exclusive and AMG Exclusive packages).

Diesel engines: three efficient power bands

The new basic engine in the OM 607 series develops 80 kW, delivers 260 Nm to the crankshaft and with a manual transmission, consumes 3.8 litres/100 km, corresponding to 98 g of CO₂/km. This is a 22% improvement over the only 60 kW preceding model, the A 160 CDI, which consumed 4.9 litres. The new top diesel, the A 220 CDI, is no less than 25% better than its predecessor: it develops an output of 125 kW and 350 Nm of torque and, in combination with the 7G-DCT automatic dual clutch transmission, it consumes only 4.3 litres/100km (provisional figure). The figures for the preceding A 200 CDI were 103 kW, 5.7 litres, and 149 g of CO₂/km.

Petrol engines: turbo-charging and direct injection for all

A comparison between the new and previous A 200 demonstrates what has been achieved with the petrol engines: with 115 kW and 250 Nm of torque, the new engine delivers superior performance but consumes only 5.4 litres/100 km (127g CO₂/km – figures for the 7G-DCT), which is 26% less than its predecessor (100kW, 185 Nm, 7.4 litres/100 km, 174 g CO₂/km). Even the new top model, - the A 250 Sport - with the 7G-DCT and producing 155kW and 350 Nm is considerably more efficient with a consumption of 6.1 litres/100 km and CO₂ emissions of 148 g/km. >>





There's one for every purpose.

Local is lekker with the new Isuzu KB range

What happens when you give a team of highly-qualified designers and engineers the opportunity to custom-design and engineer a new vehicle for a specific market, with localised production and engineering facilities at their beck and call? The all-new Isuzu KB.

Whether it means traversing a dirt road to your most remote customer's factory depot or climbing the Sani Pass into Lesotho, – the all-new Isuzu KB can handle whatever its gutsy South African owners throw at it. Building on the robust reputation of its forebears, the new KB still offers exceptional strength in many aspects, including towing capacity (up to 3 500 kg), engine performance (up to 380Nm) and drivetrain ability, where a low-range transfer case and a clever suspension setup mean no matter where the KB is taken, it will get its occupants back safely and in comfort.

With a massive 23-model line-up, there is certainly a new Isuzu KB for any purpose. Whether a business needs



a hard-working, well-priced workhorse like the KB 240 4x4, which is able to swallow 1 146 kg of goods in its vast load box, or a career-focused dad needs a comfortable, economical and capable off-roader for leisure purposes, like the KB 300 D-TEQ Double Cab 4x4 LX, the wide range of body styles, engines and drivetrain configurations means there is a new KB to suit any specific needs.

A 2.4-litre normally-aspirated petrol motor is accompanied by the 2.5-litre D-TEQ turbocharged diesel engine and the range-topping 3.0-litre D-TEQ turbocharged diesel unit, which brings with it a great whack of torque (380 Nm). Both 4x2 and 4x4 drivetrains are on offer, along with manual or automatic gearboxes. The new Isuzu KB's 4x4 system is particularly impressive, featuring the clever Terrain Command rotary switch control which allows the driver to switch between rear-wheel drive (2H), four-wheel drive with rear differential locking (4H) and low-range (4L), with shift-on-the-fly capability up to 100 km/h.



Fun and innovation in the eye-catching Veloster

Hyundai combines fun and innovation

The Veloster brings a mixture of fun, innovation and, sporty styling to the Korean carmaker's range in South Africa. Packed with features and cool looks that will attract new buyers as well as loyal brand customers, it represents a motoring package that offers great value.

The Veloster – with a new 1,6-litre direct-injected four-cylinder petrol engine mated to Hyundai's first EcoShift™ dual-clutch transmission – brings to a younger customer group a "2+1 door" coupé design with the functionality of a hatchback and a passenger-side forward-hinged rear door for easy rear-seat access.

Its perky 1.6-litre GDI Gamma engine adds even more variety to Hyundai's comprehensive range of models – including the other hatchbacks – the i10, i20 and i30; the recently launched all-new Santa Fe and its fellow

SUV, the ix35; the Accent and Elantra sedans and their bigger sibling, the Sonata.

Hyundai expects the Veloster's unique combination of style, practicality and economy to attract new buyers to the brand.

Inside the cabin

Despite its coupé styling (overall height is 1,39 m), clever interior packaging means the Veloster offers class-leading cabin and cargo space. It has a wheelbase of 2,65 m, and Hyundai engineers have sculpted the Veloster's interior to provide generous interior space for its occupants. Cargo capacity in the Veloster's boot is 440 litres.

The Veloster is a fun car in which to travel, whether behind the wheel or in the passenger seat. Ⓢ

*** Ashref Ismail is a member of the South African Guild of Motoring Journalists and presenter of Bumper to Bumper.**





Lucerne

- city of contrasts

My shirt is drenched in sweat and mud, and I have an attractive graze running down my left shin. My palms are sweaty and my heart is racing along at a healthy pace. Somewhere far below me I can see the outline of Roger, my crazy guide for the day, bunny-hopping rapidly out of sight. We're on the third mountain bike dash down an extremely steep mountain, and he's showing no sign of tiring. Not wanting to be left behind, I wearily climb onto the bike and set off after him. With already a few tumbles to my name I don't need to further tar-

nish my reputation by getting lost as well. Mind you, there are worse places in the world to get lost. I'm high up in the mountains somewhere in the Swiss Alps, surrounded only by leafy greenery, blue skies and picturesque emerald lakes shimmering in the distance.

With a population of only 76 000, there's enough space in Lucerne for everyone to find a pursuit they enjoy. One day is spent rock-climbing and abseiling with Roger at Endelberg (a short drive outside Lucerne), the next visiting monasteries and some of the famous cheese factories in the area. Lunch is always somewhere with a spectacular view, such as Klewenalp (even a quick summer downpour couldn't spoil the scenery when we were there). Add the attraction of cruises and watersports on the lake, as well as the option of all year-round skiing (Mount Titlis is the only such site in Switzerland), and it's easy to see why Lucerne is a fitness enthusiast's playground. However, despite all its magnificent beauty, to simply focus on the outdoor pursuits available would do Switzerland, and

What you need to know:

Currency: 1 Swiss franc = R9,60.

Food: There are over 170 restaurants to choose from in Lucerne. Expect to pay at least 30 Swiss francs for a decent meal, with some of the fancier restaurants charging up to 150 Swiss francs per meal.

Accommodation: There are about 60 hotels in the town of Lucerne, ranging from 70 to 600 Swiss francs per person per night. Most of the hotels have lake views. For budget seekers, Backpacker Lucerne has rooms from 53 Swiss francs.

Attractions: The Lucerne tourism website (www.lucerne.com) has detailed information of upcoming attraction and events in the region.

Getting there: Emirates flies from Johannesburg, Durban and Cape Town to Zurich (stopover in Dubai) with prices ranging from R7 600 to R15 000. SAA flies from Durban and Johannesburg to Zurich, and Swiss International Air Lines flies from Cape Town and Johannesburg to Zurich.



Lucerne Oldtown



more particularly the area of Lucerne, a grave injustice.

When initially considering the town, I struggled to sum up its character. Most places have a reputation or a defining landmark they are known for. Think of Colorado and one's first thoughts are of snow and skiing. Mention Pamplona and bulls charging down quaint alleyways inevitably spring to mind. Paris has the Eiffel Tower; New York the Statue of Liberty. Lucerne is the >>

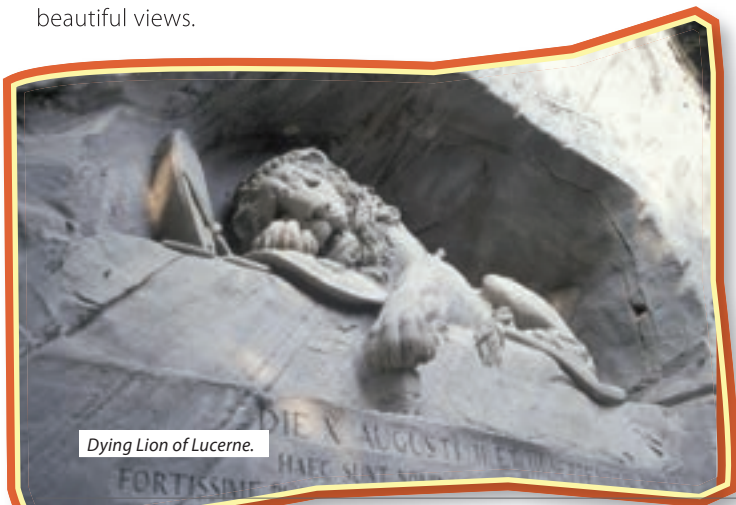




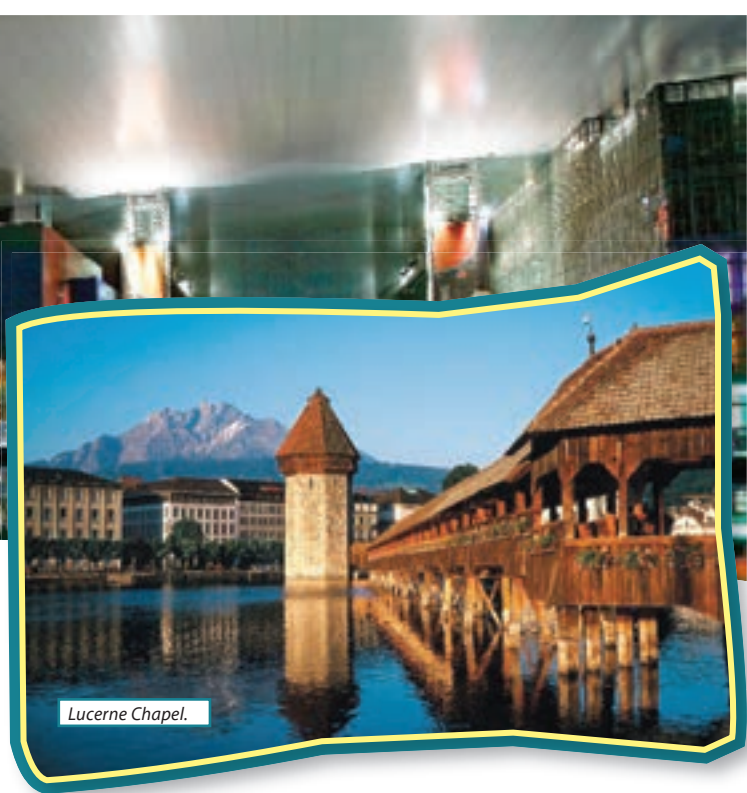
opposite and seemingly in a constant state of adaption and change. On my arrival the Red Bull flying contest was in full swing, with adrenaline-filled youths hurling themselves and their contraptions into the lake, all in the quest for a few extra metres of distance (and the adoration of an equally beer-filled crowd of cheering fans). Two days later the Lucerne Festival was in progress, famous as one of the world's most renowned celebrations of classical music.

Likewise, another famous event not to be missed is the Lucerne Carnival. Expect five days of strange characters dressed up in weird and wonderful masks and costumes, all accompanied by a joyful ensemble of musical instruments. The parties carry on late into the night as everyone dances away the winter cold and welcomes the arrival of spring. Other events include the Horn Sledge race, the Fumetto comedy event, the annual cheese festival as well as countless jazz evenings. There is also the rowing World Cup (12-14 July 2013) and the Lucerne Swiss city marathon (27th October).

When walking the streets of Lucerne the contrasts only became more evident. Castles and churches whisper of a fascinating history, all the while surrounded by modern restaurants and concert halls. The most photographed site in Lucerne is the Chapel Bridge, which has the distinction of being the oldest wooden covered bridge in Europe. It's also home to interior paintings from five hundred years ago which chronicle the history of the city. Other historical sites worth visiting include the Old Town as well as the dying lion of Lucerne. Complementing these historic settings are a string of modern hotels perched along the lakefront, all offering exquisite Swiss cuisine and beautiful views.



Dying Lion of Lucerne.



Lucerne Chapel.

A glance at Lucerne's past justifies some of these anomalies in its character. In fact the odd castle or fortified wall seems completely reasonable when examining the history of the area. The town was under the rule of the Roman Empire in the 6th century, and was then conquered by various monasteries in the eighth and ninth century before finally gaining independence in 1178. There were more battles with the Austrians in 1386, a Protestant-Catholic war in 1531, the Swiss peasant war in 1653 and some trouble with the French in 1798. Add in a witch trial (discovered in the town records in 1419) and it's no wonder the Swiss have been seeking peace ever since.

Just when I felt like I was discovering my way round the town, and learning some of its fascinating history, the time came to make my departure. While making my sad goodbyes (and secretly vowing never to go on a bike ride with Roger again), I came to the realisation that being a city of contrasts – far from being a weakness – is actually Lucerne's greatest strength. If my family were to visit the city, each member would return home enthusiastically describing a different aspect of the city, from the architecture to the food to the orchestra to the outdoor activities to the natural beauty of the area. In fact, Lucerne's greatest strength is being able to ignite the passions and stir the interests of each and every visitor who is lucky enough to pass through its squares, eat in its restaurants and be seduced by its charms. ☺

*** Sam Bradley was a guest of Lucerne Tourism.**



MANAGING MEDIA

MEDIA, COMMUNICATIONS, INFORMATION DEVELOPMENT AND POLICY CONFERENCE

25 & 26 July 2013, Emperors Palace, Kempton Park, Ekurhuleni, Gauteng

The leading Corporation Communications, Project Management, Public Affairs and Public Relations consultancy in Johannesburg, will chair a specialised workshop for Communications professionals entitled "Managing Media"

This topical two-day conference organised by **ONARADI CONSULTING** will take place on the 25th and 26th July 2013. This event will bring together a number of expert professionals from different corners of the Communication environment within the government and private sector. As its central objective, it will examine and discuss how best to increase the effectiveness of communication services. The day will equip delegates with topical advice, proven techniques, essential strategic-level knowledge and practical skills. The event itself has been designed to be as interactive and informative as possible and the speakers will set aside a significant proportion of his time for open discussion.



Astrid Ascar



Rams Mabote



Chris Moerdyk



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Dressing gorgeous

There is nothing more beautiful than a full-figured woman. Although fashion magazines tell a different story many full-figured women are starting to take pride in their killer curves



and are not afraid to play with the numerous fashion styles that will complement their bodies.

Malesela Rachel Tema, also known as Ouma, is a woman who knows that curvy is beautiful and offers a brand-new fashion experience for full-figure women.

Ouma, a passionate young woman from Namakgale, a small township in Phalaborwa, Limpopo, struggled to find clothes to fit her figure. So, when life gave her lemons, she decided to make lemonade. She started making her own clothes and used social media to market her range. Soon word of her one-of-a-kind clothing range spread and she was flooded with requests from other plus-sized women who wanted her to make clothes for them.

This inspired her to create her own plus-size clothing line, Plus-Fab. Ouma, who has a



Diploma in Public Management from Tshwane University of Technology, used her customer relations and public speaking skills, creativity, and design ability to create a unique brand of chic clothing for full-figured women.

"There is a huge demand for plus-size clothing in the country. Full-figured women are tired of just shopping for something that fits, they also want and deserve fabulous clothes too," she says.

Public Sector Manager caught up with this unique and talented young designer to get a fashion fix on full figures.

curves

What makes Plus-Fab so unique?

We don't repeat our styles so every Plus-Fab creation is unique. It's fabulousity and it's flair.

Describe your personal style

My style is chic, elegant and simple but sometimes avant-garde (she winks).

Where does your style inspiration come from?

I am inspired by everything happening around me. I am always inspired to create and I guess you can safely call me an artist.

As a proud plus-size woman, how do you inspire other women?

I give talks at various women's events and high teas where I speak about various issues that affect all women such as the importance of self-love, confidence, body image and fashion for full-figured women. I also use social media platforms like Facebook, Twitter and my personal blog to share my message and advocate my self-loving plus-size sisters.

What does your label offer?

Plus-Fab sells ready-to-wear clothes and also offers custom made outfits for those special occasions, and red carpet events that many women in high powered positions have to attend. We have also just launched our winter ready-to-wear collection.

How can one order a Plus-Fab creation?

We have a dedicated website with all >>





2. Many pairs of warm pantyhose or stockings
3. Slim-fit coats
4. Chic and bright-coloured gloves
5. Fabulous blouses and scarfs.

Who is your style icon?

I have many, but my mom takes the cup. She is always elegant.

How can people contact you?



Ouma Tema at Plus-Fab



www.plusfab.blogspot.com



@oumatema or www.plus-fab.com.

For consultations email info@plus-fab.com

or call 082 669 7469.

our garments on display, so you can order online. If you require a custom-made outfit, you can book a consultation and we'll work with you to create the perfect look for you.

What are the do's and don'ts to dressing for a full figure?

Invest in the right under garment; invest in a lot of Plus-Fab dresses as they accentuate your body as opposed to covering it up; and stay away from baggy jeans and loose fitting formal trousers they are unflattering.

What are the top five essentials every woman should have in her closet?

1. Shift dresses that are warm but sexy and can be worn out to coffee with friends or a night out.



Boys & their toys

Father's Day is here once again.

Forget about those tired old gift such as ties, boxers and soap. Make your dad the envy of his colleagues and golf buddies with these funky gadgets that will make this Father's Day one to remember.

Writer: Nicholas Francis



Xperia Z Smartphone

Available at Cell C, MTN and Vodacom.

Sony Xperia Z Smartphone

The Xperia Z is much more than just a phone. With a 5 inch display screen, it also has all the specifications you would expect from a high-end smartphone, including a quad-core 1.5GHz processor and a camera with a huge 13-megapixel sensor. You can view web pages in desktop mode and easily read all the pages without having to zoom in. This makes reading much easier - regardless of age.

The display screen is large enough for you to watch videos and movies, and play your favourite game. It is fully sealed against water and dust ingress - . The flap that covers its exterior is rubber-sealed making your grip very sturdy when you open and close the clip.



Xperia Tablet Z **R4 500** www.amazon.com

Sony Xperia Tablet Z

In keeping with Sony's Xperia collection, the Xperia Tablet Z is an extension of the XperiaZ Smartphone. Being water-resistant, the tablet can be submerged in up to one metre of water for 30 minutes - allowing you to take great underwater surface photos. The device weighs just 495g and has an LED-backlit LCD with a resolution of 1920x1080, giving it a pixel density of 224ppi.

The Sony Xperia Tablet Z is powered by a Qualcomm Snapdragon 1.5GHZ quad-core processor and 2GB of RAM. There's also a microSD card slot to expand that memory, which will be welcome news to Android fans. Other features include an 8-megapixel rear-facing camera that includes a back - illuminated sensor that aims to capture better low light images, a front-facing 2.2-megapixel camera for video calls and a non-removable 6000mAh battery which claims up to eight hours of Wi-Fi web browsing.



SmartWatch

R1 050

www.amazon.co.uk

Sony SmartWatch

Watch out! Gone are the days when a watch could just tell time. The new Smart Watch brings the world to your wrist. You can read emails, text messages and browse Facebook, Twitter and other social media feeds without using your phone. Whether young or old, it's the ideal gift for any guy. 🕒

When the going gets TOUGH

One of the finest – and most entertaining – ways to see untamed South Africa is from behind the wheel of a 4x4, which is why off-roading is growing in popularity.

Writer: James Siddall

An awful lot of the sports utility vehicles (SUVs) and 4x4s sold do nothing more arduous than iron out the speed bumps at the country club, get parked on urban pavements or take on the school run with a “yummy mummy” behind the wheel.

But, not all 4x4s are confined to captivity. As a leisure activity and even a lifestyle, off-roading is rapidly becoming a great South African staple, and little wonder.

There’s not much to touch the adrenaline surge of scaling a seemingly sheer obstacle in low-range first as you tax your and your vehicle’s abilities. Or of taking in some of the spectacular scenery only accessible in a 4x4. Or of enjoying braai-side camaraderie after a gruelling yet gratifying day out in your off-roader. Or of visiting the sort of places most other people only get to see in *National Geographic*.

But, the good news is that you don’t need to drive terribly far to find taxing terrain – this is South Africa after all. And you don’t even need extraordinary off-road skills, in most cases.

In KwaZulu-Natal, one of the most spectacular 4x4 routes by far is up the Sani Pass, into Lesotho. The pass itself takes in around nine kilometres of serpentine twists and boasts views certain to make the soul sing. At Sani Top Chalet at the summit – which includes what’s said to be the highest pub in South Africa at 2 873 metres – you can enjoy a drink (a non-alcoholic one, if you’re driving, obviously) before making your way down again. Or you can check in for the night and awake to the sight of South Africa sprawling below. Remember though, that as you’ll be crossing an international border, you’ll need passports.

As the weather is extremely fickle, the pass can go from mildly challenging in dry to quite terrifying in wet or icy weather.

Meanwhile, Stony Ridge, set on a 2 500 hectare private game farm in the KwaZulu-Natal Midlands, offers 4x4 trails ranging from mild to wild – or grades one to five, in professional parlance. Driver training is also offered. So too is accommodation, in either the Rustic Bush Camp or the self-catering camp site.


Moving up to Gauteng, one of the perennially popular trails is the Hennops 4x4 Off-Road Trail. It’s only about 30 kilometres from Sandton or Pretoria, so it’s an excellent place for city slickers to try out their new off-roaders on something a little more challenging than urban crawl.

The rugged, rocky nine kilometre trail lets you brush up on off-roading skills – and it also allows novices to get to grips with the intricacies and enjoyment of off-roading before venturing out into the great unknown.

And you don’t even need an extreme 4x4 to take on the three-hour or so course, as you can skip the more technically challenging sections. That is great if neither you nor your vehicle are up to it. Take a picnic and make a day of it – an added bonus is the wildlife.

If you need instruction, then SA Adventure 4x4 Off-Road Training Courses is the place to look. From absolute beginners on, you can expect to be inducted into the lore of off-road driving, all in very capable hands.

So, remember that while one figure suggests that about 90% of SUV owners never take their machines off sealed surfaces, you really don’t want to be part of that sad statistic. 🚗



the tough head for their 4x4s



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Offering comfort to soccer widows

Soccer season is in full swing. The only problem is that the women caught in the crossfire have become my problem.

There's a strange phenomenon happening right now. All of my attached friends are crawling out of the woodwork. And their men are nowhere to be seen. That's the only reason I know that the soccer season is in full swing.

Over the years, I didn't mind braving the howling winds and heavy rains the Cape had to offer during winter, all in the name of a good party. But as with many things in life, I've realised I'd much rather be in a warm bed, wrapped in a blanket with hot chocolate and movies, than to be standing in line outside a club, shivering my ample behind off in a short skirt and high heels. I remember that by the time we'd eventually get inside the club, half my face would be numb and there were times the tequila shots were poured down my neck instead of my throat.

So as winter approaches, the shorts and Cosmopolitan mix get shoved to the back of the cupboard. If it weren't socially unacceptable, I'd nail a sign to my door saying: Go away! Hibernation in progress.

Sadly, this is not the case. During this period, all my friends have had their men possessed by the soccer demon. The men morph into even more simple creatures than they were before. They sleep and dream about soccer. They wake up and check that their team is still in the same position it was when they went to bed. They shower, thinking about soccer strategies. They go through the motions at work, bending their colleagues' ears about who will come out on top. They come home, and watch the soccer, all the while coaching from the couch. The television is off limits to you. There will be no Master Chef or Isidingo for months.



And as the partner of the possessed, you'll be hard pressed to get any conversation out of him. If you want to have sex, you'd better be able to fake being interested in the game. And it must be planned around the game. And be prepared for your cuddling to be replaced by watching a repeat of the last game together. Then there's the pre-commentary, the actual game, the half-time commentary, the highlights, and the post mortem.

As a wife or girlfriend, he's dead to you for the season.

So all of a sudden, the partners are forced back out into the world. They have an awful lot of time on their hands. Now they want to hang out. All of the time.

Being single, I can watch whatever I want, whenever I want. I've always found soccer – and most forms of sport involving grown men running around chasing a ball – uninteresting. And while I am a sociable creature for most of the year, during winter, I don't mind not seeing anyone. I don't shave my legs unless I'm guaranteed to get lucky. I roam around the house dressed in all of my clothes at once. My at-home winter look is definitely not fit for public consumption.

But how do I tell my friends that they can't come over? Or that no, I don't feel like leaving the comfort of my warm cave so we can meet for coffee. After all, doesn't absence make the heart grow fonder?

I think I've found the perfect solution. I'm going to start a support group for these women. That should get them off my case. We all win that way. They'll have company, and I can carry on as per normal. That is, until next year this time. ^{PSY}



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Tanzania (incl. Zanzibar)