

# Public Sector Manager

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

SEPTEMBER 2014



## Heritage Month

- Arts and Culture crafts an inclusive South Africa
- Tell your story, empower a nation

## Tourism Month

- SA Tourism CEO Thulani Nzima sets the scene for Tourism Month
- Minister Faith Muthambi's vision for visits



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## Power Pack

We speak to Ministers:

- Jeff Radebe
- Nathi Mthethwa
- Lynne Brown

## Plus:

- 2014-2015 Strategic Framework: Marching orders to move SA forward





# g-Fleet MANAGEMENT

*“Making your fleet our business”*

**g-Fleet Management**, formally known as Gauteng Government Motor Transport (GGMT) is a trading entity of the Gauteng Department of Roads and Transport. g-Fleet is a provider of vehicle leasing and fleet management services to government departments in Gauteng and currently operates a fleet of approximately 7 000 vehicles, the client base includes national, provincial and some local government departments

## Meet the top three executives who are steering the g-Fleet Management ship.

**CHIKANE CHIKANE**



**Chikane is the Chief Executive Officer** of g-Fleet Management, since 2009. Before joining g-Fleet, he was the CEO of the Urban Transport Fund in the Department of Roads and Transport in Gauteng, a position he held for two years. He has also worked as a municipal manager in the Metsweding District Municipality.

Chikane has more than 20 years experience in management in different positions including in labour relations and general management. His major skills include project management, corporate

governance, leadership and management, which he attributes to the years of experience in management positions he possesses.

During his spare time he enjoys reading and watching soccer and is an avid Orlando Pirates fan. Chikane also enjoys spending time with his family; he is married with three children – two boys and a girl.

Chikane is result driven in his leadership role and believes in communication to improve interpersonal relationships which are crucial in effective implementation of decisions and getting people to trust you and what you do.

He holds a Masters of Public Administration degree from the University of Pretoria, and a Bachelor of Jurisprudence degree from the University of the Western Cape. He has also completed various certificates to name a few; Advanced Labour Law Programme from UNISA, Business Management Development Programme from the WITS Technikon, Arbitration Skills Training from IMMSA, Executive Development Programme and Strategic Human Resources Management both from Gordon Institute of Business GIBS. He is currently busy studying for his Master's degree in Town and Regional Planning.

**VICTOR MHANGWANA**



**Victor is the Chief Operations Officer** at g-Fleet Management, a trading entity of the Department of Roads and Transport of the Gauteng Government. Victor was born and raised in Limpopo, many moons ago, and he has spent 24 years of his working life contributing his knowledge and skills to corporate and medium size businesses, before joining the public sector. A student of Philosophy, with a degree in Theology and an avid reader of business and self-development literature, he is always on the look-out for alternative answers that will give a spark of new energy to difficult business and organisational questions.

One of the highlights of his career was being part of the National Inauguration Committee that prepared for the inauguration of President Nelson Mandela in 1994.

He later worked for Business Against Crime, IBM's Public Safety Unit, Adopt a Police Station Project, his IT career included working for start-up local companies in sales and senior management roles. He spent the past eight years in the transport industry managing fleet.

He is fascinated by how technology, smart business processes and human ingenuity combine to create value in the market place. He relishes the opportunity to combine his philosophical and IT backgrounds with business solutions to create value.

Victor is a seasoned speaker and presenter. This year, he is about to publish a book on the joy of work, the culmination of a project he has been working on for over 10 years. He lives in the City of Tshwane, with his wife and two children.

#### NATALIE GOVENDER



**Natalie Rosalind Govender, the Chief Financial Executive of g-Fleet Management, comes from a family**

of six where she is the second of four children. She has always been passionate about numbers – auditing and financial accounting to be specific and loves being faced with accounting related challenges. Problem solving is her other passion and loves assisting and derives extreme self-satisfaction when she deliver requested financial services that exceed expectations. Prior to joining g-Fleet worked at Gautrain Management Agency as a finance executive.

As a teen and while going to college, she worked in her family business; from answering the telephone to accounts receivables to sales to preparing and delivering bank deposits. She even did some of the work that her dad paid his accountant to do. This is where she decided to become a chartered accountant. This upbringing provided Natalie with a solid understanding of business which helped her daily in her finance career.

Natalie attended Willow Park Primary School and thereafter, matriculated at Apollo Secondary School. In 1998 she enrolled at the University of Natal in Durban where she obtained her Bachelor of Commerce Degree in 2001.

Thereafter in 2002 she obtained the Certificate of Theory in Accounting with BCom Honours in Accounting, Auditing, Taxation and Managerial Accounting and Finance. Her first job immediately after completing both Honours was with PricewaterhouseCoopers Inc. (PwC) in January 2003 where she worked from being an article clerk to an assistant manager. After articles, the firm decided to keep her on to become an Audit Manager.

While completing her articles with PwC, she obtained her Qualifying Examination Part I in 2005, then the Accounting Professional Training in 2006 and finally the Qualifying

Examination Part II in 2007. She is a registered member of the Independent Regulatory Board of Auditors as well as a member of the South African Institute of Chartered Accountants (SAICA).

She has a great interest in the sporting codes such as soccer and cricket and has a lot of experience in some of the minor ones like tennis, netball and playing darts. She led the 1997/98 Girls (under 18s) Volleyball Apollo Club and assisted in leading the 1996 to 1996 Apollo Girls Netball Team in the position of vice-captain, and coached them to great success in amateur social netball. If she is not working Natalie is at some church event or at home with her family in Durban, or spending time with her very close friends' which also always includes food.

She counts her greatest achievements as after becoming an audit manager the opportunity of travelling twice to the United States of America to assist with the audit of the Bank of America and Columbia Bank (shares, stock portfolios – was really exciting). She was the senior associate on this assignment – which was really exciting. Thereafter she was seconded to the Gautrain Project during June 2007 to September 2012, where she (together with a retired partner from PwC) headed up the Finance Unit of the Gautrain Management Agency wherein monthly payments ranged from a few hundred to a few billion Rand. She admits that to date this was her most significant accomplishment in her career as she is at her best when challenged.

Aside from her work passion Natalie is personally passionate about God, His work and her personal spiritual growth. She loves to tell people that they are loved and loves to make others happy; she believes in having integrity, honesty and commitment in everything she does.

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# A statement for a statesman.

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With spring in the air, we cannot help but shift our focus to the year-end and start planning our summer holiday. We daydream of pristine beaches or maybe taking a trip to a scenic, remote spot to catch up with family or friends. Wherever our holiday takes us, we hope the experience transforms us.

Appropriately, the theme of this year's Tourism Month is "Tourism Transforming Lives". During this period, authorities use the opportunity to encourage South Africans to pack their bags and start exploring our unique, diverse and beautiful country.

Since the dawn of democracy, tourism has become one of South Africa's biggest success stories. In 1994, total international arrivals stood at a mere 3,6 million. This has grown significantly to 9,6 million tourists by 2013.

The industry has now also become the lifeline for many families with more people working in tourism than in mining. In 2012, the tourism sector directly employed 617 000 people, or 4,6 per cent of the total local workforce. If indirect employment is added, it exceeds 1,4 million people, roughly 10 per cent of the total workforce.

Although tourism has grown in leaps and bounds over the past 20 years, the industry has not yet reached its full potential. During the recent State of the Nation Address, President Jacob Zuma highlighted that government had set a target of 15 million visitors annually by 2017 and to increase the contribution of tourism to the country's revenue to more than R125 billion.

Tourism authorities aim to reach these targets through the National Tourism Sector Strategy, which places an emphasis on the development of domestic tourism.

Currently this market contributes an astronomic R24,3 billion to the economy and constitutes 65 per cent of our tourism market. There is, however, much room for growth, as a large number of South Africans have never travelled for leisure within the country's borders.

To grow the local market, Tourism Minister Derek Hanekom emphasises that travel should be affordable and accessible for everyone, irrespective of their financial situation.

"The child of a mineworker must have the same opportunity as the child of a wealthy businessperson to visit our world heritage sites, to go to our national parks and botanical gardens, to attend theatre and concerts, and to visit museums and art galleries," he said.

To get South Africans travelling, the "Nothing's More Fun than a Shot Left" campaign was launched during Tourism Month last year. According to Minister Hanekom, "the campaign ... drives



home the message that travel in South Africa is fun, an investment in your relationships and yourselves, as well as being both accessible and affordable."

Looking at figures from [www.shotleft.co.za](http://www.shotleft.co.za), it appears that the campaign was extremely well received by the local market. The greatest advantage of the user-friendly website is that it allows potential travellers to match their budgets with destinations and activities.

To maintain the momentum of Shot Left, South African Tourism and trade stakeholders are constantly working together to come up with a variety of packages and options to suit the budget of different local markets. All tourism businesses are also encouraged to upload their value-for-money deals onto the Shot Left website.

In addition, South African National Parks (SANParks) is also playing its part to ensure that its world-renowned



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# 20

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*South Africa's tourism sector is transforming lives, creating jobs and contributing to the country's economy.*

parks are accessible to all locals. During Parks Week, from 8 to 12 September, South Africans are invited to enter parks for free to discover for themselves why millions of international tourists visit them every year.

The main objective of Parks Week is to cultivate a culture of pride among all South Africans in the country's natural, cultural and historical heritage.

Celebrating our cultural and historical heritage takes on a special meaning now because it is also the time that we mark Heritage Month. During September all South Africans, especially families with children, should take the time to visit our world-class heritage sites. This year Heritage Month is celebrated under theme "Celebrating 20 Years of Democracy: Tell Your Story that Moves South Africa Forward".

Since 1994, we have established several new museums, monuments and commemorative sites as part of crafting a new, inclusive narrative for the country. These sites include the District Six Museum in Cape Town, the Steve Biko Centre in the Eastern Cape and Constitutional Hill in Johannesburg. They are all uniquely South African and offer life-changing experiences to both adults and children.

To add to the heritage experience, South African Tourism developed new route called "Madiba's Journey". This interactive map, available electronically on [www.mandela.southafrica.net](http://www.mandela.southafrica.net), provides travellers with information on all Madiba-inspired tourist attractions.

During this auspicious month, let us start planning our Sho't Left holidays and discover every corner of our beautiful country.

Also as part of the 20 Years of Freedom celebrations and

Heritage Month, the Department of Arts and Culture has launched a campaign encouraging all South Africans to tell their stories about the trials and tribulations during the dark days of apartheid.

This campaign provides everyone in the country with an opportunity to learn about the unsung heroes and heroines who played a pivotal role in moving South Africa forward. It will also raise the curtain on one of the greatest theatres of struggle, victory over oppression and an iconic country renowned for reconciliation and nation building.

The storytelling theme of 2014 Heritage Month complements our rich narrative heritage and we should use any means of expression, whether it be the visual arts, poetry, music, prayers and the written word to tell our stories.

Franz Fanon has famously taught us that "each generation must, out of relative obscurity, discover its mission, fulfil it or betray it". These words are still as relevant today as they were many years ago; they are a call to action. All of us share a common duty to build on the gains made over the past 20 years. Together we have to ensure we move the country forward.



*Heritage Month calls on all South Africans to celebrate our cultural and historical heritage.*

Start by telling a story about where we have come from and where we are going as outlined in our Vision 2030. The National Development Plan says in 2030 we should live in a country which we have remade. A home where everybody feels free yet bound to others; where everyone embraces their full potential and we are proud to be a community that cares.®



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The theme for GovTech 2014, Government [Em]powered by Technology, will focus on unlocking the power of ICT in public service delivery, by celebrating successes, showcasing achievements and recognising progress.

Building on the last 3 years' themes, Connect- Collaborate- Innovate-, this year's GovTech will look at solutions, best practices and insights to enable a government that is empowered by technology and geared towards service delivery.

The benefits of the e-government of the future include greater choice, convenience, speed and accessibility, with the power to reach more people, more quickly, and create a better life for all.

SITA looks forward to welcoming you to GovTech 2014 from 2 to 5 November at the Durban International Convention Centre. Go to [www.govtech.co.za](http://www.govtech.co.za) now for sponsorship opportunities and registration.

## GOVTECH 2014 | 02 - 05 November 2014

Durban International Convention Centre



**S**pring is here. It's a time to kick off the blankets, dust off our braai stands and camp chairs, and spend time outdoors enjoying the warm South African sun.

It's also a time to take a Sho't Left and appreciate all the beauty our country has to offer such as the beautiful scenery, world-class beaches and excellent hospitality – and visit any of South Africa's eight heritage sites to learn about our rich history.

As public servants we must use the month of September to act as tourism ambassadors for our beautiful country. Numbers don't lie; International arrivals are on the increase, which means that our country is a destination of choice for both tourists and business people from local and abroad.

As Tourism Minister Derek Hanekom rightly put it in his Budget Vote speech, growth in tourist arrivals is not an end in itself.

"The growth of our sector must be shared. We must maximise the economic potential of tourism for our country and all its people. As tourism happens in local communities, this is where

tourism should deliver significant and meaningful economic benefits. When all is said and done, the tourism balance sheet must show that we are delivering on the promise of a better life for all South Africans; that tourism is a catalyst for rural development, job creation, the growth of SMMEs and the nurturing of new skills," said Minister Hanekom.

Tourism Month, which was launched on 26 August at the popular Maboneng Precinct in Johannesburg, is being celebrated under the theme "Tourism Transforming Lives".

September is also a time for us to focus on our heritage. It's true that for you to know where you are going, you need to know where you come from. Our country has eight incredible World Heritage Sites each presenting a different educational and enriching experience.

At the end of August, the Department of Arts and Culture launched Heritage Month at a cultural village in Gauteng under the theme "Celebrating 20 Years of Democracy: Tell Your Story that Moves South Africa Forward".

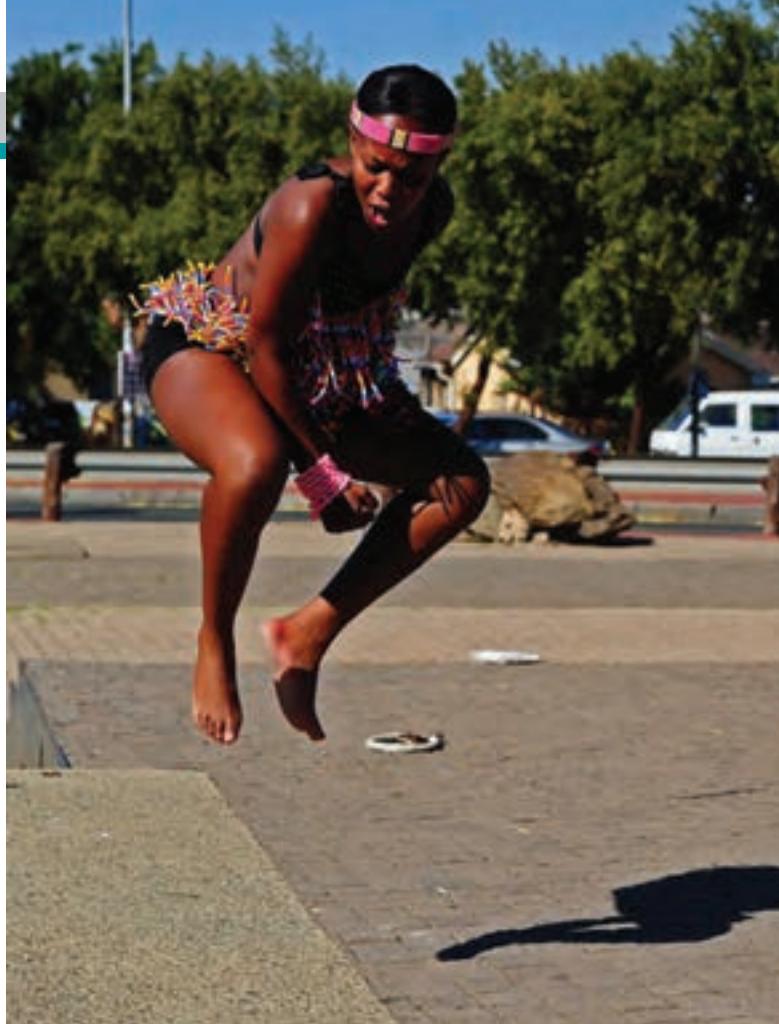
The venue of the launch of Heritage Month was significant because it brought meaning to and created the ideal ambience for the theme. The theme encourages South Africans from all walks of life to take part in storytelling, poetry, music, dance and comedy next to an open fire.

Heritage Day on 24 September was declared a public holiday under the Public Holidays Act of 1994. During Heritage Month South Africans are encouraged to celebrate and embrace the country's historical inheritance, languages, spirituality and sacred sites, diverse cultures, indigenous food and traditional art forms.

This year's Heritage Month takes place against the backdrop of our 20 Years of Freedom celebrations. From the Twenty Year Review it is clear that South Africa has made great progress in ensuring equal rights. Although much has been accomplished since 1994, more work remains, especially in building an inclusive and equal society.

This month we need to embrace our diversity and keep working towards creating a united South African nation with a common identity. To move the country closer to this, the 20 Years of Freedom mile-





stone provides an ideal platform for South Africans from all walks of life to share their experiences. By doing so South Africans will develop a deeper understanding of themselves and others so that we all can live, work and play together in harmony.

The freedom that many fought so hard for has given South Africans a voice and different platforms to tell their stories about the trials and tribulations they experienced during the dark days of apartheid. They can also speak out freely about the many heroes and heroines of the liberation movement and different watershed moments in our Struggle history.

The stories told will empower the younger generation and will give them another reason to appreciate and be proud of being born South African.

The stories can be expressed through visual arts, poetry, music, prayers and the written words to tell their stories. All of these will greatly contribute to our collective memory and promote national identity.

For many of us born before the technology era and did not have the privilege of owning story books, storytelling was a big part of our childhood. It forms part of our rich cultural heritage.

The reburials of Nat Nakasa and Moses Kotane – both South African heroes whose stories will educate young and ordinary South Africans about the circumstances that led them to live in

exile and the impact they had on the liberation of our country – will finally bring rest to their families.

This is a good initiative that requires support from all South Africans, particularly public servants. Our storytelling has the potential to heal the divisions of the past. By talking about our experiences – good and bad – we can start to address the social divisions in our communities which still persist today.

As we reflect on the journey South Africa has travelled since 1994, we can safely say that we have a good story to tell. The Twenty Year Review outlines the many highlights that we have achieved over the last 20 years. Millions of lives have been changed, and millions more will be changed in the years to come.

Let us work together to continue to build of this good story and move South Africa forward. ☺



# Our heritage *our future, our nation building*



Acting CEO Cathy Motsisi

*As part of an on-going programme to commemorate the founding fathers of democracy, SAHRA is in the process of rehabilitating the following national heritage sites with the intention of unveiling the following graves which are national heritage sites.*

The South African Heritage Resources Agency (SAHRA) is the national administrative body responsible for the protection of South African cultural heritage

resources. SAHRA, as an agency of the Department of Arts and Culture, has been tasked to manage and implement the National Heritage Resources Act.

The aims are to introduce an integrated system for the identification, assessment and management of heritage resources and to enable provincial and local authorities to adopt powers to protect and manage their heritage resources.

The Act aims to promote good management of the national estate, and to enable and encourage communities to nurture and conserve their legacy so that it may be bequeathed to future generations. The organisation strives to deliver on this mandate to co-ordinate the management and identification of the national estate by:

- Identifying, protecting and promoting heritage resources in South Africa;
- Developing norms, standards and charters for the management of heritage resources in South Africa in accordance with the NHRA and codes of international practices;

- Contributing to skills and knowledge production in the heritage sector; and
- Implementing heritage management practices.

Acting CEO Cathy Motsisi says: "South Africa is celebrating 20 years of freedom and democracy and SAHRA as a heritage institution has in the past protected and conserved the rich history of our country by declaring the following sites of cultural significance. These sites include Robben Island, Drakenstein (Victor Verster) Prison, Mapungubwe, Lake Fundudzi, Makapans Valley in Limpopo, Taung, Kadirshwene in North West, fossil hominid sites of South Africa, and the Broster Beadwork Collection in Eastern Cape among others."

In 2012, as part of the ANC's centenary celebrations, SAHRA rehabilitated and declared the graves of the founding fathers of our democracy. These included John Langalibalele Dube, Zaccheus Richard Mahabane, Thomas Mtobi Mapikela, James Sebe Moroka and Pixley ka Isaka Seme. The entity also declared both the Union Buildings and the Parliament of South Africa as national heritage sites in 2013/14.

"As we celebrate Heritage Month with a theme: 'Celebrating 20 Years of Democracy: Tell your story that moves



## Celebrating Parliament's heritage status

The South African Parliament in Cape Town has, under the mandate of the South African Heritage Resources Agency (SAHRA), officially been declared a National Heritage Site.

Parliament was declared a heritage site for its historical, aesthetic, scientific and social value to the country. The Grade 1 national heritage site status, which it is afforded, is the highest recognition of a heritage site that has qualities so exceptional that they are of special national significance.

The buildings in the parliamentary precinct also represent exceptional architectural qualities which compares with the stature of the Union Buildings in Pretoria. The oldest section of the Buildings of Parliament, which today houses the National Council of Provinces, was completed in 1885. With the unification of South Africa in 1910, a building was added to the original 1885 building and a new chamber was built for the Union Parliament. It was used for this purpose until 1961 when South Africa became a republic.

The aesthetic value of the design of the building and precinct emanated from a competition held in 1873 and it forms an imposing classical Victorian Building. The scientific value of the site reveals the Company's Garden and its vegetable garden used for replenishing stations.

In terms of rarity, the Parliamentary precinct and buildings are entrenched as part of a special landscape and demonstrates a distinctive way of life, custom, process, land-use, function and a unique design clearly of exceptional interest to the nation, which could be viewed as a cultural heritage site.

'South Africa forward', SAHRA in partnership with the Khoisan communities will hold a round table discussion with a theme: 'Heritage sites and access'. This will be one of a series of discussions which will lead to a bigger heritage indaba planned for November," Motsisi added.

As part of an on-going programme to commemorate the founding fathers of democracy, SAHRA is in the process of rehabilitating the following national heritage sites with the intention of unveiling the following graves which are national heritage sites.

- Thomas Mtobi Mapikela – grave and house
- Reverend Zaccheus Richard Mahabane – grave
- Pixley ka Isaka Seme rehabilitation of his grave
- Dr James Sebe Moroka – grave

Apart from these, SAHRA has restored the graves of people associated with the

liberation struggle in foreign countries particularly the Mazimbu Graves in the Morogoro region of Tanzania and provided professional advice in many exhumations and the repatriation of the human remains of those who were buried in parts of the country and in foreign lands.

SAHRA is constructing a walkway at the Wonderwerk Cave national heritage site in the Kuruman district of the Northern Cape. The project aims to upgrade access facilities to the site which has significant archaeological deposit spanning nearly two million years of human history.

"We want our communities to embrace their heritage and legacies, which can bring about social cohesion and in so doing, we can build on further from our strong past. Come tell us your story, so that we can turn them into a legacy," Motsisi concluded.

### Contact details:

**111 Harrington Street, Cape Town, 8001**

**PO Box 4637, Cape Town, 8000**

**Tel: (021) 462 4502/3/4 Fax: (021) 462 4509**

**[www.sahra.org.za](http://www.sahra.org.za) – <https://www.facebook.com/SAHeritageResourcesAgency>**



an agency of the  
Department of Arts and Culture

# We hear you!



## Dear Editor

Thank you for *PSM* magazine. It is pleasing to know that government is moving South Africa forward.

The article in the July issue of *PSM*, about President Jacob Zuma putting South Africa to work, gave me hope for the future. I am particularly pleased with the efforts to prioritise youth development and increase the intake on interns.

As a young democracy, we need to develop our youth and their skills to build our country. It is encouraging to know that government cares for its people.

Thank you for a magazine that shares this information with the public.

**Rorisang May, Pretoria**

## Dear Editor

I came across *Public Sector Manager* magazine while visiting a friend.

The glossy cover captured my attention so I started paging through; I must say I was not expecting it to be so serious.

The article on the Acting CEO of South Rand Hospital Dr Ronny Masilela intrigued me.

Reading his life story and all that he had to endure to be where he is today shows us that no matter what our circumstances, if we work hard we can achieve our goals.

Dr Masilela's story should serve as motivation to all those who feel they can't be successful because of their financial status. They must realise that what they need is passion, courage and determination.

His story also teaches us that it's never too late and that education has no age limit.

I grew up in a township and have seen many people give up on their dreams because of poverty. I wish I could share Dr Masilela's story with schoolchildren so they realise that if they change their mindsets, doors will open and if they work hard, dreams will be achieved.

I must admit, at first I thought the magazine was about politics until I came across Dr Masilela's motivational story.

I would like to wish Dr Masilela all the best in his work and also thank him for sharing his story with your magazine so that we can learn from his experiences.

**E.K Matlou, Attridgeville**



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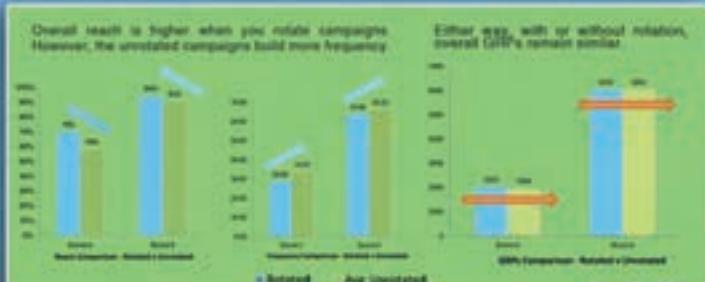


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CONTINENTAL  
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# Minister Nathi Mthethwa:

## Redefining the cultural and heritage landscape towards an inclusive society

The newly-appointed Minister of Arts and Culture, Emmanuel Nkosinathi Mthethwa, is cracking the whip. His energetic, focused approach marks a turning point in the role of arts, culture and heritage and how National Days will be celebrated.

The youthfulness, passion, insight, principled commitment and stubborn hands-on approach of the man who has to re-imagine the meaning of South African identity and relevance of Heritage Day, for example, is sure to affect national identity, nation building, social cohesion and, above all, freedom of expression. He is all about challenging government line-function officials, the private sector and citizens to think out of the box.

For the next five years, Minister Mthethwa's priorities will include drawing attention to tragic and joyous moments in the evolution of South African society through the way in which it marks Freedom Day, Heritage Day and Reconciliation Day, among others.

In a significant development, the role of the Department of Arts and Culture (DAC) now includes leading and coordinating national efforts that will define an overarching South African identity, foster constitutional values, promote redress through cultural transformation and promote active citizenry and leadership towards an inclusive society.

At a special breakaway strategic session with his senior managers in July, the Minister seemed to indicate that the celebration of National Days should be radically transformed to be more inclusive.

"If we must be honest to ourselves, the celebration of National Days like Heritage Day, for instance, cannot remain the same, where they are only a one-day event that does not nourish the soul of the people nor inform and educate them about their past, present and future.

"After 20 years, the majority of our people must appreciate the meaning of these days to identify and relate to what they are meant to achieve.

"In fact, the significance of National Days lies in providing platforms and serving as vehicles to move us forward in cultivating pride and nurturing a new spirit of South African identity that builds an active citizenry and leadership towards an inclusive society where everyone has a sense of belonging and responsibility for what happens," said Minister Mthethwa.

His wish to see a radical change in how National Days are celebrated is very clear. A special task team has been appointed to make recommendations on how National Days will be redesigned.

On the eve of Nelson Mandela international Day, the Minister's maiden speech in the National Assembly (NA)

drew applause from many members of the House. His Budget Vote was unanimously endorsed and approved except for mild opposition from a lone marginal voice.

Significantly, Minister Mthethwa's comments on using arts and culture to drive economic transformation and, above all, using heritage to awaken national consciousness, identity and pride received the most energetic applause.

On separate occasions, the Minister told the NA and the National Council of Provinces that arts, culture and heritage would play a pivotal role in providing economic opportunities that heighten awareness about history, identity and unity.

"We shall seek to raise the consciousness of our people through the Liberation Heritage Route to trace the story of our struggle throughout the country and continent.

"Work is already underway at tracing the heritage sites associated with the Khoi and San communities, for instance, as well as highlighting their role and contribution to resisting colonial oppression," said Minister Mthethwa.

### **Repatriation of heroes**

Unveiling plans to repatriate the remains of South African heroes buried in various parts of the world stirred feelings of patriotism among members, special guests and citizens in the House and beyond.

The Minister mentioned plans to repatriate the remains of renowned journalist Nat Nakasa who died under mysterious circumstances in New York on 12 July 1965. Minister Mthethwa led a delegation, including family members, to exhume and repatriate Nakasa to South Africa. He will be reburied at the Heroes Acre in Chesterville on 13 September.

Negotiations are underway to exhume and repatriate the remains of the late struggle stalwart Moses Kotane from Russia to his final resting place in the North West 40 years after his death.

The stories of Nakasa, Kotane and Sarah Baartman, among others, are flagship projects that will trace and tell the story of South African history and heritage. The common thread running through the stories is that they will provide a glimpse into the individuals' personal struggles, socio-economic circumstances under

colonialism, lives in exile and how they died. The stories illustrate the triumph of the South African human spirit in adverse and hostile international conditions.

The North West will host national Heritage Day celebrations this year in the historically rich city of Mahikeng.

Events building up to Heritage Day include the launch, an exhibition, National Book Week and dialogues. In addition, national, provincial and local government will offer services such as applications for and tracking of identity documents, applications for social grants, mobile health clinics and career guidance for learners .

The 2014 theme is "Celebrating 20 Years of Democracy: Tell your story that moves South Africa forward."

"The history of a nation is best captured and reflected in the lives and experiences of its people. We believe that this theme will elevate the appreciation of our history and the revival of our political and socio-cultural consciousness through us sharing our lived experiences through stories. We are an African people living in the continent and our stories tell how far we have come.

"The theme lends itself easily to intergenerational dialogue that can reconnect the past with the present for us to formulate a clearer vision for the future.

"Those of us who live here today are the heirs of everything that our ancestors fought for and it remains our historic duty to unite everyone.

"The founding fathers of the oldest liberation movement, that is, the African National Congress, had one desire: to establish a democratic order that, at its core, is an African society that is home to all who live in it," said Minister Mthethwa.

With the elevation of the DAC to the rightful strategic leader of nation building and social cohesion, the Minister will increasingly play a pivotal role in using heritage to shape South African identity. Apart from name changes and national symbols, new heritage monuments will be built.

"We need a radical shift in the cultural and heritage landscape of this country to give it an unmistakable African identity and character. There is too much of the colonial past in the present and this needs to be diluted and transformed by what unifies us.

"As a result, we will establish a Heroes Acre to honour all those who have fought for a just, equal, non-sexist and non-racial society. This must be the cultural nerve centre that pays homage to all those, irrespective of their >>



President Jacob Zuma and Minister of Arts and Culture Nathi Mthethwa unveil the statue of Nelson Mandela at the opening of the Mvezo Komkhulu Museum.

race, class, station in life or political orientation, who fought for freedom and, at the same time, reflect the soul and spirit of a nation at peace with itself," he said.

Already, Minister Mthethwa is making this happen. Together with President Jacob Zuma, he unveiled a new statue of former President Nelson Mandela and launched the renovated museum in Mvezo, the birthplace of Madiba.

In the last 20 years, infrastructure and various heritage sites have been named after liberation icons, including Sol Plaatje, King Shaka, OR Tambo, Bram Fischer, King Tshwane, Steve Biko, Robert Sobukwe and Samora Machel.

Women, especially those in the artistic field, have not been left out and include Rahima Moosa, Bessie Head, Lillian Ngoyi, Frances Baard, Ruth First, Miriam Makeba and Olive Schreiner.

"The story of South Africa has, for centuries, been narrated through the prism of colonial rule. The advent of democracy has brought profound changes and thus liberated our true voice," said the Minister.

One of the most important programmes to be pursued will be the implementation of the National Development Plan, especially mainstreaming the role of arts, culture and, above all, heritage in creating an enabling environment for economic development.

The remaking of heritage to help us transcend our fractured past and move towards an economically inclusive society remains a top priority.

Echoing the sentiments of Vision 2030, Minister

Mthethwa said, "we shall turn our programmatic goals into practical interventions that together make up radical economic transformation.

"Our plan for 2019 is to make heritage ... respond to the unfinished business of economic transformation as a framework for the economic vitality our social and cultural fabric."

During his less than 100 days in office, Minister Mthethwa has increasingly shown that he is uniquely equipped to handle the dynamic, fast-changing and forward moving arts, culture and heritage sector.

"Every one of us must be able to account for what we are doing in government to earn our positions and money. It cannot be business as usual. The department is at the coalface of nation building," the Minister Mthethwa told his senior managers.

But he remains engaging, open minded and receptive to ideas. Within days of taking over the new portfolio, he had consulted widely with the sector and seemed to have introduced a new work ethic in the DAC.

"We are the custodians of the soul of the nation and our task is to promote and preserve South African arts, culture and heritage to promote nation building and social cohesion to, ultimately, be a proud and caring society. We dare not fail," he said the Minister.

Few will doubt that the DAC has reached a turning point. The days of being seen as the 'entertainment wing of government' or a 'junior department' are over. There is nothing more serious than leading a nation in transition to find itself. And Minister Mthethwa is the man who has been chosen for this mammoth task.

### **Stand out quotations**

"Heritage pronounces what is valuable to the nation and traces a historical pathway through the ages. It provides the legacy through the bygone period of people highly respected and appreciated, of buildings cherished, of documents and objects treasured and prized."

"The National Development Plan Vision 2030 "Arts and culture opens powerful spaces for engagement about where a society finds itself and where it is going."

"We shall turn our goals into practical and programmatic interventions that together constitute radical economic transformation."

"We have set out on a five-year-journey to restore social and economic transformation as a pillar for nation building and unity."

"We shall be piloting several creative arts incubators across

the country that will be the hotbeds for cultural entrepreneurship and democratise access to tools of production."

"The cultural incubators are a strategic part of the Mzansi Golden Economy, which seeks to expand supply, and work opportunities; grow audiences; transform the colonial heritage landscape; collect relevant data to inform policy direction; and develop artists to be economically self-reliant." 

## Make your voice heard

Do you have a story to tell about what life was like in apartheid South Africa or during the transition to democracy?

If you do, the "Tell Your Story Campaign" gives you the perfect platform to reflect on your experiences.

The campaign, initiated by Government Communications (GCIS), as part of the 20 Year Celebrations, is about getting all South Africans to share their experiences of apartheid and democracy. This campaign aims to provide the platform for South Africans to share experiences, transcend their differences and build a unified nation.

The "Tell Your Story" campaign has the support of a range of organisations and will begin and run throughout September. The Department of Arts and Culture (DAC) has adopted the campaign as part of its Heritage Month theme "Celebrating 20 Years of Democracy: Tell Your Story that Moves South Africa Forward".

Government, business and civil society are also planning a range of activities that will get South Africans to reflect on the past, appreciate the present and plan for the future. Our journey to freedom and democracy has not been easy. Apartheid divided our nation.

South African people of colour were stripped of their basic human rights and dignity and forced off their land into homelands or townships. Laws were introduced that restricted freedom of movement. Black and white people were not able to mix socially. Mixed marriages were forbidden. Political parties were banned. Thousands were arrested and sent to jail for their beliefs.

Every South African can tell a story about this time. Even those who were not born in 1994 have heard about how the country celebrated when democracy was achieved.

Democracy has brought change, but today, many South Africans remain divided by race, class, gender and/or their cultural backgrounds. Many feel that they have not had the opportunity to talk about the difficulty of growing up in apartheid South Africa, or what the democratic change has meant for them.

GCIS is encouraging you to Tell Your Story. Write in or send voice or video clips. Tell us about your experience of apartheid. What changes have you seen since 1994 and how can we make South Africa a place that all can call home?

Young people are invited to share the story of what the gains of democracy has brought them. You can also interview someone who has a fascinating story to tell and share it.

South Africans have already begun telling their stories. You can find these on [http://www.gov.za/issues/20years/tell\\_your\\_story.htm](http://www.gov.za/issues/20years/tell_your_story.htm).

**We are also on Facebook at <https://www.facebook.com/GovernmentZA> or twitter @TellYourStoryZA.**

**If you are interested in posting one of your stories, please post or email these to us on: [electronic@gcis.gov.za](mailto:electronic@gcis.gov.za)**



# The CBDA

*changing people's lives through co-operative banking*

## SUCCESS STORIES OF CFIs

[co-operative financial institution]

In a time where banks are making record profits, clients remain disillusioned with them due to higher fees and lack of access to appropriate products and services from their banks. Many consumers of financial services are seeking alternative types of financial institutions that will be more understanding of their needs, be flexible and help them save money. One such institution could be your local co-operative financial institution (CFI). CFIs offer numerous financial products and services that help members maximise their incomes and increase their savings, often with fewer or lower fees than traditional banks.

### How does a co-operative financial institution (CFI) differ from a bank?

A CFI operates just like a "traditional bank", providing most of the same services like savings, business loans and personal loans. The key differences are that:

- CFIs are member-focused institutions. A CFI is a co-operative, which means it is owned and operated by its members, as opposed to being owned by its shareholders like a bank. Your initial membership share contribution makes you a part owner of the CFI and gives you a say in the CFI's decisions.
- Because of this ownership structure, potential members have to meet membership requirements that vary depending on the CFI's objective. For example, a union-based CFI may only accept employees and their immediate family members. A CFI for teachers, on the

other hand, may accept any teacher who works for a certain school district. A few CFIs have more relaxed requirements and may simply request that members live in a certain city or area.

- CFIs are not-for-profit institutions, but focus rather on providing services and benefits for their members. When they do make a profit or surplus, these could be returned to members in the form of lower fees, better services, dividends or re-investment into the community through scholarships etc. Basically it is the members who decide how and where this surplus should be allocated

### How does it work?

CFIs are still localised, meaning they are run and owned by people in the community, hence creating employment for people within the community. This means providing access to financial services to members who may not otherwise be able to get access to ordinary banking products and services; a lifeline in less well-off communities for members grappling with their finances. Plus, they are a welcome alternative to *mashonisas* (micro-lenders).

However, CFIs are not just for those struggling financially. They also appeal to those who want to bank ethically and benefit their communities, because money saved by the members of the community in the co-operative stays within the community and supports community activities. This is then used to lend to members of the community who have viable business ideas, or who want to pay school fees for their children.

At least once every year, all the members of the CFI meet at an annual general meeting (AGM) to review how their institution is working, determine interest rates on savings and loans, and to elect board members to represent them during the course of the year.

Additionally, throughout the year, those running the CFI must put aside enough money to ensure that the co-operative remains viable. Any money that's left over is used to try and improve the overall service of the CFI.

### Should I trust a CFI with my money?

The South African government, recognising the importance of CFIs in the economy, put in place legislation to make sure all CFIs are registered. In 2007, The Co-operative Banks Act was put in place to allow ordinary citizens to come together and form their own financial co-operatives, to save and borrow money from. The law also provides for a supervisor, within the Co-operative Banks Development Agency (CBDA) whose key responsibility is ensuring that registered CFIs operate in a safe and sound manner. Additionally, through the CBDA's capacity building programs, the CFIs' management and boards are regularly trained to ensure that they are suitably qualified to manage members' funds.

Every day we are inspired by stories about CFIs who make a difference in the lives of people. Many of the CFIs would like to share their success stories and we have chosen a few to share their stories on how they change the lives of their members:





National Treasury  
240 Madiba Street,  
27th Floor, Pretoria 0001  
[www.treasury.gov.za/coopbank](http://www.treasury.gov.za/coopbank)

## BOIKAGO SAVINGS AND CREDIT CO-OPERATIVE

Boikago SACCO was formed in 2005, and is located in Mmabatho-Mahikeng town, in the North West Province. The SACCO is within the Mahikeng local municipality of Ngaka Modiri and operates from The Mega City Shopping Mall.

The SACCO has a common bond of all people living, working and worshipping in Mmabatho and surrounding rural areas of the Mahikeng local municipality. The SACCO has recorded some notable growth since its inception, with total shares and savings of R2 381 074, a loan book of R2 280 070 and total assets of R2 985 195. Their membership consists of 30% males, 67% females, and 3% are groups (mostly Stokvels). The CFI has recently applied for registration as a co-operative bank.

### **Boikago providing affordable housing finance to its members**

Mrs Moses from Boikago SACCO, a pensioner, said she had been able to start a student accommodation business through a loan she received from Boikago SACCO. With the funds she received from the SACCO, she was able to build additional rooms at her property that she rents out to university

students. She is able to sustain her own lifestyle, while sending her grandchildren to school with the money that she is making.

#### **Our Vision:**

The vision of Boikago SACCO is to be the best, preferred and trusted co-operative bank in South Africa.

#### **Our Mission:**

To uplift the socio-economic status of our members by mobilising funds and offering competitive and affordable financial products and services.

#### **Products:**

- Regular savings and fixed deposits
- Contractual savings account
- Regular junior savings account
- Special purpose savings account
- Shares
- Loans

#### **Boikago SACCO**

Shop 111, Mega City Mall  
Mmabatho  
Email:[boikago@telkomsa.net](mailto:boikago@telkomsa.net)  
Tel: 018 384 2644





## NEHAWU SACCO

NEHAWU SACCO is a member-owned, member-controlled and not-for-profit financial co-operative that mobilises and channels members' savings into loans for productive and provident purposes.

It was formed in 2006, following concerns of trade union members regarding high interest rates loans charged by private banks, loan sharks and rising personal debt.

The CFI's membership has been increasing over the years and currently stands at 6 551 members. These members all fall within the common bond – NEHAWU trade union members and union staff and trade union related institutions.

### Khopiso's Story

Khopiso Ntombela (34) works for NEHAWU trade union within the legal department. She has been an active member of NEHAWU SACCO since 2007 and maintains a Regular Savings Account.

In 2014, she needed funds to host a birthday party for her son. She was able to access her Regular Savings Account within 48 hours' notice and was able to attend to and pay for other things to make her son's special day a success. Moreover, the money saved with the CFI also came in handy when she had to settle her brother's tuition fees.

She has seen the significance of the CFI/SACCO in her life, and she has been a loyal member since then. Hence she is still using the CFI services. Khopiso is quite impressed by the services offered by NEHAWU SACCO and she recommends it to fellow colleagues.

### Our mission:

We are a member-owned, member-controlled and not-for-profit co-operative financial institution that provides its members with affordable and convenient access to banking and other related services.

### Our vision:

To be the primary provider of financial services suitable to the members of the trade union and to improve their socio-economic well-being by offering financial services at competitive interest rates and ensuring ease of access to and opportunities in the benefits of the co-op's success.

### Products and Services offered:

NEHAWU SACCO provides a wide range of products and services to its members through mobilising savings deposits from members and turning them into affordable,

productive and provident loans (for members).

- Regular savings
- Christmas savings
- Group savings
- Fixed deposit
- Education plan
- Emergency loan
- Short-term loan
- Consolidation loan
- Home improvement loan
- Credit life policy
- Financial education

### Nehawu SACCO

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[www.nehawu.org.za](http://www.nehawu.org.za)



NEHAWU members attending the annual general meeting (AGM)

## CEBISA CFI

CEBISA means "giving advice" as well as "making wealthy", which is a true representation of what CEBISA promises its members and community.

Established in 2009 and officially launched in 2011, it is currently registered with the Co-operative Banks Development Agency. CEBISA is located in the city centre of Pietermaritzburg "City of Choice" at 222 Peter Kirchhoff Street.

The purpose of CEBISA is to help members use financial tools to "improve their economic and financial wellbeing". Their current membership stands at 325; with 57% females and 43% males, 19% of them being youth. The majority of the members reside in semi-urban and urban areas. The youngest member is five years old and the oldest is 65 years of age.

The common bond of CEBISA CFI is persons living or working within the uMgungundlovu District Municipality. CEBISA CFI products and/or services packaging strategy is centered on the following principles:

- Clientele demand-offering matching.
- Ultimate value for money, – "together we can nourish".
- Shareholders' wellbeing and savings.

### Vision

To be the leader and a preferred co-operative banking house in South Africa.

### Mission

To significantly strengthen the social and economic returns of our members by providing affordable, sustainable, secure and reliable financial services through innovative and cost effective products and services that create wealth for our members.

### Products and Services offered:

CEBISA FSC offers a variety of products that are developed to meet and satisfy the members' ever growing needs.

They are:

- Investment
- Savings
- Credit
- Debt counselling
- Airtime Packages with free short-term insurance coverage.

In the long term it intends to offer:

- Salary transfer facility
- Cell-phone banking
- Internet banking
- Long-term insurance covers
- Mortgages
- Long-term assets finance.



### Testimony by: Mr Kubheka (Managing Director: Xololomusa Contractors)

"I have had bad experiences with the big five financial institutions in terms of obtaining loans and other financial assistance because their red tape was a serious barrier to me obtaining assistance timeously. I now have financial freedom and peace of mind at CEBISA as loans are approved within 24 hrs, to ensure my cash flow is able to meet my entity's debts. There is no greater joy than knowing that the low interest I pay comes back to me as a shareholder."

### Testimony by: Ms Mbatha (employee at Msunduzi Municipality and board member)

"I was unable to obtain car finance because some of the banks were demanding high interest rates because of what they called "a high risk", but CEBISA came to my aid. I now have a brand new set of wheels at a reasonably low interest fee, and I still have disposable income for my other needs."

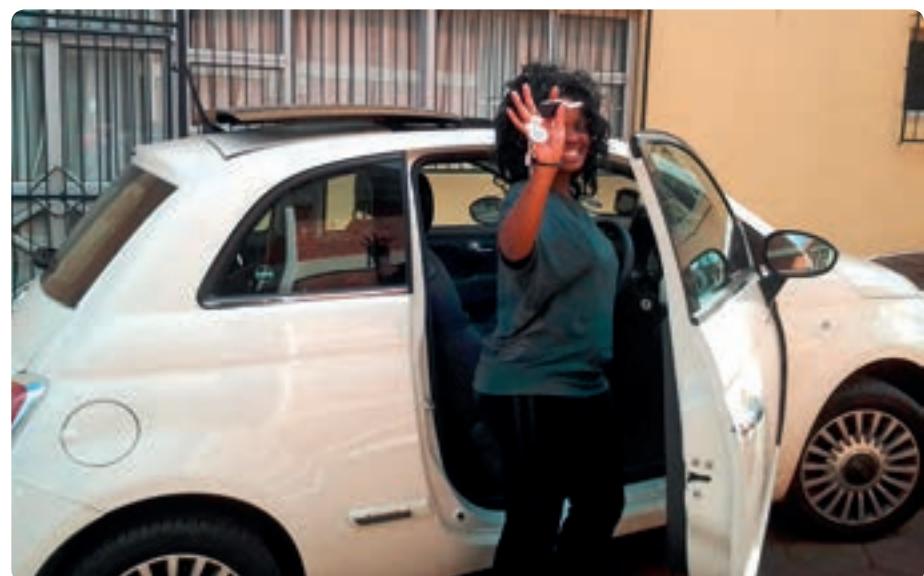
### Contact Details

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Website: www.cebisa.info





Making tourism work  
**for South Africa**

SA Tourism CEO Thulani Nzima.

**W**hen Thulani Nzima was appointed as chief executive officer (CEO) of South African Tourism (SA Tourism) in 2012, the tourism industry reacted positively.

Mmatšatši Ramawela, CEO of the Tourism Business Council of South Africa, which represents private sector tourism, welcomed Nzima's appointment.

"We welcome the announcement by the Minister of Tourism and congratulate Mr Nzima on his appointment. Mr Nzima does have the confidence and support of the travel and tourism private sector," she said.

On appointment Nzima brought a wealth of experience to his new post and was ready to take SA Tourism to new heights. He started his career as a sales consultant at Shell, selling solar panels. Thereforeafter he joined the Perm Building Society in 1984 as a financial advisor, teller and "working in the back office", he told *Public Sector Manager* magazine.

His interest in the travel and tourism industry grew when he joined South African Airways (SAA) as a cadet manager. "This was a programme where SAA was preparing managers to manage their overseas offices," he says. The year-long programme had eight candidates: four from inside the airline and four from outside. Four candidates were sent overseas while the others remained in the country. Nzima was one of the four who remained in the country and worked for the airline locally.

Nzima worked for the national carrier for 13 years, four of which were spent outside South Africa as country manager for SAA in the Benelux countries (Belgium, the Netherlands and Luxembourg).

"I was based in the Netherlands and also had an office in Belgium for four years before I came back to South Africa to take up a senior position within SAA."

In 2005, drawing on the experience he had gained while managing the affairs of SAA in the Benelux countries, Nzima took up the position of CEO of the South African Travel Centre, which is a subsidiary business of SAA.

After his three-year stint at the helm of SA Travel Centre, he joined Avis Rent-a-Car as director of sales and marketing where he was in charge of sales and marketing strategy and all revenue-generating business streams. After four years with Avis he joined SA Tourism in 2012.

With the experience he amassed over the years, both

locally and internationally, Nzima believes he was the right person to steer SA Tourism into new waters.

His experience has come in handy given the increasing number of tourists, use of digital marketing and opening of SA Tourism offices in other countries.

SA Tourism is an agency of the Department of Tourism responsible for marketing the country. Nzima says the work done over the years has done wonders for the image of the country and increased the presence of the agency.

"We will be opening a Brazil office now in September and we've already opened an office in Nigeria. We will also be opening an office in Angola and Kenya shortly.

"The ability to penetrate those markets [where] we were traditionally unable to get traction ... especially Asia, Africa and South America, has given us the growth and ... penetration into those markets," says Nzima.

### **Growth of the tourism sector**

Historically, the South African economy has relied heavily on mining and agriculture. Over the past few years, economic contraction has put these two sectors under pressure. Fortunately, tourism has stepped in to help grow the economy.

"Tourism is regarded as a modern-day engine of growth and is one of the largest industries globally," says Nzima with a smile. In 1994, the sector contributed 230 000 direct jobs and 1,9 per cent of gross domestic product (GDP).

"The sector has been earmarked as a growth industry in South Africa and is ... ideally suited to add value to the country's many natural, cultural and other resources."

There has been significant growth in the sector: in 2012 it contributed approximately 617 000 direct jobs (that's 26 000 more jobs than in 2011), amounting to a 4,6 per cent increase in direct employment in the country.

According to Tourism Satellite Account statistics released by Statistics South Africa for the period ending December 2012, direct tourism's contribution to GDP grew from R83,5 billion in 2011 to R93 billion, or three per cent, of GDP in 2012.

Over the past 20 years, the sector has also seen major developments. The number of accommodation establishments has almost tripled, from just 7 721 to almost 20 000 and the number of conference venues has gone from 1 250 to 2 598.

"In 1994 total international arrivals, (including tourists), stood at a mere 3,6 million. During our two decades of democracy, these arrivals have grown by more than 300 per cent to reach nearly 15 million last year, 9,6 million of which were tourist arrivals." Nzima says

The fleet of cars and coaches has more than doubled, >>

while the number of airlines flying to South Africa has since grown from 21 to 76.

### **Domestic tourism**

Nzima says South Africans should stop hearing about the country's beauty from foreigners. He says SA Tourism is working hard to encourage locals to tour South Africa.

While international tourism is doing well the same cannot be said for the local or domestic sector. According to Nzima this is largely due to the economy growing at lower-than-average levels.

"In total, 12 million South Africans took a total of 25,1 million trips in 2013, contributing R24,3 billion to the local economy," he says.

One of the big challenges that SA Tourism has to address for it to grow the domestic tourism industry, is that of creating a culture of travel in a nation where the vast majority of people didn't go on holiday when they were growing up.

"These challenges are the focus of our current domestic tourism campaign 'Nothing's More Fun than a Sho't Left.' The campaign drives home the message that travel in South Africa is fun, an investment in your relationships and yourselves as well as being both accessible and affordable."

### **Growth of township tourism**

Another sector that is growing is township tourism, which, in Nzima's words, is the new gold.

"South African townships are no longer the bleak places where black people live, communities created by the notorious old apartheid government.

"Nowadays they are major visitor attractions, offering everything from clean and comfortable B&Bs and eateries to fascinating historical sites and a vibrant nightlife." Nzima says.

According to Nzima, township entrepreneurs have mushroomed over recent years to cater for the curiosity of both local

and foreign travellers, and there is also a growing number of tour operators and world-class accommodation establishments in townships.

"Tourism bureaux all over the country now distribute pamphlets and booklets about attractions in various townships around the country, along with tips on how to get the best out of the experience.

"This is extremely important in terms of South Africa's overall tourism experience as it adds to the authenticity of any tourist's experience," he said.

### **Working together for South African tourism**

Marketing a country as huge and diverse as South Africa requires team work, and SA Tourism has therefore been working closely with the departments of home affairs and international relations and cooperation (DIRCO), as well as local and international airlines, travel agents and immigration offices.

"It's an ongoing exercise," he says about the relationship. "We operate on the basis of a value chain. So the value chain is a structured approach which gives us a sense of who impacts on our ability to deliver on our tourism mandate. On that value chain, if anybody who can be an impediment, we will have a discussion and work with them."

SA Tourism and DIRCO also work together under the banner of Team South Africa. SA Tourism, Brand SA, various South African embassies and the Department of Trade and Industry make up Team South Africa.

Nzima adds that there is a memorandum of understanding between the role players. "Every ambassador designate and diplomat going overseas starts at SA Tourism.

"We give them an idea of how we identify our markets, how we market the country and the basic messages that we use to sell the country." ☉



Tourists on a game drive at Shamwari Game Reserve in the Eastern Cape.



## Fast facts at your fingertips

Compiler: Ursula Graaff

# Together we move South Africa forward

### Part Two of the General Household Survey (GHS) report

In the August edition of *PSM*, we featured the GHS 2013. This month we bring you Part Two of the report.

The survey, conducted between January and December 2013, aimed to determine the progress of developments in the country by measuring the performance of programmes, including the quality of service in a number of key service sectors.

Several broad areas that were covered included education, health, household sources of energy, social security services, disability, water supply and use, sanitation and refuse removal, agriculture and access to food.

The report highlighted some significant improvements in the lives of many South Africans.

### Education

- 46,3 per cent of children attend an Early Childhood Development centre.
- Attendance at no-fees schools increased from 0,4 per cent in 2002 to 62,4 per cent in 2013.
- 6,7 per cent of learners benefited from fee reductions or partial bursaries in 2013.
- There were approximately 14 million learners at school in 2013.
- 74,5 per cent of learners from public schools benefited from school feeding schemes.
- Approximately 740 893 students were enrolled at higher education institutions.
- The completion of matric increased from 21,9 per cent in 2002 to 27,7 per cent in 2013.
- The percentage of individuals with some post-school education increased from 9,3 per cent in 2002 to 12,8 per cent in 2013.
- The percentage of individuals without any schooling decreased from 10,6 per cent in 2002 to 5,6 per cent in 2013.
- The percentage of those who received no schooling or who did not complete Grade 7 decreased from 27,3 per cent in 2002 to 16,2 per cent in 2013.

### Social security services

- The percentage of individuals who benefited from social grants increased from 12,7 per cent in 2003 to 30,2 per cent in 2013.

- The number of households that received at least one grant increased from 29,9 per cent in 2003 to 45,5 per cent in 2013.

### Sanitation and refuse removal

- Households with access to RDP-standard sanitation increased from 62,3 per cent in 2002 to 5,1 per cent in 2013.
- Households without proper sanitation decreased from 12,3 per cent in 2002 to 77,9 per cent in 2013.
- Weekly refuse removal increased from 56,7 per cent in 2002 to 63,5 per cent in 2013.

### Telecommunications and transport

- 95 per cent of households either had access to land-lines or cellphones.
- 40,9 per cent of South African households had at least one member who used or had access to the internet at schools, home, workplace or at an internet café.
- 40,2 per cent of South African households had at least one member of the home using public transport.
- Out of those who attended school 69,5 per cent walked, 9,1 per cent travelled by car while 7,6 per cent used taxis.
- 33,6 per cent of those working used private cars, 22,5 per cent used taxis and 18,8 per cent walked.
- 12,3 per cent of the working population worked from home and had no need for transport.

### Access to food and agriculture

- Persons who experienced hunger decreased from 29,3 per cent in 2002 to 13,4 per cent in 2013.
- The percentage of those who had limited access to food decreased from 23,9 per cent in 2002 to 23,1 per cent in 2013.
- 18,9 per cent of South African households were involved in agricultural production during 2013. 

**Source:** Statistics South Africa



## Heritage Day

The Department of Arts and Culture will host Heritage Day on 24 September under the theme "Celebrating 20 Years of Democracy: Tell your story that moves South Africa forward". Heritage Day recognises and celebrates the cultural wealth of our nation. South Africans celebrate the day by remembering the cultural heritage of the many cultures that make up the population of South Africa.

This year the North West Province will host national Heritage Day celebrations in the historically rich city of Mahikeng.

Events building up to Heritage Day will include the launch, an exhibition, National Book Week and dialogues. In addition, national, provincial and local governments will offer services such as applications and tracking of identity documents, applications for social grants, mobile health clinics and career guidance for learners.

## Tourism Month September 1 to 30

Tourism Month is an annual celebration held in September focusing on the importance of tourism to the economy of South Africa. It is aimed at encouraging more people to embark on leisure activities and, in so doing, to increase the number of domestic holiday trips and tourism spending in all nine provinces.

The National Department of Tourism (NDT) is celebrating Tourism Month 2014 with the theme "Tourism Transforming Lives," focusing on the ability of tourism to empower people and provide them with skills to achieve change in their local communities, as identified by the United Nations World Tourism Organisation.

## National Tourism Careers Expo (NTCE)

**2 to 4 October 2014**

The NTCE is a partnership event under the auspices of the Eastern Cape Parks and Tourism Agency, an agency dedicated to tourism and biodiversity management, the National Department of Tourism, the Department of Economic Development, Environmental Affairs and Tourism and the Culture, Arts, Tourism, Hospitality and Sport Sector Education and Training Authority. This event will run from 2 to 4 October 2014 at the East London ICC. With this year's theme being "Explore your World of Tourism", the NTCE – now in its third year – aims to drive South Africa's National Tourism Sector Strategy's goal of 225 000 tourism jobs by 2020.

## South African Sport and Recreation Conference (SASReCon) 25 September

The Department of Sport and Recreation South Africa will host the SASReCon 2014 on 25 September in Gauteng. The conference brings different role players together to promote community, social wellness and health, and economic/business aspects through scientific evidence around the theme "20 Years of Democracy: Sport as a catalyst for change". The conference will focus on how academics, practitioners and businesses can help government implement its National Sport and Recreation Plan at all spheres. 



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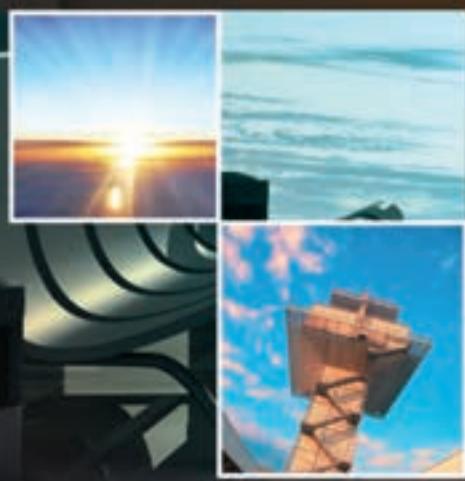


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**THALES**  
INFORMATION SYSTEMS



# From experienced nurse to CEO of a R730-million hospital

**S**ebolaishi Mabyana, Chief Executive Officer (CEO) of the new Zola-Jabulani Hospital in Soweto, Johannesburg, says her love for nursing was the stepping stone to her current role.

This is not the first time Mabyana has had the job of overseeing the running of a hospital: she was the CEO of WF Knobel Hospital in Lonsdale, Limpopo, for nine years before moving to Zola-Jabulani Hospital last year.

She brings to her job 30 years of experience in the health sector along with a Diploma in General Nursing, a Diploma in Midwifery, a Bachelor of Arts degree in Nursing Science, Honours in Community Health, a Certificate in Nursing Administration and a Master's degree in Business Administration, all from the University of South Africa. She also has a Diploma in Human Resource Management from Damelin College.

Mabyana says as a young girl growing up in rural Motletjie village in Limpopo she always had the passion of working in a health sector – in fact her dream was to become a medical doctor.

"Due to lack of funds I opted to become a nurse and I have never looked back," she says.

After completing matric she was trained as a nurse at then Pietersburg Hospital from 1981 to 1984 where she received her Diploma in General Nursing. The following year she enrolled for a Diploma in Midwifery, which she obtained in 1986.

After studying Mabyana joined George Masebe Hospital outside Mokopane in Limpopo, where she worked from 1987 until 1989. She moved to Mapulaneng Hospital in Bushbuckridge in Mpumalanga and later joined St Joseph Hospital in Polokwane, Limpopo, in 1992 where she remained until 1995.

In 1996 she was appointed as senior professional nurse at the Seshego Hospital where she was stationed for a year before moving to Helena Franz Hospital in Bochum in Limpopo as a nursing manager from 1997 until 2000.



Sebolaishi Mabyana, CEO of Zola-Jabulani Hospital in Soweto, is at the helm of the new R730 million hospital.

In 2001 she was transferred to WF Knobel Hospital in Lonsdale just over 50 km outside Polokwane as a nursing manager where she remained until 2003. The following year she was appointed as the CEO of the hospital. Her tenure there ended last year when she was appointed as the CEO of the brand new Zola-Jabulani Hospital.

Construction of the R730-million hospital began in 2009 and Minister of Health Dr Aaron Motsoaledi officially opened the hospital in May this year.

Mabyana says her role is to provide leadership, manage patient-care services, nurses, doctors and the overall staff, and to supervise the hospital's finances.

She strives to perform to the best of her ability, running a hospital that functions well and gives the best service to the community.

Mabyana says this is achieved by adhering to the six priorities put in place for hospitals by the Department of Health, namely providing patients with safety and security, limiting long waiting times, having medication available, the attitude of nursing staff towards patients, preventing and controlling infection, and the values to which staff members subscribe.

"Before the hospital opened we held workshops on these priorities, ensuring that the staff knew what the priorities were and how to handle themselves when working in a state hospital and dealing with patients," says Mabyana.

The hospital has a working relationship with Chris Hani Baragwanath Hospital situated in Soweto. During the official opening of the hospital, Minister Motsoaledi said the two hospitals would support each other.

### **Partnership with Chris Hani Baragwanath Hospital**

Mabyana confirms that Zola-Jabulani Hospital gets support from Chris Hani Baragwanath Hospital. "We have doctors that come from that hospital on Tuesdays and Wednesdays to do rounds in the medical wards. This is to try and offload the pressure on Chris Hani Baragwanath Hospital because if the doctors don't come to our hospital it means we will have to refer the patients to Chris Hani Baragwanath Hospital for complications."

She says the system is working very well, with pregnant women from Chris Hani Baragwanath Hospital being transferred to Zola-Jabulani Hospital for caesarean sections. Since the hospital opened, it has performed

150 surgeries, admitted 1 250 patients and delivered 193 babies.

She adds there are challenges that come with running a new hospital, such as managing people who do not have management experience and beneficiaries of the job opportunities created by the hospital who are therefore new to the workplace.

### **District hospital**

Because Zola-Jabulani Hospital is a district hospital it will service the northern and western communities of Soweto, namely Dobsonville, Emdeni, Meadowlands, Moletsane, Mofolo, Zola and Jabulani.

District hospitals serve three roles – provide support to health workers in clinics, provide first-level hospital care for the district and treat referrals from clinics or community health centres.

The three-storey hospital has 300 beds and a staff complement of 921 professionals, including 26 doctors, 451 nurses and 148 administrative staff members.

Some of the services incorporate the maternity, post-natal, gynaecology, obstetrics, radiology and outpatient departments. Pharmaceutical services and an accident and emergency service are also available.

Zola-Jabulani Hospital has three theatres for minor operations such as caesarean sections and appendectomies.

Besides the cost of construction, an additional R49,7 million has been spent on medical equipment.

### **Primary healthcare**

Mabyana believes the country's health system has come a long way. She is especially pleased with the revival of primary healthcare.

"This system came with building clinics in rural areas and also focusing on health promotion rather than the curative system. It's good that the Department of Health was moving towards an area where people are told to look after themselves rather than curing a disease."

She is pleased that the country is investing in primary healthcare as she has had her fair share of working in a hospital that did not have proper resources.

When she moved to WF Knobel Hospital she gained a clear picture of the state of healthcare in the country, especially in rural areas.

"I was frustrated because I joined the hospital and it was old and dilapidated. This is where I think my energy was used the most. The road to the hospital was not user-friendly. From the tar road to the hospital it was only six kilometres but it was a very bad road to drive on."

She said the conditions also made doctors and other personnel leave the hospital very quickly.

"The area was very rural and doctors would stay for two months and leave. The hospital was poorly maintained and there were always maintenance issues: the pipe would burst, the boiler would not work ... These were not excuses. The hospital had to continue. It meant >>



### **This and That**

#### **What is your favourite food?**

I love vegetables and fish. I enjoy food that I have cooked.

#### **How do you relax?**

I enjoy walking. I love the outdoors.

#### **If you were not a nurse what would you be?**

I wanted to be a doctor.

#### **What does your family think of your job?**

They think my job is very challenging; they are very supportive and respect what I do.

Mabyana became a nursing manager at the age of 35 at Helena Franz and she recalls having to manage nurses who were sometimes as old as her mother.

"I was managing an older nurse once and she was resisting the work I was giving her. I called her aside and asked if she would behave the same way if I were her daughter. I gave her a decision to either work with me or we will have problems. From that onset we worked well together until she went on pension."

She says she loves being the CEO of a hospital; her favourite

part is also empowering and guiding people to progress.

"I don't want to retire and not have someone continuing the work that I once did. I would want to leave an institution where somebody can come and continue with the vision that has been put in place. If I am not at work I don't want the staff to feel as if they cannot continue without me."

She says to achieve this there is a 30-minute briefing session with management at Zola-Jabulani Hospital every morning where everyone discusses the day's activities. There is also a weekly meeting where everything that was discussed throughout the week is reviewed.

"Each and every manager must know the running of the hospital. I cannot ask the logistics manager how many patients there are in the hospital and they can't give me an answer. She must know because we have a briefing every morning."

Mabyana is a mother of four, but moving up the career ladder meant sacrificing her family time.

"My job would require me to work long hours or to be away from home, but my family was very supportive."

"I love nursing because it's very broad. It's up to you to choose what type of nurse you want to be. I decided to equip myself with education so I could be a good nurse. I love working with the community. I feel good when I see results." ☺

that we had to look at working around the problems for the benefit of the community."

Mabyana says that with the team she was leading she made recommendations to the Department of Health to have the road leading to the hospital tarred, which was approved. The hospital was later renovated.

"We had to plant flowers and trees so it looked like an environment that people were working and living in. By the time I left the hospital a new maternity ward had been built."

She enjoys working in a rural area because of the togetherness and the sense of family that comes with working in an under-developed area.

"I don't have regrets about working at WF Knobel Hospital. Some of the people that worked under me are now managers. This makes me very fulfilled – to see people I worked with grow."

#### **CEO with the heart of a nurse**

She has good memories of working directly with people in the wards such as the maternity and general wards, which she says was both stressful and rewarding at the same time.

"There were times in the maternity ward when a patient had given birth and there were complications. I would worry if the mother and the baby would live. It would stress me, giving all the necessary nursing to a patient and they do not progress but once there were elements of change in the patient and they were responding this used to give me so much joy because I love being a nurse."

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# Young researcher maps out his career

**H**e may still be young, but Mawande Ngidi, 24, is well on his way to becoming an expert in the field of Geographic Information Systems (GIS).

Working as a candidate researcher at the Council for Scientific and Industrial Research (CSIR) in Pretoria, Ngidi explains that GIS is a system that helps to gather, organise, store, manage, view and analyse relationships between spatial data using customised software.

"It allows large volumes of data to be mapped within a single database according to location. It also has the power to query and model data and create maps," he explains.

His job entails data collection, consolidation and manipulation, spatial analysis using GIS, reporting on findings, giving presentations and doing research.

Originally from KwaZulu-Natal, Ngidi says his love of geography led him to his career in GIS. "I have always had a passion for geography and the environment. My geography teacher introduced me to GIS in Grade 10."

He enjoyed the subject so much that he enrolled at the University of KwaZulu-Natal in Pietermaritzburg for a degree in Social Science and Environmental Management and later did an honours degree in Geography and Environmental Management. Because the focus was on geography, environmental management and GIS, he felt

that is was the natural path for him to follow.

In 2011, while tutoring environmental science, geography and GIS at the University of KwaZulu-Natal and pursuing his honours degree, Ngidi applied for an internship with the CSIR. He was invited to join the organisation as a GIS intern at the start of 2012, soon after completing his qualification. A year later he was offered a full-time position as a candidate researcher.

He is now studying towards a Masters' in Philosophy through the University of Stellenbosch's Centre for Regional and Urban Innovation and Statistical Exploration.

Studying and working at the same time is a challenge, says Ngidi. Other challenges "include doing data analysis for projects that I need to overcome by applying spatial analysis tools to allow me to analyse the data to produce meaningful usable results, and then taking these results and reporting on them to contribute to overall projects," he explains. He finds the world of planning and data collection fascinating, but points out that South Africa needs more people in this field.

GIS is a very powerful tool, especially for planning purposes. South Africa has seen the value that this tool adds in the planning and developmental process that the country is undergoing.

"There is great value for a planner to get a comprehensive view of a region, in terms of the natural and built environment, the economy, the population and infrastructure. These factors are all offered by GIS."

"Looking at how these components interact spatially and being able to analyse and model past trends to predict a possible future scenario is an irreplaceable facet from strategic planning," he adds.

He maintains that South Africa should put an emphasis on building capacity and human capital in the field of GIS.

Ngidi's job, like any other, has its high and low points. He enjoys the thrill of overcoming a complex problem through spatial analysis and offering information that will help the country.

On the other hand, he says that being unable to "crack" a problem using the tools is off-putting. But he doesn't



*Mawande Ngidi on his way to becoming an expert in Geographic Information Systems.*

let this get him down; he says his career has taught him patience, endurance and hard work.

Ngidi says the best advice he has been given is that he doesn't have to prove anything to anyone except himself.

"This made me realise that building myself is important and that I am my own competitor and I am my only obstacle in attaining my goals."

To date, the highlight of his career is his work at the CSIR. The best part of his job is that he gets to work with a great team that will help South Africa develop.

"The worst part is that there are not enough hours in a day to do everything," he points out.

Ngidi sees himself as a shy yet articulate person, and believes his greatest strengths are his analytical skills and ability to multi-task. He says his motivation comes from his parents, siblings and "the need to overcome challenges".

Reflecting on 20 Years of Freedom, Ngidi says "it means that I have been given an opportunity by those who came before me to be anything I want to be without prejudice". ☺

# Reinventing the Public Service

## to meet developmental objectives



**T**he Public Service needs to make a strategic contribution towards the elimination of poverty and reduction of unemployment and inequality by 2030 as envisaged by the National Development Plan (NDP).

The delivery in this regard puts emphasis on public servants to become, among other things, agents of change, enablers and facilitators of networked and integrated good governance and public administration, and to work with citizens to resolve the complex service delivery challenges of poverty, inequality and unemployment. The future success of South Africa is therefore intrinsically linked to the strategic transformation of the Public Service.

September is a critical time for the Public Service as we celebrate Public Service Month. During this period we reflect on the Public Service and its ability to deliver quality services that meet the expectations of our people.

Bold in its assertion that the Public Service is key in delivering on our development objectives, the NDP calls for the Public Service to reposition itself to assume this momentous responsibility. This requires well-run and effectively coordinated state institutions with skilled public servants who

are committed and capable of delivering consistently high-quality services.

Of significance in our quest to create a Public Service that is an efficient engine room of the State, is the emphasis on revitalising the Batho Pele programme. None of what we achieve will enjoy the necessary recognition without going back to the basics, which is putting our people first and serving them in a manner that illustrates we care.

Batho Pele is a Sesotho phrase meaning 'People First', a phrase that the Public Service has embodied as part of an initiative to get public servants service-oriented, to strive for excellence in service delivery and to commit to continuous service delivery improvement. It is a simple and transparent mechanism, which allows citizens to hold public servants accountable for the level of service they deliver.

The front office is central to enhancing the public's experience and perception of government. Our implementation of the Batho Pele programme will be enhanced to ensure that the efforts at improving the frontline for enhanced service delivery bear fruit.

To this end, the Department for Public Service and Administration (DPSA) will be strengthening the institutionalisation and mainstreaming of the Batho Pele programmes with a specific focus on capacitating frontline officials. This will be done by ensuring that government departments embed the Batho Pele programmes within their strategic and operational plans, as well as accommodate the programmes within their organisational structures.

These efforts will be further enhanced by streamlining and aligning individual departmental complaints and compliments systems to the national Complaints and Compliments Framework.

The Auditor-General has raised challenges regarding operations and financial management in departments. To address these, the DPSA is supporting departments in implementing an operations management frame-

work, with a particular focus on improving business processes and standard operating procedures within their departments. Through this process we will be able to improve the services we provide to citizens.

We also seek to promote a new culture of professionalism, dedication, integrity and effective service; encourage continuous delivery of quality services that are responsive to the people's needs; establish an open platform for public servants and citizens to gauge government's performance in rendering quality and better services; and facilitate a culture of continuous improvement, innovation and excellence in the Public Service.

In gauging citizens' satisfaction levels, the Service Charter will be critical in creating a platform for engagement between government and recipients of public services. Based on the recognition by the partners that citizens are at the centre of service delivery, as recipients, providers and custodians of public services, the charter enables service beneficiaries to understand what they can expect from the State and forms the basis of engagement between the government, citizens and organs of civil society.

From a disenfranchised citizenship that had no political or economic power and no influence over decision-making to improve the quality, quantity, accessibility, affordability or efficacy of public services that were

made available to them by the government of the day, the charter provides for the advancement to a culture where citizens are proactive in enforcing their role in public service delivery.

As a department that is strategically located to not only create an enabling policy environment for the rest of the Public Service, but to also support the effective implementation of such policies, the DPSA will play a more proactive role in supporting departments going forward, to build their own capacity, fulfil regulatory requirements and improve service delivery.

As we embark on Public Service Month, we seek to ensure our delivery of services is enhanced by putting citizens at the centre of public service planning and operations. It is a major departure from a dispensation which excluded the majority of South Africans from government machinery to the one that seeks to include all citizens for the achievement of a better life for all through services, products and programmes of a democratic dispensation.

Batho Pele calls for public servants to be service-oriented, to strive for excellence in service delivery and to commit to continuously improving service delivery.

**\*Mr Collins Chabane is the Minister of Public Service and Administration.**



September is Public Service Month and it's a time for public servants to deliver quality services and meet the expectations of all South Africans.

# Developing the skills of senior municipal managers



The South African Local Government Association has launched a training programme targeting senior managers at local government.

**T**he South African Local Government Association (Salga) is expected to spend about R3 million in the next few years equipping senior managers with the necessary skills to manage their municipalities.

Experienced and successful municipal managers in local government will also be roped in to train their new counterparts.

"Our first port of call is to deal with all the 800 senior managers in

the system and the more the programme grows [the more] we will target other staff," said executive director of institutional development at Salga, Rio Nolutshungu.

Salga's various initiatives to assist newly appointed senior managers in local government include the Senior Managers Induction Programme (SMIP).

In a statement, the association said the programme

sought to assimilate municipal senior managers into their roles as heads of municipal administrations and accounting officers.

Participants will include municipal managers, chief financial officers, chief operating officers and those reporting to top managers. Salga's CEO Xolile George said the induction programme would not take a one-size-fits-all approach but would focus on the individual needs of municipalities.

He said every municipality was responsible as the employer to ensure that its employees were fully orientated to their working environment and were also familiar with their individual duties.

"To this extent Salga will collaborate with individual municipalities who indicate a need for assistance in conducting such in-house training programmes," George said.

Nolutshungu said the induction programme was one of the association's efforts to improve human capital and professionalise local government.

The programme was designed after municipal delegates at the Salga Human Resources Policy Conference in 2010 asked the association to take the lead in improving local government.

"The resolution was that Salga in partnership with the Department of Cooperative Governance and Traditional Affairs must be at the forefront of implementing measures of professionalising local government."

Over the years, local government has been plagued by violent strikes often accompanied by the destruction of State property. Nolutshungu said the induction would equip senior managers in local government to deal with strikes.

He said the strike management guidelines provided a framework to prevent strike actions and minimise their effect on service delivery.

The induction programme will also help municipalities deal with capacity challenges.

"Some of the problems facing municipalities have something to do with capacity ... people leading the municipalities at political level as well as at ad-



*Rio Nolutshungu says the Senior Managers Induction Programme will help equip managers with the skills to deal with challenges facing municipalities.*

ministrative level are not up to the task of fulfilling those responsibilities."

A potential hurdle to the success of the programme is that it is not compulsory. But this is not a concern for Nolutshungu as a lot of interest was shown at the launch of the programme.

"There is an appetite for that and the take-up is very high. If the interest at the launch is anything to go by, I'm not worried. In fact we are being stretched to conduct inductions across the country," he added.

He expressed concern that the high quality of the induction and training programme might lead to some senior members leaving local government for greener pastures. "What worries us is the municipality's ability to retain senior managers who have done the training and induction."

According to Nolutshungu, municipalities in North West, the Eastern Cape, Limpopo and KwaZulu-Natal would receive special attention because they need more support.

He concluded that the senior managers' programme alone would not solve the challenges facing local government and a more coordinated approach to local government challenges was needed. ☈



## Government commended for upholding freedom of religion

At a recent National Interfaith Thanksgiving Ceremony to celebrate 20 Years of Freedom, government was commended for upholding freedom of religion.

The ceremony, organised by the Department of Social Development, was held at the Regina Mundi Catholic Church in Soweto to celebrate the country's smooth transition into the fifth democratic administration.

Professor Farid Esack from a Muslim faith-based organisation (FBO), who has travelled extensively, says he has never seen a country like South Africa where people are free to express their religious identity. "There's no other country in the world... we are grateful to government for taking the leadership they do on religion. This is our government who fought with blood, sweat and tears for our people," said Prof Esack.

Social Development Minister Bathabile Dlamini highlighted the key role FBOs play in bringing positive change in the country. She added that the importance for mass-based programmes had to be mobilised to strengthen the principle of Ubuntu.

Minister Dlamini said the department would form long-term partnerships with FBOs to help move South Africa forward.

Gauteng MEC for Infrastructure Development Nandi Mayathula-Khoza also applauded the department for its vision to acknowledge interfaith groups. "This is the moment to reflect on the past, present and the future. Let's ensure that national healing continues as we build a South Africa that truly belongs to all," said MEC Mayathula-Khoza.

Candles were lit during the ceremony, where religious leaders took turns praying and committing to the unity of people.

## Public sector urged to embrace innovation

Public Service and Administration Minister, Collins Chabane, has called on the public sector to challenge itself and embrace creative innovation as a new way of doing government business.

Speaking at the Centre for Public Service Conference in Cape Town recently, the Minister said the Public Service needed to ensure that crucial government deliverables such as education, health, water and sanitation are provided quicker, effectively and efficiently.

He said government also had to change its mindset by moving away from daily routine and ridding itself of the fear of new ideas, saying this was an obstacle that hindered public servants from improving service delivery. "Innovation enables us to stretch ourselves and to think beyond the borders of our mandates to find integrated innovative solutions – be they prototypes, processes,



improving management systems, better organisational structures, ICT and non-ICT gadgets," said the Minister.

The conference, held under the theme of "Building an innovative state machinery for maximised service delivery impact", was aimed at helping government serve its citizens with diligence and interrogate the challenges standing in the way of excellence. Currently, the Public Service employs about 1,3 million people around the country. Minister Chabane said embracing innovation would help the Public Service to do away with old and often less effective practices.

"Around the world, other governments are leveraging ICT to excel in service delivery. While we understand that ICT is complex and diverse, its potential must be fully utilised and mainstreamed as a tool to build, empower and benefit the country," he said.

*Defence Minister Nosiviwe Mapisa-Nqakula.*

#### **Defence force embarks on mission education**

The South African National Defence Force (SANDF) has prioritised education by planning to establish a defence academy that will equip all officers with the rank of Captain with a degree. Defence Minister Nosiviwe Mapisa-Nqakula announced that the SANDF's own fully fledged defence academy would offer specific technical army-related courses such as engineering.

Army engineers are being used to build bridges and roads for impoverished communities in the Eastern Cape.

The goal is to see that all ranked officers in the SANDF obtain a recognised tertiary degree in the next six years. The defence force currently has one academy in Saldanha in the Western Cape that is affiliated with the University of Stellenbosch.

#### **Black Management Forum lauds Minister Muthambi**

Communications Minister Faith Muthambi has been honoured for her leadership role in government, politics and within the Black Management Forum (BMF).

The Minister received the Public Service Excellence and Achievement Award at the BMF Limpopo Women of Excellence Awards.

Minister Muthambi, who was an active member of the Thohoyandou BMF, rose through the ranks within the organisation while also being involved in politics.

The Minister was an African National Congress (ANC) Whip in the Communication Portfolio Committee prior to her appointment as Communications Minister.

Delivering the keynote address at the awards, Minister Muthambi said: "Over the years, this organisation became a home to many black professionals, and to this end has nurtured a pool of high calibre of black leadership occupying positions of authority across the spectrum of our society..."

She also thanked the BMF for the opportunities she had been afforded in the organisation and for having confidence in her. 





# US and Africa talk serious business

Writer: Chris Bathembu

**W**hen United States (US) President Barack Obama invited more than 40 African leaders to Washington for the first-ever summit between the US and Africa in August, many praised the move, describing it as signalling a new era in Africa-US relations. The theme of the three-day summit was "Investing in the Next Generation."

For African leaders, the US-Africa Leaders' Summit was an opportunity to have frank discussions with the leader of the world's most powerful nation on a range of issues that affect the continent's relationship with the West. Africa is home to seven of the world's fastest-growing economies, offering investors huge returns. Infrastructure has improved and the continent's population is dynamic, skilled and educated. It's therefore not surprising that the US wants to be more involved in Africa.

However, while the summit was underway, some analysts penned columns accusing the US of trying to play catch-up with China which is rapidly increasing its footprint in Africa. One analyst even described the move as the new scramble for Africa. President Obama denied this.

The US President said it was wrong to see the conference as a direct competition between the US and China. The Chinese reportedly overtook the US as Africa's biggest trade partner in 2009.

Some also criticised the US government for not inviting African leaders to the summit via the African Union (AU). Countries like Zimbabwe, the Central African Republic, Eritrea, Sudan and Western Sahara were not invited. The White House said these countries were not in good standing with the US, sparking criticism that the government's intentions with the summit were not genuine.

President Obama also dismissed criticism that the meeting was just another talk shop when he announced American companies would make various investments to the value of a massive US\$33

billion (R330 billion). The money includes US\$12 billion for Africa's crucial power sector through Power Africa, a programme the US says aims to help modernise the continent's electrical infrastructure.

On top of that was another US\$14 billion in investment deals, and US\$7 billion in loans to support US exports to Africa. President Obama also committed to support the renewal of the African Growth and Opportunity Act (AGOA) which has helped many of the continent's countries trade with the US.

When President Obama became the first African American to occupy the White House, many had hopes that his Kenyan links would somehow induce him to place Africa at the top of his agenda. Of course, people were wrong to think that President Obama, leader of a capitalist state like the US, would suddenly prioritise African matters simply because his father happened to hail from Africa. President Obama had to prove himself to the Americans first and show them that they did not make a mistake by electing him to the highest office. It was therefore not surprising that President Obama's first significant trip to Africa took place last year only.

Perhaps the Washington summit with African leaders was his way of saying he does care about the continent's development but had to fix things at home first. George Bush and his war on Iraq battered America's image abroad and the economic crisis that set in during 2008 meant that President Obama had a tough task in his hands. He was not about to risk his political standing at home for the sake of being seen as the man for Africa.

But President Obama's announcement of massive US

spending in Africa, his plans to help improve education on the continent and his commitment to the renewal of AGOA was what African leaders needed to hear. At the summit President Jacob Zuma and Trade Minister Rob Davies led Africa's call for the renewal of AGOA, which allows almost 95 per cent of South African exports into the US market at zero or greatly reduced tariff rates. Though Congress will decide on AGOA, Obama endorsing its renewal was seen as a major political victory considering the influence he has.

"AGOA has transformed the economic landscape for many African countries and South Africa. It is the cornerstone of trade relations between the US and sub-Saharan Africa," President Zuma said.

"AGOA has also greatly enhanced trade between the US and South Africa. Almost 95 per cent of South African exports receive preferential treatment under AGOA. We advocate the renewal of AGOA for another 15 years with the inclusion of South Africa.

"We strongly believe that by endorsing the extension of AGOA, the US will be promoting African integration, industrialisation and infrastructure development.

"South Africa's economic growth is inextricably linked to that of Africa as a whole. That is why we put great emphasis in developing, not only our country's infrastructure, but that of the African continent too," said President Zuma.

But why was AGOA such an important subject for

African leaders leading up to the summit?

The current term of the Act is set to expire in September 2015. Recent statistics indicate that imports from AGOA-eligible countries have increased each year since the enactment of the law in 2002. Imports from AGOA nations grew by 300 per cent. Nigeria, Chad, South Africa, Angola and Gabon have accrued the lion's share of AGOA-related benefits. Through AGOA, South Africa has exported significant quantities of manufactured goods, most notably about 60 000 vehicles a year.

The AGOA initiative is not just a generous hand-out by the US to Africa as some may think. The US has also shared in the benefits. For instance, as US Secretary of State John Kerry pointed out recently, AGOA has made it possible for Ford Motor Company to export engines duty-free from South Africa, where Ford has invested over US\$300 million so that the company can supply engines worldwide.

AGOA does not dictate the future of US-Africa relations, but it's certainly crucial to any form of partnerships and future growth. And as AU Commission Chairperson Nkosazana Dlamini Zuma pointed out in her speech at the summit, Africa could no longer depend on donor funding from countries like the US. The continent needed partnership and opportunities for equal growth and investment.

The two continents need each other. For the US, whose debt ballooned to US\$7 trillion this year, doing business in Africa makes economic sense. Likewise, for Africa, whose population of one billion is expected to double by 2050, having access to the US market makes equal sense. It's a win-win game. 





*Ambassador Ebrahim Rasool with the Minister of International Relations and Cooperation Maite Nkoana-Mashabane during the reopening of the South African Embassy in Washington.*

# Ebrahim Rasool on life and politics

**I**t's been four years since Ebrahim Rasool took up the position as South Africa's Ambassador to the United States (US). **Chris Bathem-bu** spoke to him about his role in strengthening relations between Washington and Pretoria.

Despite his busy schedule that included a meeting with President Jacob Zuma, Rasool agreed to meet me for a cup of coffee in a quiet corner in one of America's oldest hotels, the Willard Intercontinental near the White House in the ever-busy Pennsylvania Avenue, in Washington.

Looking relaxed, despite the typically punishing American summer heat outside and the steady buzz of passers-by, Rasool was prepared to talk about anything from the US government's support of Israel's invasion of Gaza to the economic crisis which affected US trade growth with other countries, including South Africa. We agreed however to limit our conversation to the economic politics of South Africa and the US, for now.

Many South Africans know the name Ebrahim Rasool. His most recent positions have included those of Member of Parliament in the National Assembly, Special Advisor to President Zuma and Premier of the Western Cape.

His involvement in the anti-apartheid struggle started when he was in high school and eventually included being part of the leadership of the United Democratic Front and later the African National Congress. Many people, including Rasool himself, believe he became South Africa's Ambassador to the US at a time when relations between the

two countries were starting to normalise following a tense period under the Bush administration. The war in Iraq in 2003 had severely affected relations between the US and South Africa. This was evident from public comments made by both Nelson Mandela and Thabo Mbeki in their capacity as former President and President of South Africa. Public records show that Pretoria clearly disagreed with the way in which President Bush handled the claim that Iraq had weapons of mass destruction. In addition, South Africa sent its own team of experts to the Middle East to investigate whether Iraq did indeed have weapons of mass destruction.

The later revelation that such weapons did not exist put further strain on the South Africa-US relations. The discovery last year that Mandela's name had remained on the US's terrorist watch list until 2008 was another public relations nightmare for the US.

But Rasool says the past few years have seen the Union Buildings and the White House speak with one voice on many issues, including fighting global terrorism, facilitating easy trade between the US and Africa through the African Growth and Opportunity Act (AGOA) and partnering to improve education in Africa.

Economic ties between the US and South Africa were further resuscitated when Trade and Industry

Minister, Rob Davies, and US Trade Representative Ron Kirk signed a trade and investment framework agreement in 2012. The US is now South Africa's third largest trade partner, the largest portfolio investor (R400 billion) and the largest source of foreign direct investment in South Africa. More than 600 American companies in South Africa contributed R9 billion in revenue in 2010.

"We have come a long way in the past few years. I think the relationship between us and the United States has been very solid. What we have come to understand in this relationship is that South Africa, even if it has differences with the United States, is not the enemy of the United States," Rasool says.

"Even when South Africa agrees with the United States, we are not just doing so to appease. We have the freedom to add whatever dimension we want to add on any issue, be it Iraq, Israel and Palestine." The difficulty with the US, explains Rasool, is that the country has had a "default position" of solving problems through "militarism" whereas South Africa, on the other hand, prefers negotiations – what he calls "soft power".

"We are not ideologically against the hard power (military) and we are not ideologically committed to soft power (negotiation). We believe the horse must come before the cart. Hard power works when soft power doesn't. So I think the challenge between the US and South Africa has been on how these two solve problems."

On several occasions South Africa has expressed its unhappiness about the US' hard power approach to conflict resolution. Just recently, President Zuma, in his meeting with US Deputy President, Joe Biden, stated unequivocally where South Africa stood on Gaza, the Democratic Republic of Congo and Zimbabwe.

Despite these differences in approach, Rasool says the US and South Africa have managed to grow stronger over the years.

The last four years has seen the deepening of bilateral relationships between the two countries and ironing out of a "few misconceptions".

Rasool raises the point that South Africa has a slight surplus in its trade relationship with the US, meaning South Africa exports more goods there than it imports. South Africa's exports to that country are diverse, with

only about 20 per cent of the goods exported to the US being raw materials. More than 30 per cent of South Africa's exports to the US are manufactured goods, such as luxury vehicles.

Rasool, who is married with two children, says he wants to ensure that his remaining time in the US is used to win AGOA.

"We want to ensure that South Africa remains part of the African Growth and Opportunity Act simply because it puts food on the table."

Rasool says the attitude of Americans towards South Africa has improved over the years. This is confirmed by the record increase in the number of tourists from the US to South Africa every year.

According to the latest figures from the Department of Tourism, 417 582 North American arrivals were recorded in 2013 (up from 393 446 in 2012). Tourists accounted for 348 646 of that figure (326 643 in 2012), reflecting growth of 6, 7 per cent.

"Americans are increasingly seeing the value that South Africa has and what the country has to offer. Initially they didn't like the entire thing about us and Mandela driving soft power. Initially Americans thought we were too idealistic and too critical of them when they went to Afghanistan and Iraq.

"But American people have come out and said they don't want war anymore; they don't have the energy for it. They are starting to see the world as partners in development. In all the meetings that we have with them, the consistent message is that South Africa is indispensable to the future of the continent, not only economically, but in rebuilding the continent as well."

Rasool raises another point that the US sometimes thinks South Africa is too slow in intervening when conflicts arise in Africa. The US wants to see South Africa act like "a super power" of Africa that should intervene in the political matters of other countries.

"We are resisting that. We are saying to them we act within the African Union. We are not going to be the regional police on the continent. Slowly but surely, I think they are starting to see that South Africa has been centrally involved in Africa in terms of regional and economic integration. They know that we are the biggest source of foreign direct investment and we are the example when it comes to democracy and human rights."

At the end of the day, Rasool says, America realises that to gain influence in Africa, it has to change the way it previously looked at the continent.

"They are starting to realise that partnership with Africa and to do things the way Africans want is probably the only way to ensure their future in Africa – co-ownership and co-driving of projects is the only way." ☀

# Celebrating 20-Years in a Free, Democratic and Safer South Africa

## TODAY, DENEL IS A FORCE FOR GOOD IN SOUTH AFRICA!

**A**s a proud strategic partner of the South African National Defence Force, we help to guarantee the country's territorial integrity and protect the lives of citizens.

As a globally recognised manufacturer of leading-edge products, we earn valuable foreign exchange.

As a technology powerhouse, we lead the way in innovation and research and development.

As a responsible corporate citizen, we invest in fighting the triple challenges of poverty, unemployment and inequality through our corporate social investment, training and skills development of future engineers, scientists, artisans, technicians and astronauts.

Denel's support to a democratic South Africa can also be measured by the quality of our people, products and nation-building programmes:

- **The Rooivalk Helicopter** – made its debut flight on the day President Nelson Mandela was released after 27 years of incarceration. Today this iconic, indigenously developed, combat helicopter provides valuable support to South African troops in peace-keeping operations across the continent.
- **The Seeker 400** – the new global standard in unmanned aerial vehicles and an invaluable tool in reconnaissance operations, border protection, wildlife management and search and rescue operations.
- **The Badger** – the SA Army's infantry combat vehicle of choice providing our troops with unrivalled mobility, firepower and protection.
- **The A-Darter** – a new-generation surface-to-air missile developed in collaboration with Brazil, South Africa's partner in the BRICS Alliance;
- **Denel Aerostructures** -- a leader in the design and manufacturing of complex metallic and composite structures for the global aerospace industry.
- **Denel Aviation** – a trusted partner of the SA Air Force, helping to keep key parts of its helicopter and fixed wing fleet in excellent flying condition.
- **Denel Mechem** – Africa's leading provider of humanitarian demining

Badger Combat Vehicle



Seeker 400





services, saving lives and stabilising communities in post-conflict regions.

- **Denel Overberg Test Range** - located on the southern-most tip of Africa, a much sought-after facility for international flight testing and a global ally in space launches and missions.

Twenty years after South Africa's democratic transition, Denel partners the SANDF in support of the AU and UN in ensuring peace, security and stability in South Africa and the rest of the continent.

#### DENEL'S SUSTAINABILITY

##### Financial

In recent years Denel has significantly grown its revenue (10% in 2013), with exports now representing about 50% of total

revenue. Denel's role in the South African economy can be judged by export earnings of more than R2-billion. The group's order book has been increasing year on year, and its long-term international ratings as expressed by Fitch Ratings are constantly improving.

The company spends increasingly on Research & Development to remain at the forefront of the high technology niche areas in which it has become a world leader.

##### ENVIRONMENT

Keenly aware of the impact its operations have on the environment, Denel has always implemented stringent environmental management policies throughout all of its business units based on ISO14001.

This is not only the case where it operates in sensitive areas, such as its Overberg Test Range that touches the pristine De Hoop Nature Reserve and Marine Protection area, but at all its manufacturing plants.

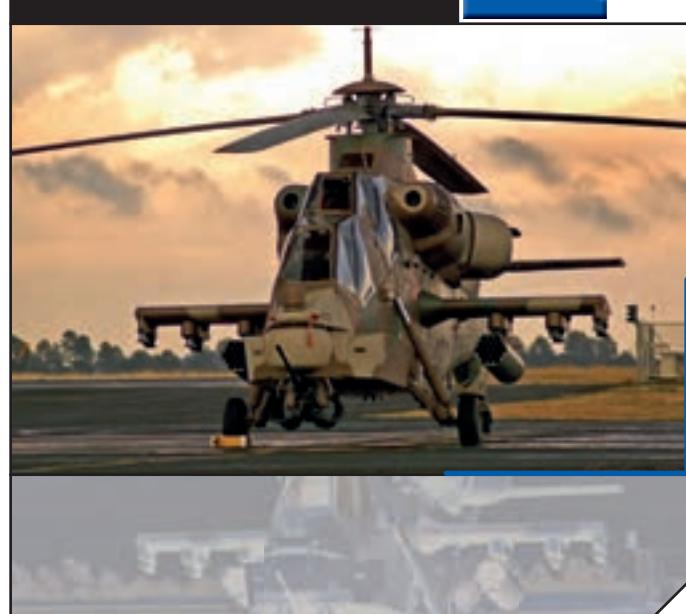
At all its sites, including Overberg Test Range, Denel takes its land stewardship very seriously, protecting the indigenous fauna and flora, natural ecosystems and eradicating alien invasive species.

Some of its explosive and chemical related-activities may pose a serious risk of contamination, and where such pollution occurs, immediate steps are taken to remediate the land for future use. Denel's associate company RDM (Rheinmetall Denel Munition) recently decommissioned and demolished numerous

**Airbus A400M**



**Rooivalk**



**Some of our artisans in training at Denel Technical Academy.**



**Focused artisan in training at Denel Technical Academy.**



unused buildings at two of its sites, and remediated the areas to the highest environmental standards.

Denel is a key participant in Eskom's energy conservation scheme, pledging to reduce electricity supply by 10% and more on a continuous basis in the future. In the same manner the group follows extensive waste management processes to deal with hazardous substances, including paints, chemicals, fuels and lubricants. All Denel divisions adhere to recycling policies.

Water conservation in a water-scarce country like South Africa is vital, and Denel plays its part to reduce wastage and promote the efficient use of this resource. A grey water system is being implemented, along with water awareness training.

#### **SKILLS DEVELOPMENT**

Contributing to South Africa's democracy, Denel has in place numerous initiatives to build the country's skills base, whilst skilling up its own workforce. The Denel Technical Academy (DTA) provides

technical training, mainly to lay the foundation for young artisans and apprentices.

Denel's engineering academy of learning (EAL) develops graduate engineers through formal courses and on the job training, as well as internships. The interns are exposed to all aspects of high-technology development. Engineering students are also accommodated during the summer vacations to work in the business units for a six-week period. Denel is also partnered with a female engineering group, SAWomEng, to encourage female learners into careers in engineering, science and technology.

Creating a skills pool for industry necessitates the awarding of bursaries to students in the engineering, mechanical, industrial, computer and mechatronic disciplines. Upon completion of their studies Denel absorbs some of these students within its divisions.

With an eye on stimulating an interest in science and technology from an early age, Denel has its flagship schools outreach programme. It assists school learners with mathematics and science

by means of Saturday and school-holiday classes.

#### **ENTERPRISE DEVELOPMENT**

In line with the development of skills, Denel developed a multipronged enterprise development strategy targeting black-owned businesses, especially small companies. Besides increasingly procuring non-specialised products and services from these firms, Denel also identifies small black companies already operating in the high tech environment.

Where shortcomings are identified, Denel assists in transferring skills and providing critical infrastructure and equipment to develop these suppliers to become a fully-fledged part of Denel's supply chain. Special attention is given to South African black youth-owned, female-owned and businesses managed by people with disabilities. Tailoring the tender adjudication criteria also helps these local businesses to succeed in the high-technology environment where they would otherwise face almost insurmountable barriers to entry.



**South Africa, here's to another 20 Years of  
Peace, Freedom and Democracy!**

***Denel, the Proudly South African innovative and reliable  
supplier of strategic defence, security and aerospace solutions  
to local and global markets.***

## DENEL Soc CORE BUSINESS ACTIVITIES AND ASSOCIATED COMPANIES

NAME	DESCRIPTION	SHAREHOLDING
<b>Denel Aviation</b>	Aircraft maintenance, repair and overhaul (MRO), upgrades, system integration, aircraft operation & flight test	Denel 100%
<b>Denel Aerostructures (Pty) Ltd</b>	Metallic and composite aerostructure components, sub-assemblies and special processes	Denel 100%
<b>Denel Dynamics</b>	Missiles, guided weapons, UAVS, Space technology and Integrated Systems Solutions	Denel 100%
<b>Denel OTR</b>	Multi-purpose test range	Denel 100%
<b>Denel Land Systems</b>	Land systems equipment and systems integrator, including "Badger" new generation infantry combat vehicle project	Denel 100%
<b>Denel Mechem</b>	Mine action, contraband detection, specialised vehicles and field services	Denel 100%
<b>Denel PMP</b>	Small and medium calibre ammunition, brass products, detonics, power cartridges and mining drill bits	Denel 100%
<b>Rheinmetall Denel Munition (Pty) Ltd</b>	Medium and large calibre munitions, rocket and missile subsystems, grenades and forging business	Equity partnership with Rheinmetall (Denel 49%).
<b>Cassidian Optronics (Pty) Ltd</b>	Optronics	Equity partnership with Cassidian Optronics (Denel 30%)
<b>Turbomeca Africa (Pty) Ltd</b>	Manufacturing of aircraft gearboxes and maintenance and repair of aero engines	Denel 49%, remainder held by Turbomeca (France), part of Safran Group

### CONCLUSION

An overview of this extent gives the reader but a glimpse into Denel SOC Ltd. We invite you to meet us at Africa Aerospace & Defence (AAD2014) taking place from 17 to 21 September 2014 at Air Force Base Waterkloof in Pretoria. It would be a pleasure to discuss not only Denel's world leading products and services, but also the group's significant contribution towards building South Africa's young democracy.

Also visit our website: [www.denel.co.za](http://www.denel.co.za)

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# MEC Dube-Ncube's plan for model municipalities in KZN

KwaZulu-Natal MEC for Cooperative Governance and Traditional Affairs (Cogta) Nomusa Dube-Ncube is on a mission to ensure that all municipalities in the province achieve a clean audit.

Auditor-General (A-G) Kimi Makwetu recently announced that the province's overall audit outcomes had improved.

Seven municipalities, namely Uthungulu, Msinga, Ntambanana, Ubuhlebezwe, uMhlathuze, Mzimkhulu

and Okhahlamba, which was once under administration, received clean audits.

Municipal entities included in the good news presented by Makwetu were Durban Marine Theme Park, Safe City Pietermaritzburg, uThungulu House Development Trust and uThungulu Financing Partnership, all of which received clean audits for the 2012/13 financial year.

In the previous financial year, KwaZulu-Natal only received one clean audit, which disappointed MEC Dube-Ncube.



KwaZulu-Natal MEC for Cooperative Governance and Traditional Affairs Nomusa Dube-Ncube is cracking the whip on municipalities that don't have their finances in order.

Although she has welcomed the recent findings, the MEC says more work needs to be done for all municipalities under her wing to achieve a clean audit. Accountability for lack of performance is on the top of her list of priorities.

She says municipalities need to focus on proper management and accountability from their employees.

"We are tolerant of mediocrity and lack of performance by civil servants. It is the responsibility of the elected official to hold the staff accountable," says MEC Dube-Ncube.

### **Seven municipalities with clean audits**

She adds that the mayors, speakers and municipal accounts committees of the seven municipalities that received clean audits had worked hard and shown commitment.

MEC Dube-Ncube says the province's success was based on her department's insistence that there be consequences for wrongdoers within the Public Service.

According to the MEC, 47 municipalities out of 61 received unqualified audits, with some matters of emphasis that need to be corrected. "This is good performance; it shows that KwaZulu-Natal is not far from its municipalities receiving clean audits. In this year's audit there were only two municipalities who received disclaimers and adverse opinions."

An adverse opinion is given to municipalities that demonstrate extreme levels of lack of accountability for their financial statements whereas disclaimers are given when municipalities are unable to provide evidence to enable auditors to perform tests to satisfy themselves regarding the fair presentation of financial statements.

MEC Dube-Ncube says most municipalities with negative audit outcomes lack a work ethic and the urgency to rectify their mistakes.

"The lessons I have learned from the A-G's report is that we need to make sure that there are consequences for wrongdoers."

Based on the A-G's report, other areas which she thinks need more work are supply chain management,

municipalities' IT systems and general non-compliance.

Some of the strict measures that MEC Dube-Ncube implemented to ensure clean audit outcomes included signing performance agreements with mayors and municipal managers. She also ensured that no bonuses or salary increases were paid to the administrators and councillors of municipalities that received poor audit outcomes.

"The mayors and councillors were not happy with my decision to withhold bonuses; others threatened to take me to court, but I sat down with them and discussed reasons and we reached mutual understanding as to why these measures were being implemented," she explains.

"When you do something wrong there should be consequences whether you are a councillor or an official. If councillors are not doing their oversight work then you get audit opinions and if officials don't do their work municipalities get qualified audits."

She adds that Operation Clean Audit 2014, launched in 2010 to revamp poor financial systems and to enhance service delivery, has also played a role in improving municipalities' finances.

The adoption of Operation Clean Audit as an apex priority has helped improve awareness and consciousness of elected representatives in local government on sound financial administration, she says.

"It has helped us to put in place checks and balances including setting up all the necessary institutions such as municipal public accounts committees and audit committees so that there is strong oversight."

"The programme has brought with it skills and knowledge to councillors so that they can ask administrators the right questions. At least councillors are now financially literate and they can hold administrators accountable... it has ensured that public finances are one of the best starting points for an investigation of the state of health of municipalities."

She says strong leadership was key to obtaining clean audits in almost all the seven municipalities.

### **Okhahlamba makes a 360-degree turn**

MEC Dube-Ncube adds that the fruits of strong leadership are evident from the achievements of the Okhahlamba Municipality, which made a 360-degree turnaround, going >>



from being under administration in 2009 to getting a clean audit in the 2012/13 financial year.

The municipality's financial status was in shambles and MEC Dube-Ncube had to quickly intervene.

Okhahlamba is known for its natural beauty, which includes the uKhahlamba/Drakensberg Park – a Unesco World Heritage Site – and the world's second-highest and Africa's highest waterfall, Tugela Falls.

"I was at the municipal offices personally to make sure that things that have been agreed upon were done. I had to have a hands-on approach in dealing with this municipality."

She adds that the municipality can now function without intervention from her office.

#### **Development of anti-corruption strategies**

The MEC says her department will not tolerate any form of corruption, as attested by the development of anti-corruption strategies in each municipality.

"We have empowered councillors to look at the audit report and ensure that there are consequences for wrong doing."

MEC Dube-Ncube adds that 25 municipal employees of the uThukela District Municipality have been suspended over allegations of fraud, corruption and maladministration.

"We are turning local government around with a new approach where there are swift consequences for wrongdoing."

#### **The road to a model municipality**

She says her department is on a mission to create model municipalities.

The MEC points out that a model municipality should provide democratic and accountable government for local communities.

According to MEC Dube-Ncube, such a municipality must be responsive to the needs of the community, provide services to communities in a sustainable manner, promote social and economic development, and build a safe and healthy environment.

She adds the municipality should also encourage the involvement of communities and community organisations in matters of local government; and facilitate a culture of public service and accountability among its staff.

MEC Dube-Ncube says in preparation for the 2016 local government elections, the Municipal Demarcation Board has proposed changes to the demarcation of municipalities. By 2016, the number of KwaZulu-Natal municipalities is expected to be reduced from 61 to 54.

She says she is proud of the work done by the municipalities that received clean audits and hopes more will follow suit. 

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# Living the Mandela legacy



Sello Hatang, CEO of the Nelson Mandela Foundation, at the PSM Forum.

The Nelson Mandela Foundation (NMF) recently hosted the July PSM Forum, which celebrated and honoured the life and achievements of global icon and former President Nelson Mandela.

Held in the foundation's auditorium, said to be the room where Madiba spent time during his last visit to the foundation, it seemed only fitting that the forum was hosted in such a symbolic setting, surrounded by portraits and colourful artworks of the icon himself.

Moving away from the traditional forum proceedings, Sello Hatang, CEO of the NMF, set aside his keynote address and opted for an interactive discussion with guests instead.

Two key points seemed to stand out: firstly, how can South Africans and the rest of the world continue to carry the torch of the Madiba legacy not just on Mandela Day or during Mandela Month, but every day? And, secondly, and more importantly, what exactly is the Madiba legacy?

Despite using the term "the Madiba legacy" often, trying to explain and understand its meaning seemed to stump guests and remained a conundrum.

"The only way we can explain and honour the Madiba legacy

is to live and carry out its meaning in our everyday lives," said Hatang.

To showcase first-hand the legacy of such an incredible human being, guests were treated to short video screenings of Madiba's journey, his accomplishments, his struggles and his overall quest for an equal and united South Africa before they were taken on a tour of the Nelson Mandela Centre of Memory, guided by Hatang himself.

Simply put, said Hatang, the Madiba legacy is not something tangible, it is not something one can touch, yet it is something that we can feel and pay forward. Essentially, living the legacy is to lead a selfless, non-judgemental way of life.

He highlighted that despite many people actually believing in and living the Madiba legacy, they do so with limitation. The best way to showcase these limitations, he said, was to recall a tactic Madiba himself used during an address at the very same auditorium to a group of South Africans.

Madiba asked the crowd three intriguing questions,



Deputy CEO of Content and Dissemination at GCIS, Harold Maloka, with CEO of the Nelson Mandela Foundation, Sello Hatang, at the PSM Forum.

and urged listeners to raise their hands to indicate if they agreed with each question. The first question was: Do you think two gay men should be barred from being allowed to adopt a child? The majority of people in the room raised their hands in agreement.

A man was found guilty of a serious and violent crime. Should he be given the death penalty? Again, the majority of the audience agreed. Lastly, he asked if a South African man and a Zimbabwean man, who had valid documents and qualifications, were up for a job position should preference be given to the South African man? Again, those in the room agreed.

This highlighted the limitations people have when living out the Madiba legacy, because when asked these questions himself, Madiba disagreed with all three, showcasing his commitment to leading a selfless and non-judgemental life.

Indeed, Mandela Month is the time when people rally behind the quest to carry on the Madiba Legacy, "yet we must move away from it being a once off act of kindness, to it being instilled as a way of life," said Hatang.

"Let us not only celebrate Mandela Day or Mandela Month, let us make every day a Mandela Day."

The overall goal, said Hatang, was not to try to be Madiba himself. "We want South Africans to make a

difference to their own lives as well as others by simply making a difference from within."

Hatang called on forum guests and on each and every South African to pledge to live better, to treat others better, to do better and to instil the Madiba legacy in future generations. "It is the only way we can eventually achieve Madiba's dream of an equal and united South Africa," he said.<sup>57</sup>





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# Izimbizo:

## People in touch with leaders

**C**ommunications Minister Faith Muthambi says South Africans want their leaders to interact with them regularly to get feedback on service delivery issues.

She says communicating with people on the ground is a cornerstone of democracy and for this reason, Government Communications (GCIS) will urge leaders and communicators at all spheres of government to hold regular meetings with their constituencies to keep people informed about developments in their communities.

A lack of communication has been identified as one of the reasons citizens took to the streets in the past to protest against "poor" service delivery.

In most cases, local councillors have failed in their duty to hold quarterly meetings with residents in their wards.

Speaking to *PSM*, Minister Muthambi reflected on how she enjoyed interacting with members of the public when she kicked off the Izimbizo Focus Week in Thohoyandou, Limpopo, recently.

"We must not get away from the dynamics of our country. People love to feel and touch their leaders. It was such an amazing experience when we were in town distributing pamphlets..."

"It was very exciting because our people want their leaders on the ground; given the dynamics of our people, some don't have access to radio or print media," she said.



Communications Minister Faith Muthambi.

Interacting with members of the public was also a way to show them that government was committed to accountable and transparent service delivery.

It would also help government tackle issues that may lead to service delivery protests before they happen, the Minister said.

She added that it was important for government leaders to know what was contained in their municipal integrated development plans in order to communicate the right information to communities in terms of planned projects and service delivery.

Apart from holding izimbizo, government leaders at provincial and national spheres have often engaged with members of the public through several outreach programmes.

President Jacob Zuma has often been welcomed with open arms by members of the public whenever he hits the road to visit rural areas and small towns where there have been documented service delivery challenges as a result of infrastructure constraints.

Minister Muthambi said when the President was not conducting these visits local councillors, mayors and premiers should take a lead in holding community meetings.

"I emphasised in the izimbizo ... that the local councillors are the representative of the President on the ground. We encourage them to continue



to hold their ward-committee meetings as prescribed by legislation.

"They must hold quarterly meetings so that they can give people feedback. We could see in our stakeholder engagement, people have got a lack of information."

The Minister added that the GCIS would help government leaders beef up their communication skills.

"We want to communicate one message with many voices. As GCIS, we are going to start training our local councillors on how to communicate the message."

The recent face-to-face engagement with citizens created an opportunity for people from all walks of life to share their ideas and frustrations with government leaders, the Minister noted.

She added that the recent reconfiguration of departments would make the execution of the new communications mandate more effective.

The President signed a proclamation to establish the Department of Communications.

"This new department combines the GCIS with Brand South Africa, the Media Development and Diversity Agency (MDDA), Independent Communication Authority of South Africa and the South African Broadcasting Corporation under one ministry."

The Minister said the GCIS would deal with the branding of the country, as South Africa had a good story to tell. This story should be communicated to as many people as possible.

***"As a government of the people, we will listen closely and share openly but we will also attend vigorously to issues that threaten to undermine the reputation of our government or our country," said the Minister.***

"Brand South Africa has provided us with a comprehensive report as we celebrate 20 Years of Freedom, and it is inspiring to know that 91 per cent of the population is proud to be South African, and 85 per cent of the population believes that South Africa is competitive, innovative and capable of achieving greatness as a country," she said.

Brand South Africa was established in August 2002 to help create a positive and compelling brand image for South Africa.

### **GCIS committed to engaging the public**

Delivering the GCIS Budget Vote, Minister Muthambi said its communications approach would be rooted in the understanding that government was engaged in dissemination of information for the empowerment of citizens, "nothing more and nothing less".

"Our mission is to give effect to President Zuma's expectation [which he stated when announcing the creation of the new Communications Ministry] that ... "improved communication and marketing will promote an informed citizenry and also assist the country to promote investments, economic growth and job creation".

"I wish to give you the assurance and comfort that GCIS will leverage its budget allocation of R437,2 million for this financial year to achieve continuous engagement, consultation and partnership-building with citizens and stakeholders, and sustained sharing of information," she said.

### **Government ushers in new era of communications**

The Minister said the growth in digital and mobile communications gave government a platform to interact directly with citizens.

"The growth in digital and mobile communications presents government with the opportunity and challenge of engaging interactively with citizens and stakeholders, and to join in social conversations rather >>





than produce one-way communications.

"As a government of the people, we will listen closely and share openly but we will also attend vigorously to issues that threaten to undermine the reputation of our government or our country," said the Minister.

Going forward, government would equip its communicators to ensure that they up the ante and align their communication strategies with the priorities of government.

Minister Muthambi said government would reach out directly to communities.

"We will leverage the communication platforms we have created ourselves, we will work with public media, we will create communication partnerships across various sectors and we will project our country with pride internationally."

She said the year ahead would usher in a new era in government communications.

"We have therefore set ourselves a simple goal – that of an information revolution. We must put in place an overarching communications policy that will guide our work. All of us must answer the question: how is our work contributing to the implementation of the National Development Plan?"

Minister Muthambi said R21,8 million had been allocated to the MDDA to enable historically disadvantaged communities and individuals to gain access to the media.

Over the next three years 20,4 million copies of the monthly

*Vuk'uzenzele* newspaper are set to be produced in 11 official languages, as well as Braille.

"In addition, the department plans to issue 42 cluster reports on perceptions of government delivery and performance, conduct 8 250 community and stakeholder liaison visits and align 6 552 development communication projects with the government communication programme over the medium term," said the Minister.

### **GCIS exceeds its targets**

The Minister said the GCIS had exceeded most of its expectations in the previous financial year.

She said the GCIS had performed well in the 2013/14 financial year and, due to good management, was given an unqualified audit.

The GCIS complied with all the legislative requirements as prescribed by the Public Finance Management Act of 1999 and tabled its Annual Report to Parliament on time.

"It is also pleasing to announce that 94 per cent of the staff signed performance agreements for the year 2013/14 and that they exceeded the 90 per cent target for the year," she said.

The GCIS had gone the extra mile in implementing its strategic communications targets, rolling out 2 961 development communication projects and holding 346 public participation events across the country. 



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# Minister Brown expects maximum returns from SOEs

In recent times state-owned entities (SOEs) have become a cause for concern for the shareholder – government – especially when they perpetually need cash injections to continue operating.

When SOEs fail because of an unsustainable business model, calls for government to consider privatising SOEs



Minister of Public Enterprises Lynne Brown.

and reduce the impact on the public purse grow louder.

Speaking at The New Age Business briefing recently, Minister of Public Enterprises Lynne Brown said that when she took up her role with a spanner in her hand, she asked the CEOs of all entities under her watch and their respective boards to go back to basics in order to get maximum returns.

"I found eight companies working... But I also think that we are not doing it optimally."

"Do what you are supposed to be doing, and that means that you have two responsibilities – every company must grow the economy optimally and you have a social, economic and developmental responsibility."

"That is a responsibility to the public you serve. So if you are serving the public in forestry that is what you have to do. All the other fiddling must just stop," she said.

## First stop – Megawatt Park

The Minister walked into Eskom's Megawatt Park headquarters at a time when Eskom was in the dark about its future prospects.

Former CEO Brian Dames had stepped down from his position at the end of March, shortly after the entity had declared a power-grid state of emergency when heavy rainfall left the coal supply wet. In addition, by June 2014 provinces owed Eskom R2,9 billion.

Collins Matjila had been roped in to serve as the acting CEO until Minister Brown had appointed a permanent CEO.

Delays in completing the Medupi Power Station resulted in Eskom failing to ease the pressure on its power grid.

Eskom recently posted profits of R7 billion, but the Minister said the entity needed R250 billion to set it on a good footing.

Minister Brown said the R105-billion Medupi Power Station would be ready by December 2014.

On 20 August, the Minister announced that Cabinet had approved the appointment of Public Enterprises Director-General, Tshediso Matona, as the new Eskom CEO.

She said the new CEO had been closely involved in providing oversight to Eskom and the other SOEs in the department's portfolio for the past three years.

The Minister acknowledged that Matona faced big challenges, the most significant of them being the nearly R220 billion funding shortfall.

For Eskom to get out of the woods, Minister Brown said, the entity first needed a turnaround strategy comprising cost-containment measures and a fundraising strategy that would result in a sound and sustainable business model.

"The Minister of Energy, Minister of Finance and myself, with very large technical teams, are looking at how to get Eskom out of its trouble within a very short period of time."

The Minister has instructed Eskom's board to show how it plans to keep the national power grid sustainable.

She said the challenges that Eskom faced in the recent past – including the threat of unplanned load shedding – and the capacity challenges that lay ahead, needed short- to medium-term planning.

Minister Brown asked the board to pen a plan that would include:

- Establishing a sustainable capital investment approach characterised by intelligent investment decisions, financial prudence and commercial sustainability to meet industry demands and customer expectations.
- Implementing cost-containment measures and ensure the financial sustainability of the company in the context of the Multi-Year Price Determination tariff decision.
- Exploring and urgently implementing measures to improve the performance of areas that have experienced significant challenges, in particular power stations.
- Driving regional integration, economic transformation, beneficiation, industrialisation, aggressive job creation and the development of a supplier base that meets Broad-Based Black Economic Empowerment (B-BBEE) criteria.

"I also want Eskom to go through a belt-tightening process ... and I am really grateful they have actually really worked at this.

"And this has been the one thing with which we have put our heads together, got all government departments together so that we can find and forge the solution for Eskom."

She said Eskom needed to evolve in the face of an



***The Minister has instructed Eskom's board to show how it planned to keep the national power grid sustainable.***

ever-changing energy environment.

President Jacob Zuma recently announced that energy, particularly Eskom's power generation, would be prioritised as it was central to economic growth.

He also announced the establishment of an Energy Security Cabinet Subcommittee that would oversee the development of the energy mix and look at exploring some means of expanding Eskom's capacity namely things such as nuclear power, gas, solar power, wind-generated power, coal, hydro power and fuel refineries.»



To this end, Eskom is already looking at alternative power generation, and has plans in place to exploit gas reserves off the east coast of Mozambique as early as next year.

Turning to gas would be a big shift for an entity that has been under pressure to supply electricity to the country's commercial and residential customers despite an ageing power grid.

The entity is looking at exploiting gas reserves to feed the power grid in three stages. The first one – which is short term – is a project that would provide an equivalent of 600 Megawatts.

### **Plans to keep national airline flying high**

Over the past five years, South African Airways (SAA) has been struggling with a number of issues. Former Public Enterprises Minister Malusi Gigaba often had to burn the midnight oil to resolve problems related to governance issues.

SAA also struggled to raise funds. Last year, it reportedly relied on a state guarantee that allowed it to secure a R550 million bank facility to cover its fuel costs.

Minister Brown said while government was not con-

sidering any capital injection to rescue the airline from its financial woes, R50 billion would be needed to help it take off.

"I think at the moment what we are doing is looking at guarantees, so they can go into the open market. We have not been looking at capital injection for SAA. They have to meet the conditions of the open market so it actually has to ensure their sharpness in trying to do that," she said.

The Minister added that calls for the airline to be privatised as a means of lifting the burden on the fiscus were misguided.

"It is not government policy at this stage to privandise. Across the world, if you look at airlines in Australia and New Zealand, they are privatised and then the airlines are back with government again."

"So it is not always the most successful and the most prudent economical thing to do."

"At this stage, we are a young democracy, we have to rebuild our people's lives and that is what we must do so that we create fair opportunity into the future."

Minister Brown said when she checked-in for her first month in office, she was not offered a beverage or snack by a cabin attendant. Instead, she was confronted with a barrage of matters concerning SAA, especially issues related to governance problems. The Minister said she had since managed to resolve some of those issues.

"I have spoken about SAA as an example of lack of good >>

governance. It is a very serious problem. The board members' interference in the running of the company, and not just exercising their fiduciary responsibilities, is a problem and we deal with it as and when it comes up.

"Going forward, we have already made an appointment with the Auditor-General to try and get all the state-owned enterprises in the same room to deal with issues that affect them. And the same will apply to issues of governance.

"We are not out of the woods yet; it will take a bit of time," she added.

The Minister said one of her top priorities over the next five years is to ensure that the airline is profitable and that different approaches to doing business are recommended to the airline.

This will include ensuring that the airline ventures into profitable routes.

"That is why I am looking at a different model because, for example, SA Express has smaller aircraft that can go into Africa for shorter distances, and I think we need to create that modelling."

Joint agreements would be maintained to ensure that operations are run optimally without making any losses.

### **Denel guns for success**

The Minister said that while Eskom and SAA fell under the "problem child" banner, the entity that gave her fewer problems was arms manufacturer Denel.

She said the company had been able to turn itself around, going from buckling under financial strain to making a profit within a few years.

"When a state-owned company like Denel has come from working in a deficit into getting their books balanced in a period of five years, I am very pleased.

"And they are also doing what they are supposed to be doing within their sector."

The Minister also lauded Transnet for sustaining a profit-making business model and contributing to skills development, and exceeding its own skills training targets.

### **Fairness in tendering**

The Minister said she had stumbled across a disturbing culture where those in charge of SOEs had lost integrity when it came to tendering for services.

She revealed that she was looking into claims that some within the SOEs had their hands dirty after being involved in constant lobbying for contracts.

This was unfair competition, she said, pointing out that contracts should benefit all South Africans through development and job creation, as this would go a long way towards achieving social cohesion.

"If there is a huge tender, everybody is lobbying somewhere. Don't do that. You will get it if you must get it.

"And therefore, there must be credibility in the leadership in every single company, to feel that if I tender for something, the chances of getting that tender are as strong as the chances of somebody else getting the tender.

"So it is fair competition that I am calling for. I think that we must build credibility [so] that people can trust us."

The Minister said SOEs should look into investing in Africa.

"The continent is an important partner. For too long, our partners have been way over the sea. A partner should become more local. Many of the SOEs have minimal relations with the rest of Africa," she pointed out.

The Minister would also like to see young people of the boards of SOEs.

"I really believe that we need young people on our boards. I can tell you though my predecessor have appointed young people.

"There are boards that only have young people. So I don't want any one age group, any one race group, any one gender group to dominate any of the boards. So young people, yes," she said. 





Minister in the Presidency responsible for Planning, Performance, Monitoring and Evaluation, Jeff Radebe.

# Inter-Ministerial Committees to champion the work of government

**G**overnment departments have the power to use available legislation within the confines of the Constitution to deliver services.

Under these laws, several government services – including water, sanitation and electricity for example – are delivered to millions of people.

Two weeks after delivering his State of the Nation Address, President Jacob Zuma announced the appointment of Inter-Ministerial Committees (IMCs) as part of the new government system to improve the efficiency and effectiveness of the Public Service.

How do IMCs fit into the existing system of departments with

similar deliverables being grouped into collaborative clusters?

How will IMCs work and how is their work different to that of clusters? Is there a link between the two?

Minister in The Presidency responsible for Planning, Performance Monitoring and Evaluation Jeff Radebe, who is also the longest serving principal in the Cabinet, spoke to *Public Sector Manager* magazine in Cape Town recently and unpacked the role of the IMCs in relation to existing government structures.

He said if the President weighed up the state of service delivery at a given time and identified burning issues, he would use his discretion and hand-pick Ministers to urgently attend to the identified problems.

Minister Radebe said Ministers thus selected would form an IMC and attend to matters before they got out of hand.

"The way the government system works, we work through Cabinet committees which are chaired either by the President or Deputy President. Underneath that we also have clusters.

"Where there are specific challenges, the President in his wisdom then appoints IMCs to deal with specific things," he said.

The President recently announced the formation of five IMCs that would respond to various pressing issues over the next five years. He also appointed two short-term IMCs.

The five IMCs would each focus on: prevention and combating of corruption; information and publicity; service delivery task team; state funerals and the revitalisation of depressed mining communities.

The two short-term IMCs are tasked with organising high-level events: one being Smart Partnership Dialogue and the other dealing with 20 Years of Freedom.

Minister Radebe said departments, through their respective Ministers, reported directly to Cabinet, the highest executive structure chaired by the President that approves proposals related to policy and legislation, among other things.

Below Cabinet, departments with cross-cutting responsibilities when it comes to delivering services are clustered and brought together by partnership agreements in order to work towards achieving a common goal.

Cabinet committees and clusters will hold their respective meetings, and the IMCs will hold their own meetings, says the Minister.

"There are also clusters that work together to deal with several issues, so they work hand-in-hand. "Largely the IMCs will meet once a month and the clusters will meet twice a month," he said. The IMCs report to both the President and Cabinet.

### **MCs at a glance**

**IMC on the Prevention and Combating of Corruption**  
Minister Radebe said the President had asked him to lead this committee.

"This IMC is aimed at fighting corruption so that we direct all state organs to leave no stone unturned in

focusing on this issue. ... As South Africa, what do we need to do to curb corruption?"

He said this committee was tasked with coordinating and overseeing the work of state organs aimed at fighting the scourge of corruption in the public and private sectors.

It comprises the Ministers of Justice and Correctional Services State Security; Police; Cooperative Governance and Traditional Affairs; Public Service and Administration; Home Affairs; Finance, and Social Development.

### **IMC on Information and Publicity**

The Minister said the committee would be responsible for championing and coordinating the work of government regarding communicating programmes targeting the nation at large.

The committee would also look at branding and marketing the country to its citizens and the world.

Minister Radebe was appointed to head this committee, which comprises the Ministers of Communications; International Relations and Cooperation; Trade and Industry; Finance; Cooperative Governance and Traditional Affairs; Water and Sanitation; Tourism; Environmental Affairs; Social Development; Rural Development and Land Reform, and Public Service and Administration.

### **Inter-Ministerial Service Delivery Task Team**

Minister Radebe said this committee was formed with the aim of fast-tracking service delivery in areas where there are bottlenecks and to quickly respond to areas experiencing service-delivery problems and ensure that general service delivery is improved.

He noted that the President was concerned about the protests taking place in many municipalities, which indicated that there were challenges related to service delivery.

The President tasked Minister Pravin Gordhan to chair this IMC.

Other ministries that make up the Service Delivery Task Force include those of Human Settlements; Water and Sanitation; Energy; Home Affairs; Public Enterprises; Transport; Rural Development and Land Reform; Basic Education; Health; Planning, Performance Monitoring and Evaluation in The Presidency.

### **IMC on State Funerals**

The purpose of the IMC on State Funerals is to oversee the organisation of State funerals. This, the Minister said, was a very useful IMC as it ensured that funeral arrangements, logistics and communication with the media went as smoothly as possible.

Minister Radebe will also chair this committee, assisted by the Ministers of Police; Public Works; State Security; International Relations; Defence and Military Veterans, and Transport. >>

### **IMC on the Revitalisation of Distressed Mining Communities**

The purpose of this IMC is to drive and oversee the implementation of the Special Presidential Package for the revitalisation of distressed mining communities.

While mine bosses also had the responsibility to improve mining communities as legislated by the Mining Charter, Minister Radebe said this committee would play an important role in ensuring that the living conditions of mineworkers are improved by providing decent housing, among other things.

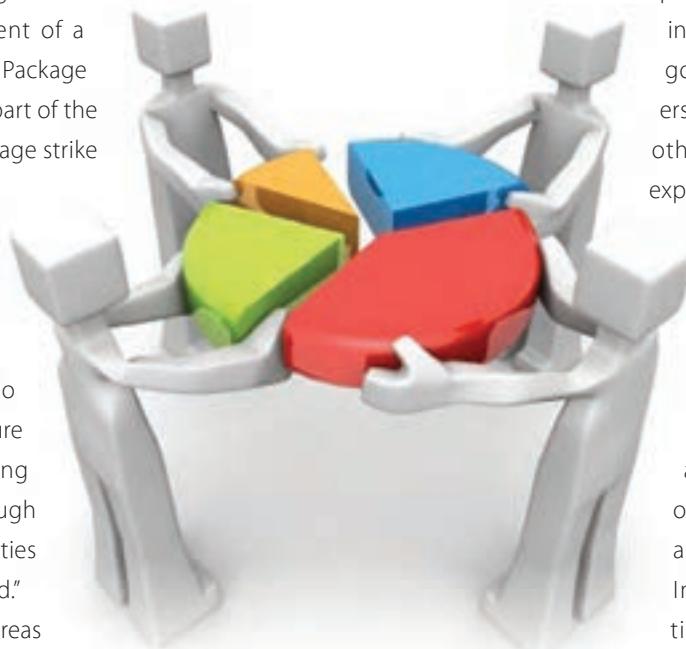
The recent announcement of a Presidential Social Housing Package offered by government as part of the deal to end a five-month wage strike in the platinum mining sector is one of a few initiatives facilitated by this committee.

"This IMC ... deals with depressed mining towns so that we can be able to ensure that the wealth that is being driven by our people through mines benefit the communities where the mines are located."

The following four focus areas have been identified as requiring special attention:

- Integrated and sustainable human settlements in mining towns and in the labour-sending areas (LSAs).
- Improved socio-economic conditions of mine communities and the LSAs.
- Improved working conditions of mineworkers.
- Ensuring decent living conditions for mine workers and a meaningful contribution to the development trajectory of mining towns and the LSAs.

Minister Radebe also chairs this IMC with the assistance of the Ministers of Mineral Resources; Trade and Industry; Police; Social Development; Cooperative Governance and Traditional Affairs; Water and Sanitation; Defence and Military Veterans; Labour; State Security; Health; Finance; Human Settlements; Economic Development and Minister in The Presidency Responsible for Women.



### **Short-term IMCs**

The President established the following short-term IMCs dedicated to organising certain high-level events:

### **IMC on the Smart Partnership Dialogue**

The IMC on the Commonwealth Partnership for Technology Management Smart Partnership Dialogue will oversee the organisation of the Smart Partnership Dialogue which will take place for the first time in South Africa from 14 to 17 October 2014.

According to The Presidency, the dialogue will serve as a platform for smart partners, including heads of state and government, business leaders, scientists, academics and others, to discuss ideas and experiences related to science, technology and innovation for socio-economic transformation and development.

Minister Radebe will also chair this committee and work with the Ministers of International Relations and Cooperation; Trade and Industry; Telecommunications and Postal Services; Communications; Science and Technology; Defence and Military Veterans; Economic Development; Public Enterprises; Small Business Development; Transport; Public Works; Finance; Tourism; Police, and State Security.

### **20 Years of Freedom**

The IMC on the 20 Years of Freedom and Democracy is chaired by Arts and Culture Minister Nathi Mthethwa, who will work with the Ministers of Defence and Military Veterans; Cooperative Governance and Traditional Affairs; International Relations and Co-operation; Transport; Public Works; Tourism; Finance; Police; and Presidency: Planning, Performance, Monitoring and Evaluation.

An effective and efficient IMC can successfully champion the work of government and ensure that we realise the vision of the National Development Plan. Each of the IMC task team requires all South Africans to work together and move South Africa forward.



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# Audit outcomes show a slight improvement

When Auditor-General Kimi Makwetu delivered the Local Government Outcomes Report 2012/13 he had some good and some not so good news to share.

Auditor-General Kimi Makwetu.

The consolidated 2012/13 report on local government audit outcomes released recently shows a slight improvement over the past five years.

The report, which is based on the Municipal Finance Management Act of 2003, shows that more emphasis should be placed on strengthening internal controls, compliance with supply chain regulations, appointing skilled people and enforcing consequences for poor performance or transgressions.

"There were 63 improvements in different categories of audit outcomes and the regressions are starting to shrink with 25 (categories)," said Makwetu while tabling his first report since his appointment seven months ago.

The Auditor-General of South Africa (AGSA) is tasked with, among other things, strengthening South Africa's democracy by enabling oversight and accountability through auditing.

The audit office normally focuses on three important elements during the auditing process, namely fair presentation of statements, performance of the reports and whether or not the institutions being audited have complied.

Speaking at the release of the report, Makwetu said the audited municipalities' total expenditure was R268 billion, with R62 billion for employment, R166 billion for goods and services, and R40 billion for capital expenditure.

Some 319 audits were completed, of which 22 municipalities and eight municipal entities achieved clean audits. This is an increase of nine per cent compared to the five per cent in 2012.

"Over the last five years there's been a decline in the adverse opinions and disclaimers," said Makwetu.

Fifty-nine institutions received disclaimed audit opinions and eight received adverse opinions.

Though the AG released a positive report, he highlighted that supply chain management and irregular expenditure were still of concern.

The Western Cape, Gauteng and KwaZulu-Natal performed well in general.

The report found R11,6 billion in irregular expenditure for the period under review.

"Eight billion of this is in respect of goods and services that were received. The only remaining risk is that those remaining institutions did not go through a transparent process. That is the R3,6 billion of the balance that could not be verified," he said.

Makwetu met with the country's executive, premiers and speakers to share his findings and said he hoped their constructive responses would translate into action.

### **Advice to municipalities**

While it may seem a daunting task to many to have a clean audit, Makwetu says municipalities can achieve a clean audit or at least improve their current situation by:

- introducing basic accounting and daily control disciplines
- enforcing compliance with all legislation
- employing competent and experienced staff in accounting and financial management
- calling for information and reports regularly with a view to supervising the implementation of financial management improvement plans
- allowing the chief financial officer (CFO) to be in charge of the financial records and to report on them to the municipal manager
- keeping the monitoring of the financial improvement plan on the council's quarterly meeting agenda
- ensuring the municipal manager reviews management accounts with the CFO every month.

### **Municipalities continue to use consultants**

Local municipalities spent R700 million on private-sector consultants who provided different kinds of services.

Makwetu was concerned that 82 per cent of local-government institutions were unable to produce clean financial statements, with 35 per cent receiving financially unqualified opinions.

"There is still a significant use of external service providers to try and fix their [government institutions] financial management discipline," he said.

In most cases, said Makwetu, consultants or external service providers were paid excessively more than the fixed cost of people who are paid to perform financial management and reporting duties.

### **Report welcomed**

Cooperative Governance and Traditional Affairs (Cogta) Minister Pravin Gordhan, who also attended the briefing, spoke on behalf of Finance Minister Nhlanhla Nene and welcomed the report.

"We welcome the Auditor-General's report and we commit ourselves to taking proactive action," said Minister Gordhan.

The Minister said that some of the results indicated progress being made in the right direction.

He said National Treasury and Cogta would look at a centralised system that would ensure recourse for those who were either involved in corruption or not performing.

"We need a new set of regulations on municipalities to ensure that they perform at a level that is expected," said Minister Gordhan.

He emphasised that "not all irregular expenditure is corrupt expenditure".

### **Fraud and corruption**

Fraud and corruption in local government remains a concern for government and a challenge that government aims to fight.

"We are concerned about fraud and corruption in local government. All the role players need to do a lot more to discourage people from this kind of conduct," said Minister Gordhan.

In a joint statement issued after the audit report's release, both Minister Gordhan and Minister Nene >

shared their plans for ensuring that municipalities perform their duties.

"Our strategy for the new administration is to set clear benchmarks of performance to ensure that all municipalities perform their basic responsibilities, every day, without fail," said the ministers. They added that the following were regarded as basic:

- Basket of basic services: Municipalities must provide basic services and maintenance such as cutting grass, patching potholes; working traffic and street lights, and consistent refuse removal.
- Governance: All municipal governance structures must meet regularly and perform their responsibilities with transparency, accountability and no interference.
- Administration: The competency standards for senior managers must be enforced and persons with the requisite skills, expertise and qualifications must be appointed; all senior managers must sign performance agreements; and performance management systems must be applied effectively.
- Sound financial management: There must be a financial management accountability cycle which incorporates the day-to-day disciplines of reconciliations and record keeping; budgeting; in-year performance management and accountability; audit-action plans and prevention of fraud and corruption.
- Substantive community engagements and participation: New infrastructure has to be developed at a faster pace whilst adhering to the relevant standards and operations, and maintenance of existing infrastructure must be improved to ensure continuity of service provision.

### **Operation Clean Audit**

In 2009, the late Cogta Minister Sicelo Shicaka launched Operation Clean Audit 2014.

Only three provinces, namely Gauteng, KwaZulu-Natal and Western Cape achieved last year's target of at least 75 per cent of municipalities in a province getting clean audits.

The aim of Operation Clean Audit 2014 was to regain



*Cooperative Governance and Traditional Affairs Minister Pravin Gordhan welcomed the report.*

the public's trust and confidence in local government by improving governance and strengthening financial management by 2014.

"The target was too ambitious. The ambition is still there and we want everyone to be compliant" said Minister Gordhan.

He said there was progress and that there is another five years to build on some of the successes of the past.

Public sector managers need to put tighter measures in place to ensure that there is compliance in as far as financial management and governance is concerned. Such measures will ensure that local-government institutions get unqualified reports or clean audits without any findings.

Makwetu called on government leadership to intensify the drive towards good governance. >>

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*Executive Mayor Cllr Mahole Simon Mofokeng.*

## Sedibeng leads by example

**S**edibeng District Municipality's Executive Mayor, Councillor Mahole Simon Mofokeng, and his team are passionate public servants who are working hard to turn Sedibeng into a world-class municipality.

When I met Mayor Mofokeng, I was not surprised that the municipality he leads is among the few that achieved a clean audit. He oozes energy.

Auditor-General (A-G) Kimi Makwetu recently released the consolidated 2012/13 report on local government audit outcomes, which showed a slight improvement in audit outcomes over the past five years.

Sedibeng District Municipality was one of the few that received a clean audit; it was a first for the municipality.

"It's all about team work. I am grateful to the staff of Sedibeng and councillors as well and the Speaker," says Mayor Mofokeng, who has been in charge since 2008.

Sedibeng District Municipality is made up of the Emfuleni Local Municipality, Midvaal Local Municipality and Lesedi Local Municipality.

Although it was not easy, the municipality managed to achieve its first clean audit through hard work and dedication.

"In 2009 when the fourth administration came into office, we had been getting unqualified audit opinion with mat-

ters of emphasis. At that time, the late Minister Sicelo Shiceka was in charge. As municipalities we were expected to come up with measures to improve on the findings," explained Mayor Mofokeng.

Sedibeng District Municipality presented the measures it would take to rectify the A-G's findings to the late Minister Shiceka and former Auditor-General Terence Nombembe.

He said Minister Shiceka at the time conferred an honour to the municipality for being ambassadors of clean audit. "Five years later there was a clean audit."

### What does it take to get a clean audit?

Mayor Mofokeng says Sedibeng Municipality focused on three important areas: strong leadership, the political-administration interface and ensuring adherence to all internal controls of audit.

### Leading from the front

"Leadership should happen both at a political and administration level. Leadership is the glue that holds it together," he says.

At Sedibeng the Mayor and leaders of the municipality hold regular meetings and receive reports on all four

areas of audit from departments and clusters.

"In the past as political leaders we were left out by the office of the Auditor-General when it comes to issues that would have been picked up during the auditing process but for the past three years, the process has become more inclusive."

This, says the Mayor, has empowered and given him the insight to be able to perform his leadership and oversight role.

The Municipal Public Accounts Committee (MPAC), formed in terms of Section 79 of the Municipal Finance Management Act of 2003, was established to enhance oversight in the municipality. "If you have a weak chairperson of the MPAC things may not go the way that they must go. We have a very strong chairperson."

The municipal manager also calls a management committee meeting every week to get feedback and updates from the different sections.

"Every week he is hands on and he finds out what is going on in each department and cluster," says Mayor Mofokeng.

### **Strong administration and political interface**

According to the Mayor, there is a clear delegation of responsibility at Sedibeng.

"If you blur the area of responsibility where the municipal manager does not know how far he can go or the mayor does not know how far he can go it becomes a problem. So here we have a clear system of delegation of authority."

The Mayor emphasises that there is no interference with administration or with the role of the municipal manager.

"We have a clear line between interference and intervention. This is very important because many municipalities can get caught up in these issues and it causes problems."

### **Establishing and maintaining strong internal controls**

Mayor Mofokeng says that the municipality has reliable financial reporting with strong financial income control systems that monitor processes and practices.

"Our system is structured in such a way that we do analysis and account for every cent of the municipality, including the assets and liability. We also have the internal audit committee which assists with ensuring that the municipality's statements are correct and are properly interpreted."

### **Performance management controls**

Sedibeng has put in place appropriate key performance indicators as a yard-stick for measuring individuals, clusters, departments and the institution itself. These indicators are derived from the key objectives.

"In 2011/12, one of the matters raised by the A-G that was not up to scratch was performance management. That year we only had two matters of emphasis. It was compliance with regulations and performance.

"The performance management systems that were in place at the time were not properly aligned to our objectives as a municipality," he says.

The Mayor adds that the municipality has since introduced the Electronic Performance Management System (EPMS) which aligns its performance measurement system with the objectives.

To ensure compliance with laws and regulations, the municipal manager holds weekly meetings with senior managers to check progress and follow-up on certain actions.

One of the issues raised by A-G Makwetu was government's excessive use of consultants. Sedibeng signs a service-level agreement (SLA) with all external service providers.

"The SLA spells out what is expected from that service provider and if these expectations are not met then it means the service provider is not performing and there must be consequences. Luckily until now we've always managed to get value for money from our service providers and we are also not over dependent on consultants."

According to the Mayor, most of the policies in Sedibeng, especially human resources (HR) ones, were produced internally.

"When we did the EPMS we called in a service provider to assist and train staff. The HR policy was done in-house and the consultants brought in the technical expertise."

The service provider installed the system and trained young graduates from the Vaal University of Technology (VUT). Once the training had been completed and the skills transferred, the consultants left.

>>

"Now we are doing it ourselves. The young man came straight from VUT and he is the one that is running that system."

Mayor Mofokeng also says that in terms of compliance with governance, the municipality's information technology (IT) systems are working and there are proper HR policies in place.

To ensure compliance with standard measures and controls, the municipal manager holds regular staff meetings. This is in addition to the weekly meetings he holds with senior managers.

"He has his own separate meetings with unions so that the unions motivate the staff to do their work. The relationship with organised labour is very important."

The Mayor is quick to point out that at political level the views of minority parties are not taken for granted.

"We are a collective team and minority parties are able to make inputs. There are few councils that operate like us. Ideas are used wherever they come from. If they are good ideas then they will be used and will be taken seriously," he says.

According to Mayor Mofokeng, everyone at Sedibeng District

Municipality knows that there will be consequences for wrongdoing.

"Everyone knows that if you don't perform there will be recourse. If people do things that are not in accordance with the book then there should be action. That is part of decisive leadership. You should rather be unpopular but for good reasons."

#### **Advice to other municipalities**

Mayor Mofokeng's advice to other municipalities is simple. "Adhere to these principles: strong leadership, don't blur roles, have a clear line of delegation and ensure there are controls in place for all areas of the audit."

Sedibeng Municipality's success proves that with proper controls and a focused team, it is possible to get a clean audit.

"We have raised the bar for ourselves and the challenge for us is to stay on top," says Mayor Mofokeng. ☉

*Mayor Mofokeng is accessible to the people of Sedibeng.*

#### **About Mayor Mofokeng**

Mayor Mofokeng has been a councillor since 1995 and was part of the Executive Committee of the Western Vaal sub-structure from 1995 to 2000. From 2000 to 2006 he was a member of the Emfuleni Local Municipality Mayoral Committee.

From 2007 to 2008 he worked as Executive Director: Corporative Services, before being appointed Mayor of Sedibeng in 2008.

He is a trained engineer who worked at Sasol as a chemical engineer before joining the Public Service.

The roles he held before he became mayor has given him the necessary insight to lead the municipality.



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- Empowering learners through high technological equipment;
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- Develop learners to function holistically; and
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Without both the private and public partnerships geared towards the employability of students, the college sector will be unable to deliver on its mandate of supplying the economy with a skilled workforce.

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- Services



# SA's five-year master plan

Government's main aim over the next five years is to stimulate the economy to grow by five per cent by 2019 to deal with poverty, inequality and unemployment.

This will take radical economic transformation as prescribed by the National Development Plan (NDP), which is the nation's plan to grow the economy and improve the lives of people by 2030.

To draw lessons from the past five years, implement programmes and meet service delivery targets, government is building a capable and developmental state.

Announcing the Medium Term Strategic Framework (MTSF) recently, the Minister in The Presidency responsible for Planning, Performance Monitoring and Evaluation, Jeff Radebe, said it was essential to make the Public Service machinery work better.

Public servants have to be professional, ethical and focused on service delivery.

To this end, Cabinet will monitor performance across all spheres of government to improve service delivery.

"The MTSF contains actions related to improving both the quality and extent of service delivery, as well as improving the performance of the public service and increasing the efficiency and effectiveness in local government. It also includes measures to improve recruitment and skills development, strengthen supply chain management and reduce the risk of corruption in government," Minister Radebe said.

Actions related to building a capable and developmental state in the MTSF include creating a stable political-administrative inter-

face, making the Public Service a career of choice and ensuring sufficient technical and specialist professional skills in the Public Service, the Minister added.

## Others include:

- Ensuring efficient and effective management and operations systems.
- Introducing procurement systems that deliver value for money.
- Increasing the responsiveness of public servants and accountability to citizens.
- Improving interdepartmental coordination and institutionalising long-term planning.
- Improving mechanisms to promote ethical behaviour in the Public Service.

Minister Radebe also pointed out that building state capacity was a long-term task and that many of the actions would take time to deliver results.

"Over the past 20 years, government has massively expanded access to basic services, but backlogs remain and the quality of services is uneven.

"In addition to ensuring universal access, the challenge is therefore to improve the quality and consistency of services, which requires improvements in the performance of the Public Service, municipalities and service providers," he said.

The Minister added that measures to improve the capacity and developmental commitment of the State would receive high priority over this MTSF period.

Uneven capacity, Minister Radebe said, has been identified as a major constraint to efficient and effective service delivery.

"Measures to address weaknesses in local government have to take account of these variations. A well-considered balance has to be found between local accountability and proactive centralised support measures.

"Over the MTSF period, national and provincial departments of local government will focus on improving the quality of targeted oversight and support available to municipalities," the Minister said.

### **MTSF aligned to government priorities**

Minister Radebe announced that The Presidency would not endorse programmes that were not aligned to the NDP and government priorities. He said the implementation of the NDP was already underway.

"Since 2012, the focus has been on implementing some parts of the NDP that did not require long lead times and additional funding.

"For example, the NDP proposal to establish an Office of the Chief Procurement Officer in National Treasury, in order to ensure value for money and reduce corruption, has been implemented," the Minister added.

"Legislation to prevent public servants from doing business with the State was introduced in Parliament last year, as proposed in the NDP," he said.

The Minister said the MTSF would focus on two overarching themes: radical economic transformation and improving service delivery.

These would be anchored on 14 priority outcomes, including:

- Radical economic transformation, rapid economic growth and job creation
- Rural development, land and agrarian reform and food security
- Ensuring access to adequate human settlements and quality basic services
- Improving the quality of and expanding access to edu-

cation and training

- Ensuring quality health care and social security for all citizens
- Fighting crime and corruption
- Contributing to a better Africa and better world
- Social cohesion and nation building.

### **Radical economic transformation**

Minister Radebe said that the role of The Presidency was to monitor if plans submitted by all departments were in line with the NDP.

He said the NDP train had left the station and he invited those who had been watching from the sidelines to hop on board, and work with government on the journey to prosperity.

"Achievement of economic transformation and inclusive growth will not result from a single intervention, but from a range of mutually supporting initiatives.

"In many cases, this does not require new strategies, but better implementation of existing ones," he said.

He said the New Growth Path set a target of five million new jobs from 2010 to 2020, and this would require vigorous action such as innovative ways of generating more employment opportunities.

He said the plan would also focus on growth in the core productive sectors of manufacturing, mining and agriculture and opening new areas of growth such as the oceans economy, the green economy and shale gas.

"There are actions to ensure that small business makes a much larger contribution to growth and employment creation.

"More rapid private sector investment is critical for higher growth, as the private sector accounts for 70 per cent of production and employment. The NDP indicates that South Africa needs to increase its level of investment to at least 25 per cent of gross domestic product."

>>



### **Improving service delivery**

Minister Radebe said the MTSF would help The Presidency, the custodian of the NDP, monitor delivery across all spheres of government.

Recently, the Auditor-General released a report on audit outcomes for local government, which, the Minister said, showed that government was still far from the NDP's vision of efficient and effective local government.

"The MTSF includes a range of actions to address this, including improving municipal management, such as providing basic water, sanitation, refuse removal, road services and fixing potholes, non-functioning traffic lights, service interruptions and billing problems," he said.

### **Education and research essential**

Education receives the lion's share of the budget allocation every year.

The NDP's target is for all South Africans to have access to education and training of the highest quality so that by 2030 education, training and innovation are central to harvesting a generation of highly skilled individuals who can help build an inclusive society, and support a growing and competitive economy.

The Minister also said South Africa needed engineering skills to realise an expanding infrastructure investment programme and lead advances in mining, industry and logistics.

The country also needs doctors, nurses and health

professionals in different occupational classes to deliver quality health care.

"The MTSF provides such programmes, with regard to basic education, skills and improving the health of the population.

"For example, it contains a target of 60 per cent of learners in Grades 3, 6 and 9 achieving at the required level in literacy, numeracy, home language and Mathematics.

"It describes various actions aimed at achieving this target, including training more teachers, providing more in-service training and ensuring teachers are placed appropriately," the Minister said.

### **A plan for all South Africans**

Since his inauguration in May, President Jacob Zuma has repeatedly said government would not achieve all development goals on its own.

The plan needs active citizenry and for different sectors of society to raise their hands and form partnerships with government in order to grow the economy.

Minister Radebe echoed this call, encouraging partnerships between all sectors of society to achieve the NDP's goals.

He announced that engagements with both the media and other interest groups regarding the MTSF and implementation of the NDP would be organised.

"These will include symposia with universities and other research organisations and engagements with stakeholders such as civil society and community organisations, the youth, business and professional bodies, and organised labour," he said. ☉





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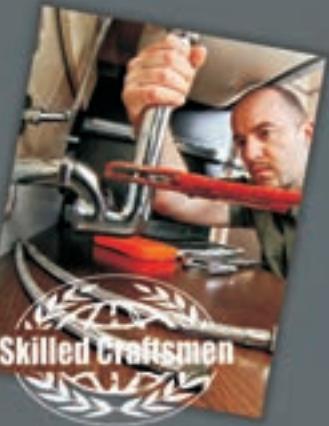
Due to the severe skills shortage in the Engineering sector, the DHET aims at increasing the number of students enrolled and trained in priority and critical skills areas. The newly launched 'Decade of the Artisan' campaign seeks to promote

artisanship as a career of choice to South Africa's youth within the post education and training system, while also highlighting skills development opportunities that are available for Artisans.

Of the limited number of engineering professionals in the country, only a handful of these are women. Providing opportunities for females in engineering is one of the most powerful ways of harnessing this resource for the development of the

country.

Artisans play a crucial role in the delivery services especially in the engineering trades, and the country needs to produce 30 000 artisans a year to help the economy grow.



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# No such thing as a "bloated" Public Service



Ever since President Jacob Zuma announced the creation of new ministries in May 2014, a lot of commentary has emerged through media reports suggesting that increasing the size of the Cabinet has resulted in a "bloated" Public Service.

Some of the commentary put a price tag on the new Cabinet and labelled it exorbitant and unaffordable. Others drew a comparison between South Africa, a developing state, and developed countries where Ministers are tasked with running more than one portfolio, arguing that South Africa should follow the example of developed countries.

Some reports even suggested that government needed to decrease the number of portfolios instead of increasing them, and said convergence and streamlining would help the country move to a more effective government.

Most of these observations border on concerns that government raised previously – that an increasing wage bill was worrying in that revenue collection was lower than expected in recent years.

## But is this narrative well thought out?

Readers in various platforms – from newspapers to the social media space – were served with one-sided screaming headlines that could not be backed by hard facts or logical arguments.

On closer scrutiny, it is quite clear that the commentary lacks logic, vision and a clear understanding of what the National Development Plan (NDP) – the policy blueprint for eliminating poverty and reducing inequality in South Africa by 2030 – seeks to achieve.

In May, Statistics South Africa announced that the seasonally adjusted gross domestic product at market prices slumped at an annualised rate of 0,6 per cent for the first quarter of 2014.

The President announced that the current administration aimed to grow the economy to a rate of five per cent by 2019, a target that will require robust and well thought out decisions by government leaders.

When it comes to transforming the economy, government leaders cannot afford to sit back and play it safe.

Difficult decisions need to be taken to ensure that the country does not miss the bus to prosperity – a path that the NDP has mapped out for the country.

The NDP sets out ambitious goals for poverty reduction, economic growth, economic transformation and job creation through planning that must be aligned to government priorities.

And to reach these goals, government must invest in human resources by recruiting skilled employees into the Public Service and developing existing ones.

However, government is mindful of the concerns that have been raised in various media platforms when it comes to decisions that affect the public purse.

Prior to tabling his Budget Vote in Parliament, Public Service and Administration Minister Collins Chabane announced that his department, in partnership with

National Treasury and The Presidency, had formed a task team to deal with the establishment of the new ministries.

Minister Chabane said the task team would ensure that the new ministries were well resourced in an accountable manner.

Announcing the establishment of the task team, Minister Chabane said: "...where applicable, we will consider identifying and transferring various units doing related work – and currently existing in other departments – to the newly established departments.

"However, where certain professional skills and experience are required, we will create the necessary space for departments to source in high quality people to fill those posts."

The Minister added this would ensure that the public purse was spent on actual service delivery instead of increasing the wage bill.

The NDP prescribes a list of interventions to help the economy grow and to create jobs.

President Zuma alluded to one of these in his State of the Nation Address in June, when he said a series of engagements would take place with the business sector to ensure that government tackles obstacles that hinder the development of the small business sector.

According to the NDP, about 90 per cent of jobs will be created through small and emerging companies by the year 2030.

For this to happen, bold and radical decisions are required, hence the President made a progressive decision to announce the creation of the Small Business Development Ministry.

The Ministry will undoubtedly provide the much-needed support to the small-business sector, which is expected to generate more job opportunities in the future. The Ministry will not only focus on rolling out one-stop shops or centres where entrepreneurs can register their businesses under one roof, but it will also ensure that small and emerging businesses are assisted to be sustainable.

The country's positive achievements of raising the low levels of entrepreneurship activity far outweigh the financial resources used for setting up this new Ministry.

The task team that Minister Chabane appointed will ensure that the recruitment of employees is done in responsibly and accountably.

In this regard, some of the functions of the Department of Small Business Development will be transferred from the Department of Trade and Industry.

The two departments will also work closely with the Economic Development Department.

On the other hand, the splitting of the Water and Environmental Affairs Ministry into two is imperative for service delivery.

This will enable Water and Sanitation Minister Nomvula Mokonyane to prioritise the delivery of water and sanitation, which is a basic human right, while her Environmental Affairs counterpart, Edna Molewa, will dedicate her attention towards ensuring a clean and safe environment.

>>





Before the 7 May general elections, several communities embarked on service-delivery protests, mainly related to water supply and sanitation.

A dedicated Ministry of Water and Sanitation is essential for job-intensive water infrastructure projects.

Minister Mokonyane has already announced interventions in municipalities like Madibeng, Ngaka Modiri Molema and Lekwa Teemane.

In her Budget Speech, Minister Mokonyane indicated that she was committed to resolving water issues in these and other areas around the country.

"In Lekwa Teemane (Bloemhof), following the death of three babies due to water being contaminated by raw sewage, we took action to mobilise departmental resources and the Sedibeng Water Board to step in and stabilise the situation. We are currently reprioritising funding to cover the R41 million required to refurbish the water supply and waste water systems," she said.

For her part, Minister Molewa will focus on environmental issues in terms of preservation, campaigns and regulations.

She has since announced that her department will have enough capacity to be an appeals body for all mining authorisations that directly impact on the environment.

Her Ministry will also focus on the blue economy and tap into the wealth the country can generate from the ocean economic sectors, like the marine services.

The Minister can now also advance the cause of curbing rhino poaching by strengthening ties with countries that are affected by the scourge.

These are but few examples that show the importance of channelling sufficient resources to make a department more effective in order to realise the developmental goals of the NDP.

While one may ask if hiring more staff would not further stretch the wage bill, Minister Chabane has explained why investing in human resources is non-negotiable when it comes to the capacity needed to deliver a service.

"Government by nature is a labour-intensive institution. If you look at the police, if a community complains that we don't have sufficient patrols, the best thing to do is ... to get more police officers on the street and to get more police officers in the street, you need to hire," he said.

It is clear that for the country to achieve the goals set by the NDP, the Public Service needs to be improved otherwise progress will remain a mirage.

And to kick-start the economy quicker, more foot soldiers are needed to push the vehicle faster to increase the chances of the economy reaching growth targets.

No stop-gap measures will lead the country from the current economic situation if a government is not willing to invest in human capital.

Government leaders must be continuously questioned and criticised to be kept in check, but such criticism must be constructive.

Unfortunately, reports of a bloated Public Service and the commentary that accompanied them bordered on mischief, as Minister Chabane rightly said. ☺

**Tshediso Matona****Chief Executive Officer (CEO), Eskom**

Tshediso Matona, the former Director-General (DG) of the Department of Public Enterprises (DPE), has been appointed the CEO of Eskom.

Matona has for the past three years been closely involved in providing oversight to Eskom and the other state-owned companies in the department's portfolio. Previously, Matona served five years as the DG of the Department of Trade and Industry. In recent months he has played a key role in the interdepartmental task team, comprising of the DPE, Department of Energy and National Treasury. This task team has been working with Eskom and the National Energy Regulator to formulate a solution to the immediate challenges facing Eskom.

Matona holds a Bachelor of Arts degree in Economics and Political Science, Bachelor of Arts Honours in Economics and Political Science from the University of Cape Town, and a Master's degree in Development Economics from the University of East Anglia, United Kingdom. He has also completed various certificates, including in Executive Management and Infrastructure Development, from Harvard University's Kennedy School of Government.

**Shadi Puoane****Deputy Director (DD): Intergovernmental Coordination, Government Communications (GCIS)**

Shadi Puoane has been appointed DD: Intergovernmental Coordination at the GCIS. She started as a Principal Communications Officer at the Directorate: National Liaison in the same department. She was promoted to Assistant Director in Cluster Support.

She has been with GCIS for the past 10 years and played a critical role in intensifying internal communication within the Public Service to enable public servants to be informed and understand government programmes and priorities.

Puoane holds a Bachelor of Arts degree in Communication and Psychology from Unisa and a Bachelor of Technology in Public Relations from Tshwane University of Technology. Her other qualifications include a Diploma in Human Resource Management, certificate in Public Relations Management and Business Communication, as well as a certificate in Effective Stakeholder Management from the University of Pretoria.

In her new position, she will provide strategic support and coordination of all activities relating to the International Cooperation Trade and Security Cluster to ensure better performance of the cluster's communication system.

**Lebohang Mathang****Deputy Director (DD): Institutional Performance Assessment, Department of Planning, Monitoring and Evaluation (DPME)**

Lebohang Mathang has been appointed DD: Institutional Performance Assessment, at the DPME in The Presidency.

She holds a Bachelor of Administration degree in Public Management from the University of Pretoria.

Her experience in strategic planning, performance monitoring and reporting spans from 2008, when she joined the Free State Department of Economic Development, Tourism and Environmental Affairs as an intern in strategic planning, assisting with monitoring and evaluating departmental strategic plans, and the annual performance plan. In 2009, she was appointed an Administrative Officer responsible for strategic planning, monitoring and reporting within the same department. Thereafter she moved to the national Department of Environmental Affairs as an Assistant Director: Organisational Performance Planning. In 2011, she joined Government Communications (GCIS) as DD: Strategic Planning, Performance Monitoring and Reporting.

In her current position, Mathang is responsible for the development and implementation of a government-wide Management Performance Assessment Tool for planning, monitoring and evaluation. 



Image/South African Tourism

# South Africa is home to eight World Heritage Sites

**S**outh Africa has eight World Heritage Sites, as determined by the World Heritage Committee of the United Nations Educational, Scientific and Cultural Organisation (UNESCO).

According to UNESCO, these World Heritage Sites are cultural, natural and mixed. Let's take a look at these wonderous sites by starting with the first one added to the list and ending with the latest.

## iSimangaliso Wetland Park

- Previously known as Greater St Lucia Wetland Park, iSimangaliso Wetland Park, situated in KwaZulu-Natal's central coast, is home to a range of plant species and animal life.
- With its exceptional beauty, the park consists of lake systems, inter-linking ecosystems, most of South Africa's remaining swamp forests, Africa's largest estuarine system and coastal dunes. It is no surprise that iSimangaliso means "miracle and wonder".
- iSimangaliso Wetland Park is South Africa's first world heritage site.
- There is a lot to do at iSimangaliso to discover and explore the surrounding nature, like game viewing, snorkelling and diving. There is also kayaking and horseback riding.

## Robben Island

- The name Robben Island is synonymous with our former President, Nelson Mandela. Robben Island has become a symbol of "the triumph of democracy and freedom over oppression".
- The island is situated about nine kilometres offshore from Cape Town and is home to the Robben Island Museum.
- The World Heritage Committee declared Robben Island a World Heritage Site in 1999 due to its cultural significance.
- Visitors use the ferries that commute from the Nelson Mandela Gateway at V&A Waterfront.
- The island offers multimedia exhibitions, a visit to the museum shop and a meal at the restaurant while you wait for your ferry to return.
- The island tour guides are former prisoners of the island.

Image/South African Tourism



- The outing ends with a tour of the maximum security prison and Madiba's cell, which is still in its original form.
- The island has a mixture of both flora and fauna. Murray Bay, the island's small harbour, is home to 140 000 African penguins.

## Cradle of Humankind

- The Cradle of Humankind is located in Sterkfontein in the North West Province and surrounding areas.
- These areas have some of the world's richest early human fossils, which are 3,5 million years old. These fossils, and the remains of ancient plants and animals stretch, over a distance of 47 000 hectares.
- The area provides important revelations on early human life from five million years ago.
- Excavations in the area produced a number of complete skeletons.
- The Maropeng Visitor Centre will take you on a boat

Image/Fossil Hominid sites of South Africa - Maropeng



tour of 2 500 square metres. Here you get to see fossils, early tools used for hunting and how early humankind was lived.

- You can take a hot air balloon trip over the Cradle of Humankind.
- Be sure to visit the Lesedi Cultural Village, situated in the Cradle of Humankind, to find out more about South Africa's traditional people.
- There are also surrounding game parks and restaurants to discover. The Dine at de Hoek Country House restaurant is about 40 km from the heritage site and Heia Safari Game Reserve, situated at the foot of the Swartkops Mountains, is also worth a visit.
- Other activities in the area include fly-fishing at Kloofzicht Lodge and horseback riding at Shepherd's Fold Stables.

### Maloti Drakensberg Park

- The Maloti Drakensberg Park is known as a mixture of both cultural and natural significance. Culturally be-

Image/South African Tourism



cause of its rock paintings and naturally because of its location in the Drakensberg mountains.

- The park is situated in the west of KwaZulu-Natal on the Lesotho border. For more than 4 000 years, the mountains have been home to South Africa's indigenous people, the Khoisan.
- This would explain the rock paintings, which is the largest collection in Africa. These rock paintings are very educational as they shed light on how the Khoisan people viewed the world they lived in.

- The landscape is home to many species of animals and birds, as well as high concentrations of rock art.
- The park is known for its hiking trails and endless views.
- Other attractions in the area include important paleontological sites.

### Mapungubwe Cultural Landscape

- Mapungubwe means "place of the stone of wisdom".
- It is known as South Africa's first kingdom where people of affluent

Image/Wayne Feiden, Flickr



status traded with Egypt, India and China.

- Mapungubwe Cultural Landscape is situated in the grasslands, filled with abundant wildlife and birds, of the Mapungubwe National Park. The park is at the joining of the Limpopo and Shashe rivers in Limpopo.
- It borders South Africa, Zimbabwe and Botswana – which explains the reason for it being a trading centre.
- Mapungubwe National Park has a variety of accommodation to offer, from camping sites to lodges.
- A place to visit is the Mapungubwe Interpretive Centre, which houses a museum that displays the artefacts discovered in the park. Guides provide an educational tour on the park and its rich history.
- There are picnic facilities and hides where you can safely watch wildlife, as well as swimming pools for those hot summer days. There is also a restaurant and catering facilities.
- There are game drives, walks and educational tours on offer, which can be arranged with Mapungubwe directly. Be on the lookout for what they call tree-top walks – these are walks along a bridge overlooking the Limpopo River.
- Take a tour to the lost city, the Mapungubwe Hill, which is full of the history of the people who lived and traded on those lands many years ago .

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Image/South African Tourism

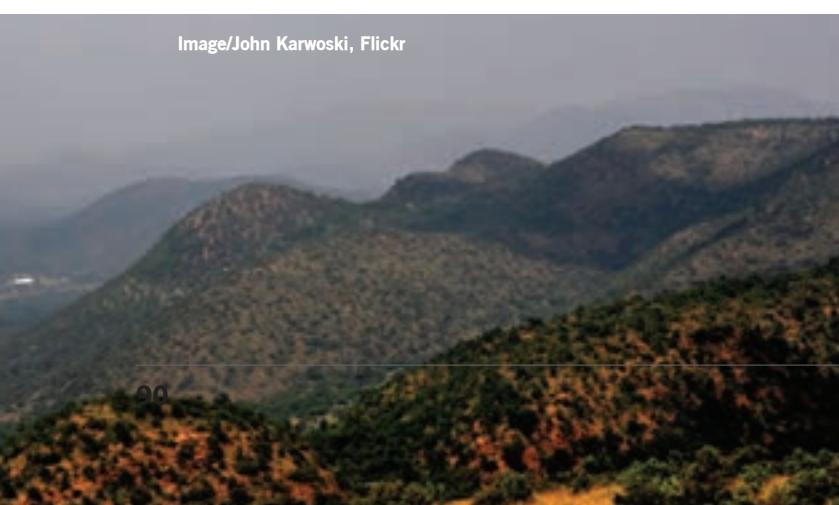
### Cape Floral Region

- The Cape Floral Region contains three per cent of the world's plant species. It consists of eight protected areas, surrounded by land and sea, stretching from the Cape Peninsula to the Eastern Cape.
- Kirstenbosch Botanical Garden, which is part of the region, became the first Botanical Garden to be part of a world heritage site.
- The Cape Floral Region has a large number of diverse plant and animal species, ranking South Africa as third highest in biodiversity.
- This region is also home to many indigenous plants not known to any other place on earth. Although small in landmass, the region is home to 20 per cent of Africa's plant life.
- Areas included in the Cape Floral region are Table Mountain National Park, the Cederberg, Boomsbos and Groot Winterhoek wilderness area, the Boland Mountain Complex, De Hoop Nature Reserve, and the Swartberg and Baviaanskloof conservation area.
- Every area within the region is unique by offering tourists and visitors a new experience.
- There are hiking trails to venture into, as well as forests, different lodges and campsites to visit.

### Vredefort Dome

- Near the town of Vredefort in the Free State, some two billion years ago, a meteorite hit the earth and created an enormous impact crater, today known as the Vredefort Dome.
- Although in the top three for crater structures, the Vredefort Dome is the oldest and largest meteorite visible on the planet.
- The original crater must have been about 250-300 kilometres in diameter, but has eroded away over the years.
- The original impact of the meteorite was 380 kilometres across, which consists of three circles of uplifted rock.

Image/John Karwoski, Flickr



- The inner circle was named a World Heritage Site and is visible over the range of hills near Parys and Vredefort.
- In Vredefort, you can visit the Vredefort Dome Conservancy. Tour operators are available.
- There is accommodation facilities for those who love being outdoors and adventurous.

### Richtersveld Cultural Landscape

- This landscape covers 160 000 hectares of rocky desert.
- A unique feature about this site is that it is owned and managed by a community, known as the Nama people.
- Although the temperatures in this area are very high, it provides a semi-nomadic pastoral livelihood for the

Image/South African Tourism



Nama people.

- The Nama people are descendants of the Khoisan. Due to the land restitution programme of South Africa, the Nama people were given back their land a few years ago.
- Today, the Nama people live on the land and conserve its natural surroundings. The Nama people are still nomadic to this day.
- You can visit the Richtersveld National Park, which contains a range of small reptiles, birdlife and South African wildlife.
- Within the surrounding areas of Richtersveld, one can get accommodation ranging from hotels and camps to lodges. ☺

#### Information and pictures obtained from:

- The Department of Arts and Culture and SouthAfrica.info.
- [www.SA-Venues.com](http://www.SA-Venues.com) • SA Places: [www.places.co.za](http://www.places.co.za)

# RENEW REVIVE INSPIRE



## Mandela Bay Development Agency Inspiring Tourism Real Estate Investment

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# Zenzele! Young, Gifted and Free Unleashing youth power

**S**andile Memela has a reputation for being 'provocative and controversial' and is widely known as an intellectual troubleshooter who goes where other people fear to tread.

His latest book, *Zenzele: Young, Gifted and Free*, espouses the philosophy of taking responsibility for everything that happens to one and urges the youth to choose wisely, and to avoid being victims who blame others for their failures.

Opening with a quote attributed to former President Nelson Mandela: "Blaming things on the past does not make them better", Memela's 154-page motivational and self-leadership guide encourages young people to take charge of their lives. The author defines the socio-economic fault line and discusses mental paradigm shifts, a solution-oriented approach to life, mind power, social networks and the characteristics of a super-achiever.

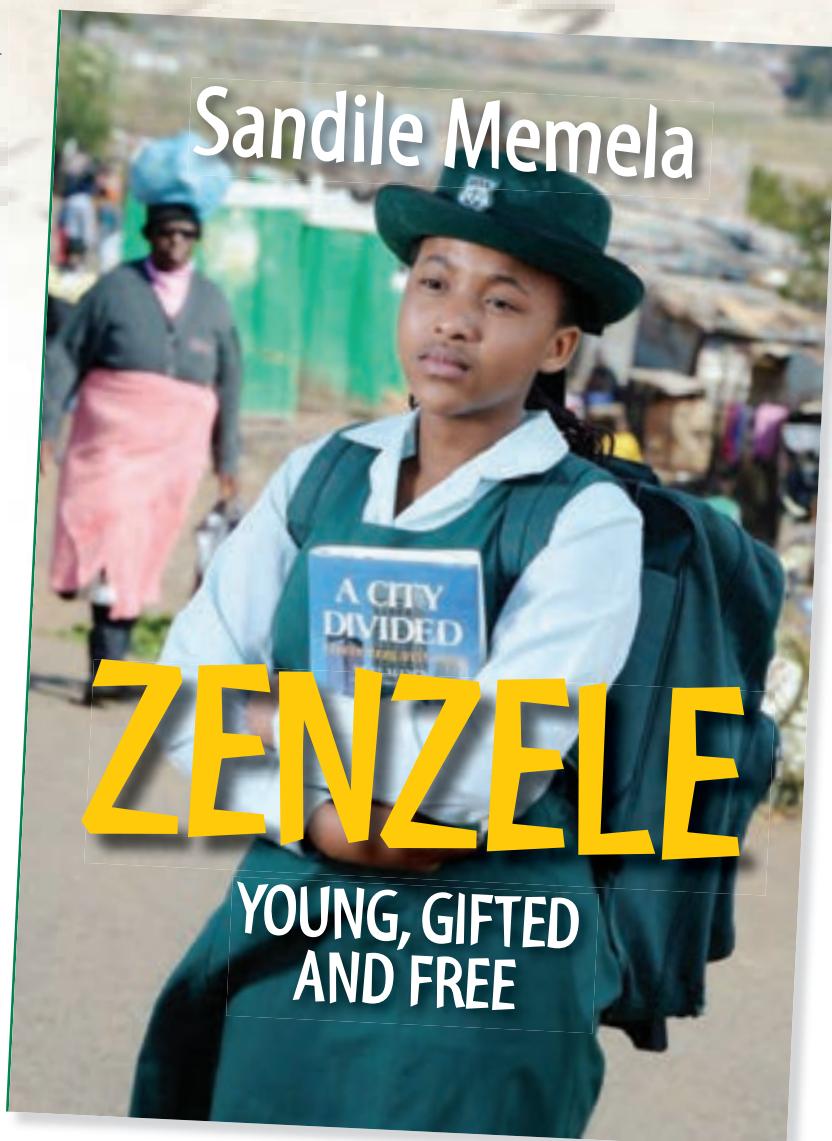
"After 20 years of democracy and freedom, we have to find radical ways to encourage young people to be human beings that take personal responsibility for their lives and what happens to them.

"The aim of the book is to show the way to realising human potential through the power of faith, hope and, above all, self-love. It is not where you are from but

where you are going that is important," says Memela.

*Zenzele: Young, Gifted and Free* lets the reader in on new methods of thinking, acting and living. It heralds a new age where people, irrespective of their background and history, are not afraid to create a brighter future for themselves and others.

"The milestone reached and the mood in the country



is now right to highlight the pitfalls of stone throwing and create widespread awareness that stones must now be used to build a solid foundation for the house of the future.

"We need to shift from victim mentality and dependency syndrome, especially among the youth," says Memela.

At its core, the book calls for individuals to take responsibility for everything that happens to them.

"Everything that happens in our lives is a direct result of our thinking, attitude and behaviour. To enjoy success, we have to not only know ourselves, but have the inner iron determination to achieve the goals set for ourselves.

"At the centre of this winning attitude is self-responsibility and intuitive connection to positive people around us in our communities," says Memela.

Memela's book argues that the African youth, especially from disadvantaged backgrounds, need a new mental attitude.

"It is a fact that it is now more than 20 years since apartheid was abolished. South African citizens have since entered a new era. Much as there is economic inequality, dispossession and land loss, the people who know where they are going and desire to achieve have no time to be blue about the legacy of apartheid. You only live once.

"The country has profoundly changed from racial domination to where African people have legitimate power and authority to make this the society they want their children to grow and live in.

"As we try to build a new society, it does not help solve problems to point fingers at other groups or individuals. We all have to be agents of what we want to see happen in our individual lives," says Memela.

His view is that the new struggle is about boosting the psychology and spirit of self-reliance among the disadvantaged.

"This is not a new phenomenon but the practical application of the psychology and philosophy of principles and ideals espoused by Robert Sobukwe's African personality ideology and Steve Biko's Black Consciousness to transform the mind-set of African people. This was also echoed in the thoughts and views of Nelson

Mandela when he was released from 27 years of imprisonment. It denotes freedom and self-determination.

"Granted, the challenges that individuals and communities face in their lives are, more or less, influenced by what happened in the past but human beings are not passive victims who cannot rise to the challenges and complexities of their individual circumstances.

"In fact, African people possess a resilient spirit that has defeated the most brutal and inhuman political system on earth to make the best of themselves. They are alive and making things happen for themselves.

"At the end of the day, young African people need to realise that they can be anything they want to be on earth if only they set their mind to it," says Memela.

The book is dedicated to 'born frees.' At present there is a raging debate about the concept of 'born frees' – citizens who were born after 1994. Some people argue that children born into poverty, unemployment and crime-ridden communities wracked by division along racial, ethnic, language and religious lines cannot be free. But Zenzele promotes a different view.

"Freedom is not determined by material conditions. It will always be misleading to use a mansion, car and money to measure individual freedom because people who have these can also be prisoners of material things.

"However, this does not mean that the conditions post-1994 young children grow up and live in do not impact on their choices," says Memela. "Being born poor does not determine one's fate. The power to transform society begins with individuals who wish to change their own ways of thinking."

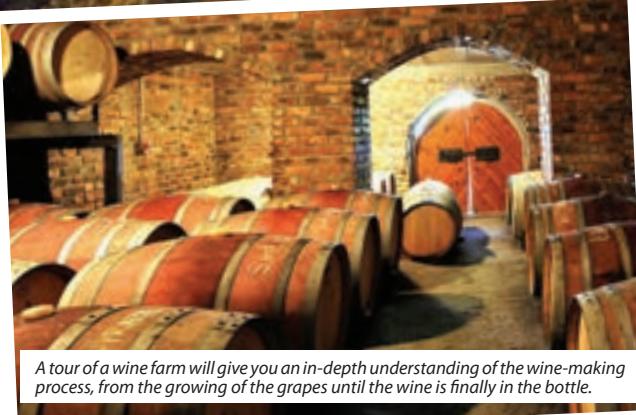
Memela comments that "it is said that God does not burden you with more than you can carry." If we want to inspire the young, it's about time the focus is on the victors – and not victims. The story of South Africa is one of the triumph of the human spirit over evil.

**Sandile Memela is the spokesperson for the Minister of Arts and Culture, Mr Nathi Mthethwa. **

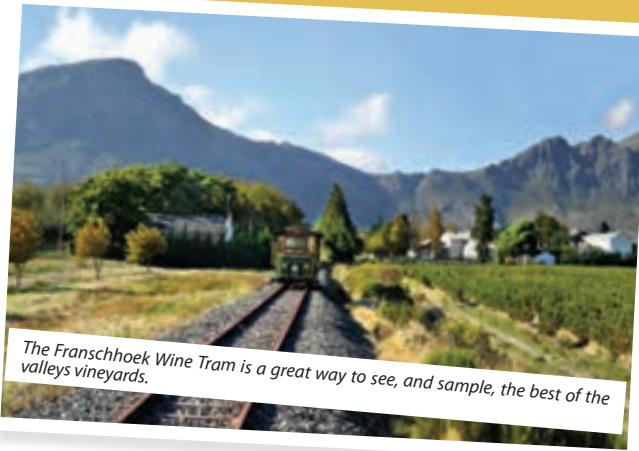
**Zenzele: Young Gifted and Free sells for R150 and is available through Porcupine Press, tel. 011 792 9951. Memela also penned His Master's Voice (Geyco Publishing, 2011) and Flowers of the Nation (KwaZulu-Natal Press, 2005).**

## Five of the best holiday destinations in South Africa

**S**outh Africa is a wondrous place, with landscapes changing from the towering Drakensberg Mountains to the fertile valleys of the Cape; from the bustling metropolis of the big cities to the desolate plains of the Kalahari. To help explore this beautiful playground that is South Africa, I have selected six of the best places in the country that are well worth a visit and that deserve a spot on every South African's bucket list.



*A tour of a wine farm will give you an in-depth understanding of the wine-making process, from the growing of the grapes until the wine is finally in the bottle.*



### 1) Franschhoek, Western Cape

We start the tour in one of South Africa's oldest and most elegant towns, Franschhoek. Established in 1688 by the French Huguenots (the name Franschhoek means "French Corner" in the Dutch language), the town still exudes a strong French presence to this day, from the Huguenot Monument located in the town to the farms with their original French names. While buying a property in this valley would be beyond the reach of most people – farms are owned by the likes of Richard Branson and the Rupert family – there are plenty of activities and attractions to give you a good

reason to visit this beautiful town time and time again.

#### Places to eat

Known as the culinary capital of South Africa, and with four five-star chefs working in the area to back-up that claim, guests won't leave Franschhoek craving a good meal. The Tasting Room has been included in the San Pellegrino world's top 50 restaurants. Another culinary must is La Petite Ferme and they offer stunning views over the valley, while French Connection is located on the Main Road and it is a great place to enjoy quality food and soak up the atmosphere of the town. There are also numerous coffee shops in the town, and no visit to Franschhoek is complete without a trip to the Belgian chocolate factory.

#### Things to do

Wine tasting is a great way to spend some time outdoors and also to admire the spectacular views – the picturesque La Motte Wine Estate is a good place to start. The serious wine drinkers will want to visit Grande Provence for its award winning wines, while those with a lower alcohol tolerance level may want to use the Wine Tram as a convenient way to travel between some of the wine farms. Other activities include a visit to the Franschhoek Motor Museum and a drive up the beautiful Franschhoek pass – make sure you have a camera ready to take photos when looking out over the valley. For the active visitors there are also hiking trails, cycle routes and even horse-riding trips available.

There are many annual events on the calendar that make a trip to Franschhoek worthwhile. One of the

favourites is the Bastille Festival which takes place in July each year, and has the simple aim of celebrating all things French. The town turns red, white and blue, while visitors are treated to activities such as music and carnival performances, barrel rolling competitions, a farmers' market and a food and wine marquee. Not quite as bouisterous, but just as famous is the annual Franschhoek Literary Festival which takes place in May every year. All of these events have a sophisticated and classy atmosphere, much like the town itself.

#### Contact details:

- [Franschhoek Literary Festival \(www.flf.co.za\)](http://www.flf.co.za)
- [La Motte Wine Estate \(www.lamotte.co.za; 021 876 8000\)](http://www.lamotte.co.za)
- [Grande Provence \(www.grandeprovence.co.za; 021 876 8600\)](http://www.grandeprovence.co.za)
- [Wine tram \(www.winetram.co.za; 021 300 0338\)](http://www.winetram.co.za)
- [Franschhoek Motor Museum \(www.fmm.co.za; 021 874 9000\)](http://www.fmm.co.za)
- [The Tasting Room \(www.lqf.co.za; 021 876 2151\)](http://www.lqf.co.za)
- [La Petite Ferme \(www.lapetiteferme.co.za; 021 876 3016\)](http://www.lapetiteferme.co.za)
- [French Connection \(www.frenchconnection.co.za; 021 876 4056\)](http://www.frenchconnection.co.za)
- [Belgian chocolate factory \(www.huguenotchocolates.com; 021 876 4096\)](http://www.huguenotchocolates.com)

## 2) St Lucia, KwaZulu-Natal

Moving on up the coast and through the Transkei and Wild Coast area, the beautiful KwaZulu-Natal with its tropical climate and spicy food is revealed. Tucked away on the North Coast is the small town of St Lucia, surrounded by the sea, estuary and gameparks. It is an untouched place – hippos have been known to wander down the main road and leopard sightings in the area are common. All in all, St Lucia is the perfect place to go when you are looking for adventure.

#### Where to stay

In the town of St Lucia the best place to stay is on MacKenzie Road, it is close to the shops, restaurants and other activities. None is better located than Kingfisher Lodge, it is right at the end of the main road, bordering an indigenous forest and looking out over the St Lucia estuary. This 130-year-old colonial homestead is home to abundant birdlife, while at night guests have also been known to spot the occasional hippo grazing on the lawn or drinking from the swimming pool.



A birds-eye view of the St Lucia Estuary, which is now closed off from the ocean.

#### Things to do

The town is surrounded by nature, so naturally most of the activities are geared towards interacting with and observing the wildlife. The St Lucia estuary, which winds its way past the town and which is teeming with hippos and crocodile and other wild animals, is normally the first place on a visitor's must-see list. Guests can take an animal-spotting cruise along the estuary, while the more daring guests will want to embark on a kayak safari.

At the right time of season whale watching boat rides out at sea are popular (available between June and December) while the turtle tours (available between November and March) are also highly recommended. The adrenaline addicts are also spoilt for choice in this area: Sodwana Bay, 170km to the north, is one of the world's top 10 diving sites, while events such as the iSimangaliso St Lucia half marathon (in May) and the Imfolozi Mountain Bike Challenge in July are annual events to look forward to.

A two-minute drive to the north of the town lies iSimangaliso Wetland Park, South Africa's first World Heritage Site. This is a game park brimming with wildlife and the picnic spot at Mission Rocks (with views out over the reserve and the ocean) is a spectacular place to watch a sunset from. The Hluhluwe Umfolozi Game Reserve can be found only a short drive inland – this is the oldest game reserve in Africa. This 96 000 hectare reserve boasts with the "Big Five", as well as some breathtaking viewpoints, most notably the Hilltop camp area.

>>



A sunset cruise along the estuary is a great way to get in touch with nature, and visitors should see numerous hippos and crocodiles as well as abundant wildlife.

**Contact details:**

- Kingfisher Lodge ([www.stluciakingfisherlodge.co.za](http://www.stluciakingfisherlodge.co.za); 035 590 1015)
- Animal-spotting cruise ([www.advantagetours.co.za](http://www.advantagetours.co.za); 035 590 1259)
- Kayak safari ([www.kayaksafaris.co.za](http://www.kayaksafaris.co.za); 035 590 1233)
- Whale and turtle tours ([www.eurozulu.com](http://www.eurozulu.com); 035 590 1635)
- iSimangaliso St Lucia half marathon and Imfolozi Mountain Bike Challenge ([www.wildseries.co.za](http://www.wildseries.co.za))
- iSimangaliso Wetland Park ([www.isimangaliso.com](http://www.isimangaliso.com); 035 590 1633)
- The Hluhluwe Umfolozi Game Reserve ([www.kznwildlife.com](http://www.kznwildlife.com))

**3) Clarens, Free State**

Having travelled up almost the entire eastern coast of South Africa, our list of top destinations now head inland. Passing through the majestic Drakensberg Mountains, which during the colder months resemble a snowy winter wonderland, travellers will arrive at the foothills of the Maluti Mountains and the town of Clarens. With a population of just under 7000 people, this is a small but lively town, suitably nicknamed the 'jewel of the Eastern Free State'.

**Where to stay**

What is better than to snuggle-up in your own castle during the cold winter months? Rapunzel's Tower offers just that: this castle (sleeping a maximum of four guests) contains décor collected from around the world to create a luxurious fantasy land. Guests that are after some pampering could also choose to stay at the four-star Mont D'Or Hotel, which comes with picturesque views of the mountains and the valley, some French charm and even a fully-equipped Day Spa. The hotel also arranges ski getaways to Afriski Lesotho, including transport, ski passes and lessons.

Many fly-fishing enthusiasts travel to Clarens due to abundance of the cold clear streams and dams promising trout fishing at its best. Sediba Lodge has three self catering lodges on their trout farm, while The Clarens Golf Estate also offers fishing from their well stocked dam.

*Expect some cold winter days in Clarens, where temperatures can drop well into the minuses.*

**Things to do**

Being situated nicely between Durban, Bloemfontein and Johannesburg means that there are plenty of weekend visitors, resulting in a delightful choice of activities to keep you occupied. Clarens has become known as an artist's haven, so spending some time in the art galleries is most certainly recommended. Keep an eye out for the galleries of well-known artists Johan Smith and Richard Rennie, both located close to the town square, along with an interesting array of coffee shops and craft shops. Events to diarise include: The Craft Beer Festival in February and the Cherry Festival in November.

The history buffs will also be well entertained in Clarens, starting with the Clarens Museum in the centre of town. Many other items of historical interest are situ-



*Clarens has many picturesque lakes, which are also some of the best in the country for fly-fishing.*

ated around the town: guests can admire the bushmen paintings at Kiara Lodge, visit Surrender Hill (one of the Anglo Boer War sites) or walk the Dinosaur Trails with David Groenewald. Once again adventure enthusiasts will be in their element – white water rafting, hot-air ballooning and abseiling are also popular activities. Golden Gate Highlands National Park is also close by with its memorable sandstone formations. >>

**Contact details:**

- Rapunzel's Tower ([www.castleinclarens.co.za](http://www.castleinclarens.co.za); 083 2680 497)
- Mont D'Or Hotel ([www.montdor.co.za](http://www.montdor.co.za); 058 256 1221)
- Sediba Lodge ([www.sedibalodge.co.za](http://www.sedibalodge.co.za), 058 256 1028)
- The Clarens Golf Estate ([www.clarens.co.za](http://www.clarens.co.za); 058 256 1270)
- The Craft Beer Festival ([www.clarensCraftBeerFest.com](http://www.clarensCraftBeerFest.com))
- The Cherry Festival ([www.cherryfestival.co.za](http://www.cherryfestival.co.za))
- Dinosaur Trails with David Groenewald (083 469 4703)

# What you need to know about cervical cancer

**C**ervical cancer affects about 6 000 South African women every year, 80 per cent of whom are African women, according to Minister of Health Aaron Motsoaledi.

Of these 6 000 women, about 3 000 die annually. More than 50 per cent of women affected by cervical cancer are between 35 and 55 years of age.

Only 20 per cent are older than 65 years of age, while HIV positive women are five times more likely to get cervical cancer than those who are HIV negative, the Minister said.

To curb incidences of cervical cancer, Minister Motsoaledi launched the Human Papilloma Virus (HPV) Vaccine. Administered to girls who are in Grade 4 or nine years old, the vaccine protects them from cancer of the cervix.

The Cancer Association of South Africa (CANSA) explains what cervical cancer is, signs and symptoms to look out for and how women can protect themselves against it.

## What is cervical cancer?

- Cervical cancer is new and abnormal growth of tissue in a part of the body originating in the cervix - the lower part or mouth of the uterus or the womb.
- It is one of the most common cancers among South African women and one in 42 women are at risk of contracting this disease in their lifetime.
- It is curable if detected and treated in the early stages.

## Causes of cervical cancer

- Almost all cervical cancers are caused by HPV, a common virus that is spread through skin-to-skin contact, body fluids and sexual intercourse.
- There are many different types of HPV and some strains lead to cervical cancer.
- Genital Human Papillomavirus (HPV) is the most common sexually transmitted infection in the world.

Virtually all cases of cervical cancer are linked to genital infection with HPV, the most common viral infection of the reproductive tract.

## Signs and symptoms of cervical cancer:

- Abnormal vaginal bleeding between periods, after intercourse or after menopause.
- Continuous vaginal discharge.
- Periods becoming heavier and lasting longer than usual.

## Symptoms during the later stages of cervical cancer:

- Vaginal bleeding after sexual intercourse.
- Pelvic pain and pain during sexual intercourse.
- Increased urinary frequency and painful urination.
- Pelvic pain that is not related to the normal menstrual cycle.
- Low back pain, leg pain, single swollen leg, bone fractures, urethritis, or urinary infection can be a sign of cervical cancer.

## Lowering the risk

The risk for cervical cancer can be lowered by doing a pap smear test. The Department of Health funds one free pap smear every 10 years from the age of 30 to 59 and a woman can have three free pap smears in her lifetime.

A pap smear is a test to detect abnormal cells in the cervix to ensure early diagnosis and while it is uncomfortable, it is painless.

Other factors that lower the risk of cervical cancer include practicing safe sex, limiting the number of sexual partners, delaying sexual intercourse and not smoking.

**For more information on cervical cancer contact CANSA on 0800 22 66 22, go to [www.cansa.org.za](http://www.cansa.org.za) or email [info@cansa.org.za](mailto:info@cansa.org.za)**

- Golden Gate Highlands National Park ([www.sanparks.co.za](http://www.sanparks.co.za))
- The Clarens Museum (058 256 1542)

#### 4) Soweto, Gauteng

The bright lights of Gauteng can be discovered even further inland. This is the centre of South Africa, with Pretoria as the capital city and Johannesburg as the financial hub of the country. Soweto, originally formed as the South Western Township and bordering Johannesburg, became known for its role in the struggle against apartheid, with events such as the Soweto Uprising drawing the attention of the world. Today Soweto is a melting pot of African languages and cultures, with a vibrant atmosphere and plenty of activities to see and do.

#### Places to eat

Vilakazi Street is the epicentre of the tourism industry in Soweto, and it's also where the best restaurants are located. While in the area, be sure to experience the taste of African township cuisine at its best: Restaurant Vilakazi and Sakhumzi Restaurant, both restaurants offer plenty of traditional food such as mogodu (lamb tripe), umleqwa (chicken) and isibindi (liver), as well as western-style foods. Nambitha is an upmarket restaurant in the same area; they specialise in Sunday lunches, while Wandies Place is a smaller restaurant in the suburb of Dube which has hosted household names such as Richard Branson and Evander Holyfield with its cosy atmosphere and buffet meals.

#### Things to do

It's worth spending some time remembering three of Soweto's most famous people: former President Nelson Mandela, Archbishop Emeritus Desmond Tutu and Hector Pieterse. Mandela and Tutu both lived on the now famous Vilakazi Street, the only street in the world to

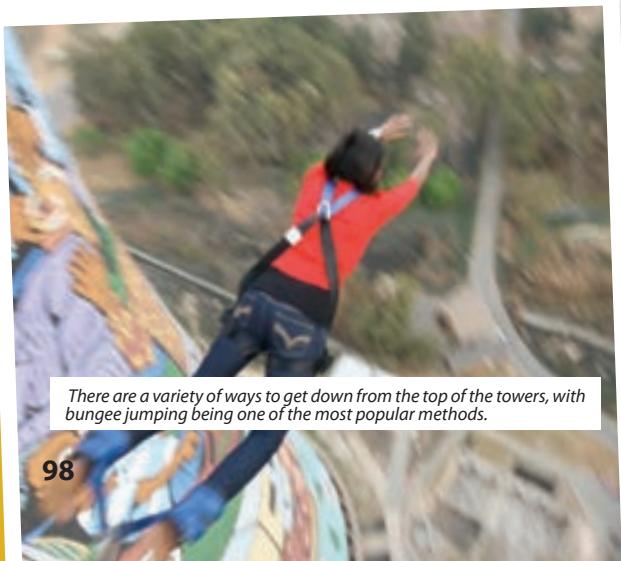
claim two Nobel Peace Prize winners. The Mandela House has been restored and is now open to visitors, while 700 metres away, the Hector Pieterse Museum is situated.

A township tour is probably the best way to see the city and all its highlights, and can be as short as two hours to as long as an overnight tour. Options include Themba Day Tours and Safaris or Soweto Township Tours. Most tours will visit all of the attractions, as well as a shisanyama (informal braai) and a shebeen (informal bar).

The Apartheid Museum illustrates the entire story of apartheid with an amazing array of pictures, videos and artefacts from the past. To explore it properly takes at least two hours, and it is time well spent. Another attraction is the FNB Stadium, also known as Soccer City or simply as The Calabash; this was the venue of the 2010 FIFA World Cup final. Not far away, and probably the most prominent landmark in Soweto, are the Orlando Towers, which are part of an old decommissioned power station. The towers are now brightly painted and easily identifiable as Soweto's adventure zone: options include a bungee jump, a controlled freefall, paintball and a power swing. All of these activities include breathtaking views of Soweto as you prepare to somehow make your way back down to solid ground.



*The iconic cooling towers, which have been turned into Soweto's very own adrenaline zone.*



*There are a variety of ways to get down from the top of the towers, with bungee jumping being one of the most popular methods.*

#### Contact details:

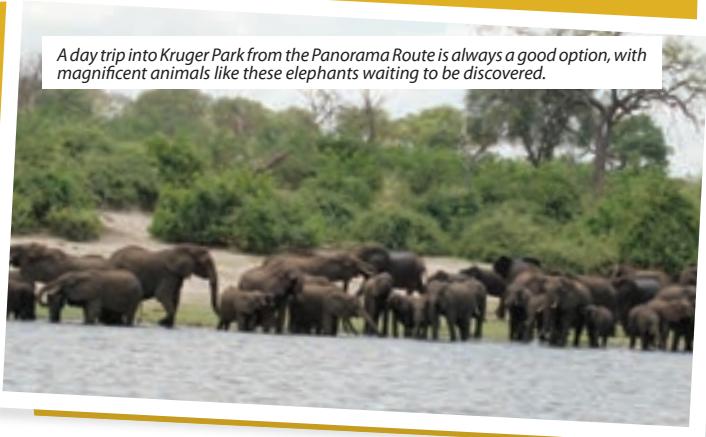
- Restaurant Vilakazi ([www.restaurantvilakazi.co.za](http://www.restaurantvilakazi.co.za); 011 057 1290)
- Sakhumzi Restaurant ([www.sakhumzi.co.za](http://www.sakhumzi.co.za); 011 536 1379)
- Nambitha ([www.nambitharestaurant.co.za](http://www.nambitharestaurant.co.za); 011 936 9128)
- Wandies Place ([www.wandies.co.za](http://www.wandies.co.za); 011 982 2796)
- Mandela House ([www.mandelahouse.com](http://www.mandelahouse.com); 011 936 7754)
- Hector Pieterse Museum (011 536 2253)
- Themba Day Tours and Safaris ([www.sowetotour.co.za](http://www.sowetotour.co.za); 011 463 3306)
- Soweto Township Tours ([www.sowetotownshiptours.com](http://www.sowetotownshiptours.com); 011 051 5637)
- The Apartheid Museum ([www.apartheidmuseum.org](http://www.apartheidmuseum.org); 011 309 4700)
- Orlando Towers ([www.orlandotowers.co.za](http://www.orlandotowers.co.za); 071 674 4343)

## 5) Panorama Route, Mpumalanga

Moving out of the city and eastward, towards the grasslands of Mpumalanga and the Kruger National Park, where our last attraction is situated. This destination is not one city, but rather a collection of towns and sights that are combined to form The Panorama Route, one of South Africa's most scenic road routes.

### Where to stay

The towns in the area are Hazyview, Graskop and Pilgrims's Rest, each with unique selling points. Hazyview is a small town and only



15 kilometres from the Kruger National Park, making it a great base for day trips into the park. Accommodation options range from backpackers to a choice of numerous game lodges. Graskop is also a good town to stay in while exploring; the Mogodi Lodge offers self catering chalets, as well as hotel rooms with magnificent views and even a big swing over the nearby gorge. The Big Swing is a 68 metre freefall, with abseiling and rap jumping also available.

Staying in the town of Pilgrim's Rest will make you feel like you are being transported back in time. The town shot to prominence in 1873 with the discovery of gold, at one time boasting 1 500 opportunistic diggers searching for their fortunes. The town is now a provincial heritage site, meaning it is in essence a 'living museum' which looks much like it did a century ago. The Royal Hotel, marked as a national monument, is the best place to stay to truly feel part of this time-warp, boasting many photographs from the gold mining era, as well as genuine antique furniture. While in the town you can take a donkey cart ride and try your hand at goldpanning.

### Things to do

It is the natural wonders that steal the show on this route. The best way to explore this area is by car, as it is possible to see all the sites in a single day. God's Window, known for its amazing views out over the lowveld 700 metres below, is a must on the itinerary and will keep your camera merrily clicking away.

Close by, the Blyde River Canyon is one of the largest canyons in the world, 25 kilometres long and approximately 750 metres deep, with awe-inspiring views over the Three Rondavels. The actual beginning of this canyon originates at Bourke's Luck Potholes, a geological feature well worth seeing; they are also known as the 'Giant's Kettles', and these can be explored along the pedestrian bridges that connect these potholes.

Animals to be spotted along the Panorama Route include dassies, monkeys, baboons, bushbabies, jackals and various buck species such as kudu and bushbuck. There are also a few beautiful waterfalls along the route such as The Mac Mac Falls, Lisbon Falls and The Berlin Falls. After a day of exploring the Panorama Route, the average traveller will be weary but content, with some stunning mental photographs that won't be quickly forgotten.

### Contact details:

- [The Backpackers](http://www.backpackers-gecko.co.za) ([www.backpackers-gecko.co.za](http://www.backpackers-gecko.co.za); 071 292 5616)
- [Mogodi Lodge](http://www.mogodilodge.co.za) ([www.mogodilodge.co.za](http://www.mogodilodge.co.za); 013 767 1110)
- [The Big Swing](http://www.bigswing.co.za) ([www.bigswing.co.za](http://www.bigswing.co.za); 072 223 8155)
- [The Royal Hotel](http://www.royal-hotel.co.za) ([www.royal-hotel.co.za](http://www.royal-hotel.co.za); 013 768 1100)
- [Donkeycart ride and goldpanning](#) (013 764 1177)

### More destinations out there

These five destinations traverse almost the whole country, beginning in the Cape and moving all the way up the coast before travelling inland; a total distance of almost 3 000 kilometres. After seeing and exploring these landscapes the unavoidable conclusion will be that our country is not only very large, but also extremely varied and stunningly beautiful. No doubt there are plenty of other hidden destinations worthy of being included in the top six places, but that simply gives us an excuse to keep travelling and keep exploring. ☺





# New Nissan QASHQAI

## *– the ultimate urban experience*

The all-new, reinvented second generation Nissan QASHQAI is now on South African roads.

The first-generation model proved to be overwhelmingly popular by achieving more than two million sales worldwide since its 2007 launch. Now, the all-new and all-improved Qashqai is set to continue this success in a market segment that is unequivocally led by Nissan.

The key factors that culminated in the original Nissan Qashqai included the compact hatchback proportions, along with the practicality of a passenger car and the adventurous driving stance of a sport utility vehicle (SUV). The first model pioneered the compact crossover segment and set the bar for other manufacturers to follow in what has evolved into one of the largest global market segments. Catering to the needs of consumers, who require the virtues offered by a crossover, Qashqai ticks all the right boxes.

Produced at the Nissan Sunderland plant in England, the new Qashqai arrives in South Africa with a five-model range supported by three engine variants and two trim lines. Affordable, efficient, modern, trendy and energetic in its execution, the new Nissan Qashqai is not just a reworked original with a renewed lease on life. Longer, wider, lower, lighter and redesigned from the ground up, the new Qashqai features a refreshing, trendy new design, state-of-the-art technology and

increased efficiency.

The all-new interior, which is bolstered by the three core elements of comfort, connectivity and control, is where the biggest leap in quality and feel has been achieved. The use of premium quality materials culminating in a chic interior is what creates a wonderful driving environment. The ergonomic and fuss-free layout ensures ease of use, with key touch points and surfaces designed to enhance the sensory experience and provide long-term durability.

The single petrol engine offering comes in the form of an all-new 1.2-litre direct injection turbocharged mill, which defies its small capacity with ample power



and torque outputs. Producing 85 kW at 4 500 rpm and 190 Nm at just 2 000 rpm, the two new Qashqai 1.2T models – available in Visia and Acenta trim levels – are a superior strength in the segment. Mated to a six-speed manual gearbox in both derivatives, power is transferred easily to the front wheels, making for comfortable and economical driving.

Technology highlights include start/stop technology, a regenerative alternator, optimised gear ratios and special low-viscosity oils. Fuel economy is the key benefactor of the advanced technology in this regard, the new 1.2T models averaging 6.2-litres per 100 km on the combined cycle, with corresponding carbon emissions of 144 g/km.

Headlining the charge on improved fuel economy and emissions, diesel engines make up the rest of the powertrain line-up for the new Nissan Qashqai range. Familiar to anyone who enjoyed the most frugal derivative in the original Qashqai range, the new Qashqai 1.5dCi Acenta model features the latest evolution of the world-class 1.5-litre common rail turbocharged diesel engine, which produces 81 kW at 4 000 rpm and abundant torque of 260 Nm between 1 750 and 2 500 rpm. Quieter and with reduced vibration, the vehicle is also lighter than before.

Bestowing the new Qashqai with ultimate driveability and unbelievable fuel efficiency, this engine is paired with a six-speed manual gearbox and powers the front wheels. Fuel economy remains class-leading, the combined cycle average just 4.2-litres per 100 km and carbon emissions only 109 g/km – which makes the new Nissan Qashqai derivative exempt from carbon emissions tax.

Topping the range are two more diesel models – the Qashqai 1.6dCi Acenta XTRONIC CVT and 1.6dCi Acenta AWD. Powered by a new-generation 1.6-litre common rail turbocharged diesel engine, mated to either Nissan's XTRONIC CVT or a six-speed manual gearbox with ALL MODE 4x4-i, these derivatives also carry heightened specification levels to match their superior engine characteristics. Power output is 96 kW at 4 000 rpm, with generous torque of 320 Nm peaking as low as 1 750 rpm.

With technological innovations that include a cold-loop low-pressure Exhaust Gas Recirculation system

and improved thermal management for a quicker warm-up phase, fuel economy in the Qashqai 1.6dCi CVT is exceptionally low at 4.9-litres per 100 km on the combined cycle, with corresponding carbon emissions of 129 g/km. The new Qashqai 1.6dCi AWD manual returns similarly attractive numbers, with carbon emissions of 139 g/km met by average fuel consumption of 5.3-litres per 100 km on the combined cycle.

## Mahindra launches value-for-money SUV



Mahindra, which is building a reputation as a supplier of value-for-money vehicles, has launched an additional, more affordable derivative of its XUV500 mid-sized SUV to celebrate the 10th anniversary of the multinational company setting up a subsidiary in South Africa.

Mahindra decided to introduce the W4 model of the XUV500 to make affording the new entry level a reality by reducing the price by R30 000 to R249 999.

The W4 has the same mechanical specification as the other XUV500 models, which means a 2.2-litre mHawk turbo diesel engine developing 103kW of power and 330N.m of torque, driving the front wheels through a six-speed manual transmission.

Bringing the price down so substantially means deleting some of the XUV500 features found on the W6 and W8 models, but the W4 is still very well equipped. Standard features include projection headlamps, an audio system with four speakers which has a CD/MP3, iPod and USB capability and connectivity, air conditioning, electric windows, electrically-adjustable exterior rear view mirrors, power steering with tilting steering column, remote tailgate opening and fold-flat second and third rows of seats for load versatility. >>

# Audi A3's Sportback e-tron embraces the future

Audi has embarked on future mobility with the international launch of the brand's first plug-in hybrid model, the Audi A3 Sportback e-tron, which can cover up to 50 kilometres in pure electric mode. The A3 Sportback e-tron combines dynamic power, high efficiency and an emotional driving experience with uncompromising everyday utility. The five-door compact, whose 1.4 TFSI engine and electric motor produce a system output of 150 kW, is a sporty all-rounder and perfect for everyday driving. The Audi A3 Sportback e-tron is now available in Europe and is currently under review for the South African market, with a possible introduction in 2016.

Its sporty character positions the A3 Sportback e-tron as a new highlight in the A3 family. The Audi A3 Sportback e-tron offers all the strengths of a typical Audi. Its drivetrain comprises a 1.4 TFSI engine with 110 kW, a 75 kW electric motor and a newly developed six-speed S tronic with an integrated electric motor. The system output is 150 kW with a maximum system

torque of 350 Nm. The battery has a capacity of 8.8 kWh and can be charged in a little more than two hours from an industrial outlet. A versatile charging system is standard, while a smartphone application provides for extremely easy remote charging and precooling/preheating.

The Audi A3 Sportback e-tron accelerates to 100 km/h in 7.6 seconds and has a top speed of 222 km/h. In purely electric mode, top speed is limited to 130 km/h. Fuel consumption, according to the Economic Commission for Europe standard for plug-in hybrid vehicles is just 1.5 litres of fuel per 100 kilometres, corresponding to carbon dioxide emissions of 35 g/km. In electric mode, the compact five-door can

cover 50 kilometres with a carbon dioxide emission of zero g/km. ☉





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# NOTICE

## GEPF pensioners or members will not lose lump sum in 2015

The Government Employees' Pension Fund (GEPF) would like to dispel any rumours that its pensioners and members will lose their gratuities (lump sum) upon retirement from the public service.

GEPF Acting Principle Executive Officer, Joelene Moodley, would like to inform members that while the government is in the process of formulating proposals regarding retirement reform, the proposals in terms of annuitisation are aimed at private sector provident funds.

GEPF is a defined pension fund and changes related to provident funds will therefore not affect members of GEPF.

The government's proposals intend to align provident funds to those of pension and retirement annuity funds at retirement.

There is no intention by government to prevent workers from accessing their money. On the contrary, the aim of the retirement reforms is to encourage workers to keep their savings until retirement and beyond.

GEPF would like to inform its members that it is in constant engagement with the National Treasury around the retirement reform process and would like to re-assure its pensioners and members that their pensions are safe and secure. Members should not resign prematurely, instead they should contact GEPF's offices to answer any questions they may have in this regard.

### GEPF'S CONTACT DETAILS:

Toll free Call Centre: 0800 117 669  
 Email: [enquiries@gepf.co.za](mailto:enquiries@gepf.co.za)  
 Website: [www.gepf.co.za](http://www.gepf.co.za)  
 Twitter: [@GEPF\\_SA](https://twitter.com/GEPF_SA)

### PROVINCIAL OFFICES:

Gauteng: Kingsley Centre, Corner Steve Biko and Stanza Bopape streets, Arcadia, Pretoria | Eastern Cape: No. 12, Global Life Office Centre, Circular Drive, Bhisho | Free State: No. 2 President Brand Street, Bloemfontein | Kwazulu-Natal: 3rd Floor, Brasfort House, 262 Langalibalele Street, Pietermaritzburg | Limpopo: 87(a) Bok Street, Polokwane | Mpumalanga: 19 Hope Street, Ciliata Building, Block A, Ground Floor, Mbombela | North West: Mmabatho Mega City, Office No. 4/17, Ground Floor, Entrance 4, Mahikeng | Northern Cape: 11 Old Main Road, Kimberley | Western Cape: 21st floor, Standard Bank Building, Thibault Square, Long Street, Cape Town

### SATELLITE OFFICES:

Johannesburg: 2nd Floor, Lunga House, 124 Marshall Street, (Corner Marshall and Eloff streets – Gandhi Square Precinct), Marshalltown | Port Elizabeth: Ground Floor, Kwantu Towers, Sivuyile Mini-Square, next to City Hall | Mthatha: 2nd Floor, PRD Building, Corner Sutherland and Madeira streets | Durban: 8th Floor, Salmon Grove Chambers, 407 Anton Lembede Street

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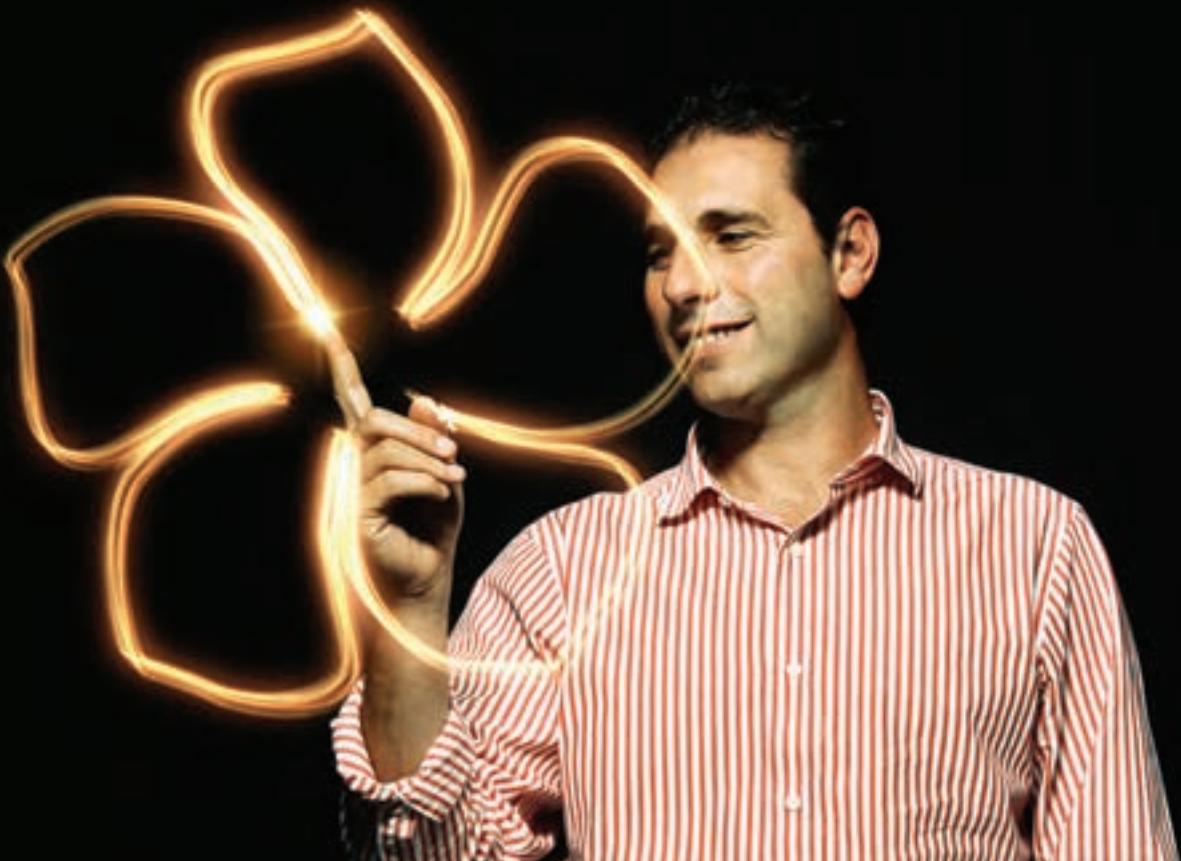
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