

# Public Sector MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

PSM

JUNE 2014

## Presidential inauguration

Inauguration of President  
Jacob Zuma

## Youth Month

NYDA chairperson Yershen Pillay  
on empowering the youth

## Young achiever

Meet SA's youngest doctor,  
Sandile Kubheka

## Power house

Deputy A-G Tsakane Ratsela  
— a trailblazer for women

*Presidential*

INAUGURATION 2014



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# A statement for a statesman.

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# Every member matters at GEMS



*Healthcare is one of the basic human rights enshrined in our Constitution and it is this right which is the focus of the Government Employees Medical Scheme (GEMS).*

GEMS currently covers 1.85 million lives – a responsibility we take seriously, especially as 55% of our members did not previously have healthcare cover. As South Africa's second largest medical scheme, we aim to provide all public service employees with equitable access to affordable and comprehensive healthcare benefits.

At GEMS, we follow the philosophy that every member matters. Members like Mrs Khaya Zikalala\*, who, at 109 years old, is the oldest person covered by the Scheme. Or the Nkosi\* family, who have 11 family members that GEMS provides medical cover to. Or Hamilton Shabalala\*, who was one of our very first members in 2006 and is still with the Scheme. Our members are at the heart of what we do; they are the driving force behind our values of excellence, innovation, integrity, value for money, simplicity and responsiveness.

Our member centricity was affirmed in the results of our 2013 member satisfaction survey, when we achieved an impressive 83% satisfaction rate from the 3 000 members surveyed. The overwhelming majority of respondents (89%) stated that they believed GEMS was here to stay, which is an accomplishment to be proud of as we are only eight years old. These annual surveys are a way of staying connected to our members and ensure we are ever mindful of ways in which we can enhance our service delivery.

Another sign that we are on the right track was when we received our second Ask Africa Orange Index Award last year,

where we ranked first for service excellence in the Medical Scheme category. We are especially proud of this award as the Ask Africa Orange Index measures customer service levels in South Africa through thousands of telephonic and face-to-face interviews with consumers, meaning that the acknowledgement comes directly from our members.

It's not hard to see why our members value us, especially as we ensure that 90% of our members have access to a GP who is within 10 kilometres of where they live and charges Scheme-approved rates. Our Friends of GEMS network is in all nine provinces of our country and consists of nearly 20,000 healthcare providers, who all charge Scheme-approved rates, meaning our members don't have to dip into their pockets. We also have a Medicine Pharmacy Network which we implemented in May last year, where our members can get their chronic medicine from 1,600 pharmacies around South Africa or a courier pharmacy without having to fork out for a co-payment.

It's simple measures like these which help make our members' lives easier, which is what a medical scheme should do. GEMS believes in uncomplicated, straightforward medical cover which provides both low-income and high-income earners with peace of mind when it comes to their health and that of their families. GEMS is a medical scheme that is mindful of the unique needs of its members, that is sustainable and effective and that provides all public service employees with equitable access to affordable and comprehensive healthcare benefits. This is, after all, a vital element of what we fought for in this country and what freedom and democracy is all about. ●

\*Names of members have been changed to protect their privacy.



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**Publishers:**  
Government Communication and Information System  
Information Enquiry Service: +27 (0)12 473 0269  
Switchboard: +27 (0) 12 473 0000  
Tshedimotsetso House: 1035 Francis Baard Street  
(corner Festival Street), Hatfield, Pretoria  
Private Bag X745, Pretoria, South Africa, 0001  
[www.gcis.gov.za](http://www.gcis.gov.za)

**Head of Editorial and Production** Harold Maloka  
[harold@gcis.gov.za](mailto:harold@gcis.gov.za)

**Content Manager** Tyrone Seale  
[tyrone@gcis.gov.za](mailto:tyrone@gcis.gov.za)

**Managing Editor** Dorris Simpson  
[dorris@gcis.gov.za](mailto:dorris@gcis.gov.za)

**News Editors** Irene Naidoo  
Ongezwa Manyathi

**Copy Editors** Elias Tibane  
Ongezwa Manyathi  
Irene Naidoo

**Contributors** Ongezwa Manyathi  
Samona Naidu  
Albert Pule  
Noluthando Mkhize  
Dorris Simpson  
Ashref Ismail  
Mduduzi Tshabangu

**GCIS Photographic Unit** Elmond Jiyane  
Ntswe Mokoena  
Siyabulela Duda  
Kopano Tlape  
Busisiwe Malungwane

**Senior Designer** Tendai Gonese

**Junior Designer** Mulalo Mbango

**Production Assistant** Mduduzi Tshabangu

**Advertising Sales, Distribution and Subscriptions** Uhuru Printers (Pty) Ltd  
Tel: +27 (0) 21 657 4800  
Fax: +27 (0) 21 657 4860



Email: [admin@uhurucom.co.za](mailto:admin@uhurucom.co.za)  
Website: [www.uhurucom.co.za](http://www.uhurucom.co.za)

**Managing Director:**  
Thomas Sampson

**Commercial Director:**  
Lebo Gunguluza

**Business Director:**  
Vusi Mashabane

**Stakeholders Relations:**  
Kwena Methe

**Operations Director:**  
Tommy Wildschudt

**Sales: Key Accounts Manager**  
Nardine Nelson  
Tel +27 (0)82 739 3932  
[nardine@uhurucom.co.za](mailto:nardine@uhurucom.co.za)

**Advertising Cape Town**  
Tel +27 (0)21 657 4800  
Fax +27 (0)21 657 4860

**Subscriptions and Distribution:**  
Viola Josephs  
[viola@uhurucom.co.za](mailto:viola@uhurucom.co.za)

**Acting Chief Executive Officer**  
**Acting Deputy CEO:**  
**Corporate Services**  
**Deputy CEO: Intergovernmental Coordination & Stakeholder Management**  
**Deputy CEO: Content Processing & Dissemination**  
**Chief Financial Officer**

Phumla Williams

Keitu Semakane

Nebo Legoabe

Harold Maloka  
Zwelinjani Momeka

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# COLLECTIVE ACTION DRIVING SUSTAINABLE WATER SOLUTIONS

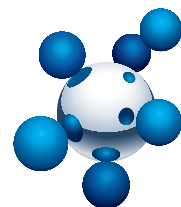
Sasol Water Sense puts the power of collective action to work. Together with our partners, the Emfuleni Local Municipality has seen 4.4 million cubic meters of water saved so far – that is the equivalent of 1 800 Olympic size swimming pools. 26 Water Warriors have interacted with the community to inform and educate people about how to use less water. About 90 000 households and 76 schools in Evaton and Sebokeng participate in a water meter monitoring and leak-fixing programme, whereby 70 000 leaking taps and toilets have been repaired by 60 plumbers.

This is the power of collective action and the results speak for themselves.

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IT'S CLEAR WATER IS A PART OF OUR FUTURE.

For more information on Sasol's water stewardship projects  
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**sasol**  
reaching new frontiers



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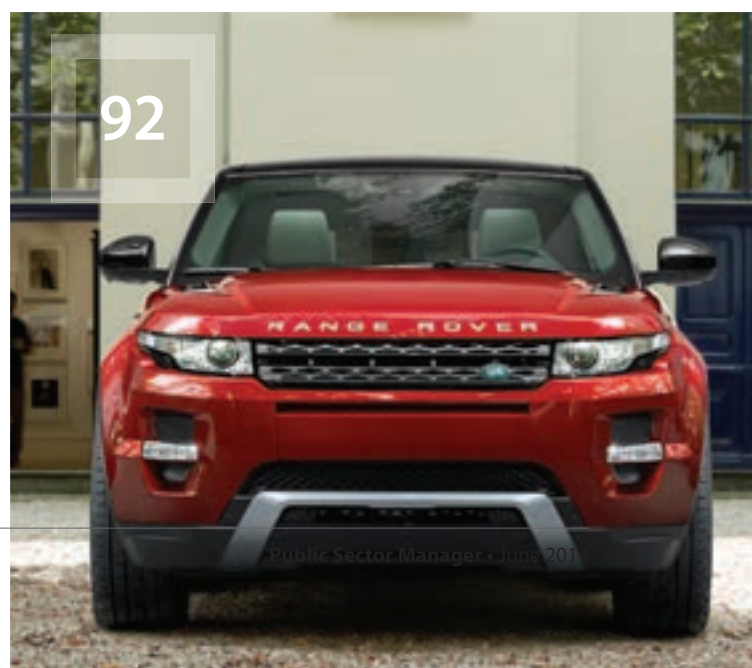


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AND RELATED SERVICES SETA

merSETA is  
celebrating

**20** YEARS

of democracy and the

**5<sup>th</sup>** term  
of democracy-  
in-action.

South Africa is marking 20 years of democracy and the beginning of yet another milestone. This year saw South Africans cast their vote in their 5<sup>th</sup> democratic elections. Elections are one of the democratic tools we use to change and shape our country's landscape.

We've come too far to give up who we are. This is yet another five-year term to raise the bar on what we can offer and achieve.

**CONGRATULATIONS  
SOUTH AFRICA!!!**

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**HEAD OFFICE**

merSETA House,  
95 7th Avenue,  
Cnr Rustenburg Road,  
Mellville,  
Johannesburg  
Tel: 010 219 3000  
Fax: 086 673 0017

**EASTERN CAPE**

Pickering Park Office  
Suites,  
14-20 Pickering Street  
Newton Park,  
Port Elizabeth, 6045  
Tel: 0861 637 734  
Fax: 086 673 0017

**GAUTENG SOUTH**

merSETA House,  
95 7th Avenue,  
Cnr Rustenburg Road,  
Mellville,  
Johannesburg  
Tel: 010 219 3000  
Fax: 086 673 0017

**GAUTENG NORTH &  
NORTH WEST**

Automotive Supplier Park  
30 Helium Road  
Rosslyn Ext. 2  
Tel: 0861 637 731  
Fax: 086 673 0017

**FREE STATE &  
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48 Second Avenue  
Westdene  
Bloemfontein, 9300  
Tel: 0861 637 733  
Fax: 086 673 0017

**KWAZULU-NATAL**

149 Stephen Dlamini  
Road,  
Musgrave, Durban  
Tel: 0861 637 736  
Fax: 031 201 8732

**LIMPOPO &  
MPUMALANGA**

Section 1 No.8 Corridor  
Crescent Route N4  
Business Park  
Ben Fleur Ext 11, Witbank  
Tel: 0861 637 735  
Fax: 086 673 0017

**WESTERN CAPE**

5th floor, Catnia Building  
Bella Rosa Office  
Development  
Bella Rosa Road,  
Tygervally  
Tel: 0861 637 732  
Fax: 086 673 0017



Minister Faith Muthambi during the swearing in ceremony.

It is a special moment for me, as Minister of Communications to join the *Public Sector Manager* community and conversation just a matter of days after our appointment by President Jacob Zuma.

I believe the same is true for Deputy Minister of Communications, Ms Stella Ndabeni-Abrahams, with whom we look to move government communications significantly forward during this term of office.

This new Ministry is tasked with ensuring that government communicates clearly, confidently and continuously with citizens and all stakeholders in the South African society under the theme Together We Move South Africa Forward.

In his Inauguration Address and his announcement of the new National Executive, our newly elected President Jacob Zuma clearly outlined the progress South Africa has made in giving millions of people access to basic social services and an improved quality of life, which they did not enjoy, the President said, before the dawn of freedom.

In the spirit of Working Together, the President acknowledged "the contribution of every South African to the process of renewal, reconstruction and development of this country in the past 20 Years of Freedom".

"However," said President Zuma, "our work is not yet completed", adding that the reversal of the legacy of apartheid colonialism will require more intense efforts from all South Afri-

cans as the country moves into its second phase of transition from apartheid to a national democratic society; with this second phase focusing on radical socio-economic transformation and the implementation of the National Development Plan (NDP) as the road map for prosperity and success towards 2030.

The President said: "At a social level, as outlined in the NDP, our vision is to develop communities where households will have access to housing, water, electricity, sanitation, safe and reliable public transport, health, education, security, recreational facilities, a clean environment and adequate nutrition to count a few.

"Economic transformation will take centre-stage during this new term of government as we put the economy on an inclusive growth path.

"As the National Development Plan outlines, the structure of the economy will be transformed through industrialisation, broad-based black economic empowerment and through strengthening and expanding the role of the state in the economy."

President Zuma envisages state-owned enterprises and development finance institutions as "engines of development, complementing the State in promoting inclusive economic growth".

In order to realise a South Africa where employment is accelerated, basic services become universal across all communities and people





and feel safe, President Zuma is demanding further improvement in the performance of the state.

The President has named the eradication of corruption and inefficiency in the Public Service as key targets for the new administration, saying: "We will promote productivity within the Public Service and ensure much tighter accountability, with firm consequences where there is a failure to deliver services to our people."

Every manager in the Public Service and every team member, regardless of rank and role, must therefore respond to the call to move South Africa forward with every decision or action they take.

President Zuma's reconfiguration of the National Executive is the first action in this direction and reflects the urgency and focus with which the President wants the national leadership and the Public Service to transform South Africa between now and 2019, and between now and 2030, which is the NDP's time horizon.

Change at the national level begins with change at the personal level, and it is therefore necessary for Public Service managers to conduct personal "swearing-in ceremonies" where we can each reflect on how we have conducted ourselves in the past five years, and recommit ourselves to doing everything in our power to move South Africa forward.

The new National Executive is settling in, taking guidance from the President and preparing for processes such as the first State of the Nation Address of the newly elected President and the presentation of the first Budget of this administration.

However, these processes should not interfere with the functioning of the Public Service and public servants commitment to add new chapters to the good story South Africa has been able to

tell  
over  
the past  
20 years.  
Neither should  
we allow ourselves to be  
side-tracked by the criticism, disrespect  
and generalisations we may encounter around sup-  
per tables, in the media or elsewhere.  
Let's stay focused on the job at hand and on the  
NDP's Vision 2030, and let's celebrate our successes  
and achievements.

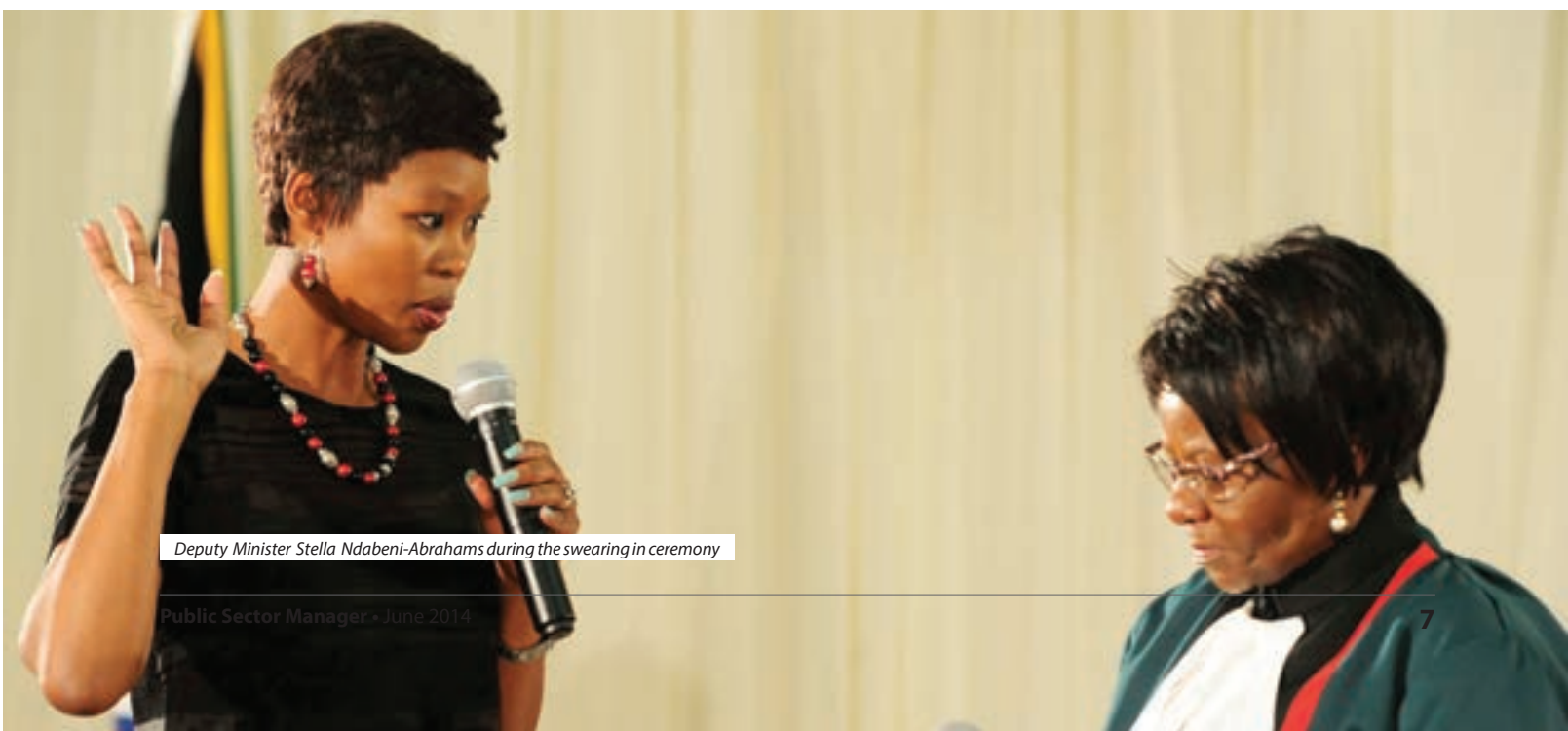
Let the good work begin today and continue all the  
way to 2030.

I wish to reiterate the commitment of our Ministry  
that the good work done by government will not go  
unnoticed. The Ministry will do everything in its pow-  
er to ensure that government work is communicated  
vigorously to the people of South Africa with the sole  
intention of ensuring that together we move South  
Africa forward.

**Faith Muthambi**  
**Minister of Communications**



*Deputy Minister Stella Ndabeni-Abrahams during the swearing in ceremony*





# YOUTH MONTH

"OUR YOUTH. OUR FUTURE."







This year the government of South Africa will be celebrating Youth Month under the theme: Youth Moving South Africa Forward in line with the 2030 Plan for Youth Development as per the National Development Plan.

As the Executive Chairperson of the National Youth Development Agency (NYDA), we have a great deal to be proud of. It has been just over a year since the new NYDA Board was appointed by President Jacob Zuma and since then young people have been experiencing the tangible benefits of a new and improved NYDA. We are honoured to be a part of the youth development legacy of South Africa through our inclusive and mass-based approach to youth development. One of our greatest leaders, Oliver Reginald Tambo once said, "a nation that does not take care of its' youth does not have a future and does not deserve one." That is why as the NYDA we say, "OUR YOUTH. OUR FUTURE."

The NYDA together with other state entities rolls out programmes for young entrepreneurs in the form of grants, loans and vouchers to the value of R2.7 billion, additionally young people are also provided with bursaries, scholarships, career guidance and other products and services to ensure that youth are educated and skilled.

The NYDA has always maintained that young people must lead youth development and we will support through our various products, programmes and services. We are also steadfast in our stance that it is impossible for us to assist every young person in need. However, the NYDA has and will continue to make a meaningful impact in the lives of young South Africans by meeting most if not all the targets that we set on an annual basis. I could therefore not be more proud of the inspirational achievements that we have made in the last year.

We committed to provide 500 youth entrepreneurship grants with a focus on rural youth and we far exceeded

this target by delivering 675 grants amounting to over R25 million. Our target was to facilitate the creation of 2 500 youth jobs and again we exceeded this target by creating 3 593 direct and indirect jobs. Additionally we aimed to award 130 scholarships which we surpassed to award 222 scholarships for mostly rural youth through the NYDA Solomon Mahlangu Scholarship Fund. We committed to deliver career guidance services to 700 000 youth and it is with pride that I declare we have provided 865 319 young people with such support. Our extremely successful outreach programme has provided 350 000 young South Africans with vital information to access the multitude of opportunities that currently exist for young people to access. Our NYDA 2<sup>nd</sup> Chance Matric Re-write Programme enables students who have failed their matric exams to receive free revision classes and rewrite their exams. We committed to enrol 3500 pupils to rewrite their matric exams nationwide and we successfully achieved this target. Indeed we have met all our targets but much more needs to be done to meet all expectations.

We must emphasise our clarion call as the post liberation youth, "Nothing about us without us." It must be youth development for the youth, by the youth, with the youth as we continue to change lives one young person at a time.

It is therefore with great optimism and renewed dedication for youth development in South Africa that I announce Youth Month 2014 to be launched on 2 June 2014 by the NYDA and other government stakeholders. For me, Youth Month is every month and so it should be for all public and private sector entities. As the NYDA we have proved to be a credible and capable development agency focusing on transforming the lives of as many young people as we can. Youth should be like the feathers of an eagle, working together to take our country to new and greater heights. Youth must boldly lead South Africa by remembering our dark history and shaping a brighter future.



**Twitter: @NYDARSA**  
**Facebook: National Youth Development Agency**  
**0800 52 52 52**  
**[www.nyda.gov.za](http://www.nyda.gov.za)**

**W**e reflect again on the tragic events of 16 June 1976 in Soweto, we honour the heroes and heroines who fought the apartheid state for freedom, equality and human rights.

Their voices have echoed through the years and remain an encouragement for all young people across the country to stand up for what they believe in.

While the youth of 1976 faced challenges of a different kind, their spirit and dedication serve as a lesson for the youth of today.

South Africa has come a long way since 1976 and has changed for the better.

The youth of today have opportunities, the space to dream big and platforms to express themselves without fear. Yes, they face challenges such as unemployment, drug addiction and substance abuse and HIV, but they are living better lives compared to the youth who grew up prior to 1994.

As we celebrate 20 Years of Freedom, we appreciate the journey travelled by South Africa's young people. Before 1994, youth empowerment was not a priority for the government of that time. Since 1994, youth have been given access to opportunities in order to improve their lives.

South Africans will always be grateful to the youth of 1976 and all the young people who played a part in South Africa's freedom and transformation. Many sacrificed their lives – and others, their youth – so that the youth have a better life.

The theme for Youth Month is: "Youth moving South Africa forward". The theme is an indication of the important role that young South Africans should and must play in the country's development.

Over the last 20 years government has worked tirelessly to ensure progress in the lives of young people.

In April 2013 government, organised labour, organised business as well as community and youth formations signed the Youth Employment Accord. The Accord is a call to all social partners for a collective effort in addressing youth unemployment in the country and offers a realistic approach to accelerate job creation for South African youth.

Through this Accord young people will become more employable and therefore increase the chances of success for placement opportunities.

Government also introduced the National Youth Service Programmes, which continue to provide accredited skills to young people. These skills will enhance their employability and enable them to live dignified lives as productive citizens.

Youth empowerment is not only the responsibility of government but is a societal responsibility. We all need to work together to create an enabling environment where young people can realise their potential and contribute towards a better society.

South Africa's young people make up the majority of the country's population. Census 2011 indicated that South Africa is a youthful country. More than 50% of the population is young people under 39 years of age.

Census 2011 further stated that for the next 20 years, South Africa would have over 14 million young people between the ages of 15 and 29. The number is expected to peak at 15,1 million in 2021.

These numbers mean that government must strive to provide quality education and skills. There is steady progress being made in some areas but more must still be done.

In February 2014, President Jacob Zuma announced during the State of the Nation Address that eight million learners are attending no-fee schools, whereas nine million learners are getting nutritious meals at school to ensure that they do not suffer from starvation and are able to perform well.

He also announced that student enrolments at universities increased by 12% while Further Education and Training college enrolments have increased by 90%.

President Zuma further said that the budget of the National Student Financial Aid Scheme (NSFAS) had





also been increased to R9 billion rand to meet the rising demand.

Another highlight has been the establishment of two brand new universities, Sol Plaatje in the Northern Cape and the University of Mpumalanga.

These new institutions will increase access to good education for young people.

The National Youth Development Agency (NYDA) has been tasked with the crucial responsibility of assisting the youth to grow and live better lives.

The new board of the NYDA, led by chairperson Yer-shen Pillay, has reduced the strategic areas of the NYDA by 50% in order to become more focused.

Attention will now be paid to economic participation, education and skills development, policy and research, health and well-being as well as governance and administration.

Together with the Education Training Development Practitioner Sector Education Training Authority (ETDP SETA), the NYDA will be implementing the National Senior Certificate (NSC) 2nd Chance 2014 Programme.

This programme aims to give young people who have failed matric, a second chance to obtain their National Senior Certificate.

The programme targets 4 500 young people in all nine provinces. The NYDA will assist in registering the youth with the Department of Basic Education to rewrite their Grade 12 examinations at the end of this academic year.

South African youth have an important role to play in the development of the country. This is highlighted in the National Development Plan (NDP), the country's vision for the next 16 years.

The NDP states that South Africa's youthful population presents an opportunity to boost economic growth, increase employment and reduce poverty. It also recognises that young people are in the majority of the unemployed and that a solution must be found.

It proposes the strengthening of youth service programmes and the introduction of new, community-based initiatives to offer young people life-skills training and entrepreneurship training.

In light of this, government introduced the National Rural Youth Services Corps (Narysec). Many young people from rural areas across the country have enrolled in various training programmes through the Narysec



under the Department of Rural Development and Land Reform.

This programme aims to create nine rural Youth Hubs per province, including the 23 poorest districts in the country.

South African youth have a bright and promising future but that can only be realised if we all work together to ensure that what the youth ploughs today will benefit them positively in the future.

If you are a parent or sibling to a young person, it's up to you to teach them the importance of learning the skills that are necessary to build our nation.

In the spirit of moving South Africa forward, let us collectively, in our different areas of work, ensure that young people are empowered and are able to contribute positively to the advancement of their country.🌱



### Dear Editor

As a father and journalist I feel excited about the long-awaited plans that South African citizens will soon witness in the health sector.

The National Health Insurance (NHI) will transform the health sector and deal with many of the challenges that people are facing with regard to accessing health services.

I live in Vhembe, one of the districts chosen to pilot the NHI. Many hospitals are going to witness the wind of change.

I would like to congratulate Dr Aaron Motsoaledi and his team for this.

I am confident that the NHI will help people with chronic illnesses and also reduce the death rate.

Indeed we have a good story to tell.

**Theophilacy Vhutshilo Mulumbela**  
Thohoyandou, Limpopo

# We hear you!

### Dear Editor

I love the article on "HIIT a new level of fitness in 30 Minutes" in the May 2014 edition.

I don't have time to go to the gym but I get really bored at home trying to work out and don't always know how to give myself an effective workout.

After reading about the High Intensity Interval Training exercise plan I can see that it's a plan that will keep me focused the entire time I'm exercising. Best of all, I can do it at home and at my own time for free!

Please continue to provide us with quick and easy exercise routines to keep us fit and healthy.

**Sally Mahlangu, Andeon, Pretoria**



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@PublicSectorMan



# Fast facts at your fingertips

## Part one of the Poverty Trends South Africa Report (2006-2011)

**S**tatistics South Africa (Stats SA) recently released a report on Poverty Trends in South Africa 2006-2011. The department was officially tasked by government in 2007 to conceptualise, consult widely and develop a national poverty line for the statistical reporting of poverty in South Africa. In developing the national poverty line, Stats SA used an internationally recognised approach, namely the cost-of-basic-needs approach, which links welfare to the consumption of goods and services. The line was constructed as a combination of two parts, which are the food and non-food components. Results from the General Household Survey show that self-reported hunger in South Africa has dropped from roughly 30 per cent in 2002 to just 13 per cent in 2011.

### Poverty and inequality from 2006 to 2011

- Poverty levels in South Africa have dropped since 2006, reaching a low of 45,5 per cent in 2011 when applying the upper-bound poverty line.
- Roughly 23 million people are living below the

upper-bound poverty line (Upper-bound poverty line is the ultimate threshold on which people can survive with minimal financial means).

- The number of people living below the food line – meaning in extreme poverty – increased to 15,8 million in 2009 from 12,6 million in 2006, before dropping to 10,2 million people in 2011.

### Poverty headcounts in 2006, 2009 and 2011

Despite the adverse impact of the financial crisis, poverty levels declined according to 2011 estimates – this was driven by a combination of factors ranging from a growing social safety net, income growth, above inflation wage increases, decelerating inflationary pressure and an expansion of credit.

Poverty headcounts	2006	2009	2011
Percentage of the population that is poor	57,2%	56,8%	45,5%
Number of poor persons (millions)	27,1	27,8	23,0
Percentage of the population living in extreme poverty	26,6%	32,4%	20,2%
Number of extremely poor persons (millions)	12,6	15,8	10,2

### Levels of poverty amongst males and females

The levels of poverty among males and females have seen reductions from 2006 to 2011.

- In 2006, six out of every 10 (59,7 per cent) females were living in poverty, as were 54,6 per cent of males
- In 2011, the level of poverty for females had dropped by 21 per cent to 47,1 per cent and by 20 per cent to 43,8 per cent for males.
- The difference in the poverty headcount between males and females decreased from 5,1 per cent in 2006 to 3,7 per cent in 2009 and further decreased to 3,3 per cent in 2011.
- In terms of poverty share, females made up the majority (53,4 per cent) of the poor in 2011, a proportion that has remained fairly constant since 2006 (53,0 per cent).

### Levels of poverty among youth

- In 2006, levels of poverty were also very high

amongst the youth aged 18 to 24 – six out of every 10 (60,2 per cent) living in poverty.

- By 2011, the poverty headcount had only fallen by 16 per cent, which was the lowest decrease for any age cohort.
- In terms of poverty share, this cohort accounted for 15,3 per cent of the poor in 2011 – meaning that approximately six-tenths (61,3 per cent) of all poor people were under the age of 25.
- Only two cohorts showed an increase in headcount were the two youth cohorts – the headcount for the 18 to 24 cohort increased slightly from 60,2 per cent to 60,5 per cent, while it increased from 46,6 per cent to 49,0 per cent for the 25 to 34 cohort.
- In 2006 levels of poverty from the age of 25 to 64 and those aged 65 and older were high with more than half (55,6 per cent) living below the upper-bound poverty line.
- By 2011, these high levels of poverty substantially declined – the 35 per cent decrease was the largest decrease for any age cohort – to where slightly more than a third (36,2 per cent) of the elderly were living in poverty.

# Together we move South Africa forward

**President Jacob Zuma's** Inauguration Speech as the fifth President of the Republic of South Africa, Union Buildings, Pretoria, 24 May 2014.

I am greatly honoured to stand before you today, to accept the mandate bestowed upon us by millions of our people, to lead this great nation for the next five years. I accept this responsibility and privilege with great humility, given the history of our country and where we come from as a nation.

Ours is a nation that has produced generations of selfless freedom fighters, who made untold sacrifices, so that we could live in a country that is free of racial discrimination and oppression. This is a nation that has worked tirelessly to build a new society from the ashes of apartheid, opting for reconciliation and progress instead of retribution.

This year we mark 20 Years of Freedom, and 20 years since President Nelson Mandela took the Oath of Office at this

very Amphitheatre. We began building a new society, based on fundamental human rights, equality, unity in diversity and the promotion of the dignity of all. The democratic government set out to implement policies and programmes that would change the quality of life of all, especially the poor and workers.

A lot of progress has been made.

## **Basic services**

Millions of our people now have access to basic social services and an improved quality of life, which they did not enjoy before the dawn of freedom. Today we wish to acknowledge the contribution of every South African



*Presidential*  
INAUGURATION 2014





to the process of renewal, reconstruction and development of this country in the past 20 Years of Freedom. It is through your hard work, that we are able to count so many achievements in only 20 Years of Freedom.

However, our work is not yet completed.

Last year we conducted a frank formal Review of progress made in the past 20 years of democratic rule.

The Review indicated that South Africa is a much better place to live in now than before 1994, due to the transformative policies of our democratic government. At the same time, the Review also confirmed that while the lives of millions of people have improved, poverty, inequality and unemployment still persist. The reversal of the legacy of apartheid colonialism will require more intense efforts from all South Africans.

We have successfully completed the first phase of transformation.

## Second phase

Today marks the beginning of the second phase of our transition from apartheid to a national democratic society. This second phase will involve the implementation

of radical socio-economic transformation policies and programmes over the next five years.

We have already placed before the nation, the National Development Plan (NDP), our road map which outlines the type of society we envisage by the year 2030. Through this programme, we will move South Africa forward to prosperity and success. At a social level, as outlined in the NDP, our vision is to develop communities where households will have access to housing, water, electricity, sanitation, safe and reliable public transport, health, education, security, recreational facilities, a clean environment and adequate nutrition to count a few.

Economic transformation will take centre-stage during this new term of government as we put the economy on an inclusive growth path. As the NDP outlines, the structure of the economy will be transformed through industrialisation, broad-based black economic empowerment and through strengthening and expanding the role of the state in the economy.

## Development

State owned enterprises and development finance institutions will become engines of development, complementing the State in promoting inclusive economic growth. We have made some progress >>

# Presidential

## INAUGURATION 2014

in changing the ownership and control of the economy, but much more work must still be done.

In this regard, we will improve the implementation of the employment equity and black economic empowerment laws during this term. Land restitution and redistribution and other forms of empowerment will also be better executed in the new term of government.

Our economic transformation programme also reaffirms our commitment to promoting local companies, entrepreneurs and cooperatives through local procurement by the state and its agencies.

### Infrastructure

The NDP also prioritises the national infrastructure development programme.

We will continue to build schools, railways, ports, universities, clinics, colleges, power stations, broadband, roads and more infrastructures around the country. This programme will continue to be the flagship of government.

The end result of all these transformative economic programmes is a growing inclusive economy which creates jobs and provides opportunities for all, especially the youth.

With regards to safety and security, our vision is to ensure that by 2030, people living in South Africa should feel completely safe at home, at school and at work at any given time.

Compatriots,

To enable us to achieve these key objectives, the performance of the state will need to improve.

Key targets in this regard will be to eradicate corruption and inefficiency in the public service.

We will promote productivity within the public service and ensure much tighter accountability, with firm consequences where there is a failure to deliver services to our people.

Compatriots,

We have a lot of work to do.

We will need the backing of a united and cohesive nation behind us as we move South Africa forward. In this regard, government will promote nation building programmes to rebuild the soul of our nation. Many South Africans still bear the emotional scars arising from decades of apartheid divisions and hatred.

### Reconciliation

Therefore, the national healing and reconciliation process has to continue. We will work together to promote unity, understanding and tolerance across race and colour lines, as we build a South Africa that truly belongs to all.

Excellencies,

Our country will also continue to play its role in the continent and abroad.

Our vision is that of a South Africa that is a key promoter and contributor to sustainable development, democracy, the rule of law, human rights and peace within the continent. We will continue to champion African growth, development and prosperity through supporting regional integration, intra-Africa trade and the development of infrastructure. Our participation in various multilateral institutions such as the United Nations, G20 and special forums such as BRICS, will continue, aimed at promoting a fairer and more just world.

Excellencies,

Let me again express my deep gratitude as I accept this mandate.

We do not take this confidence bestowed upon us lightly. We are truly humbled and will do all in our power to build a South Africa in which all citizens will have a sense of belonging and hope for a brighter future. We invite all our people to work with us as we implement the NDP. I hereby commit the fifth democratically elected administration to serve our people with humility, commitment and dedication.

### Ubuntu

We will strive to build a caring society and to be an administration that will serve our people with courtesy, Ubuntu and efficiency. The road ahead is long and demanding. The challenges ahead may seem insurmountable, but we are determined to succeed, as we have always succeeded in our efforts to overcome challenges. We must succeed in honour of Nelson Mandela, Oliver Tambo, Walter Sisulu, Dorothy Nyembe, Solomon Mahlangu, Braam Fischer and indeed all our illustrious leaders who laid the foundation for a non-racial, non-sexist, united and prosperous South Africa.

Fellow South Africans,

We truly appreciate the respect you have displayed!

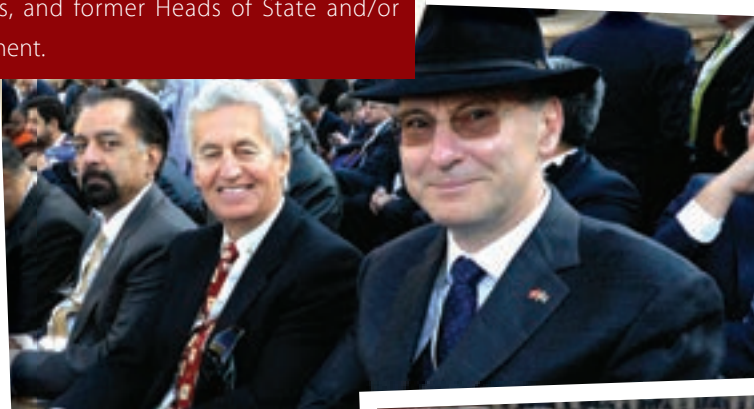
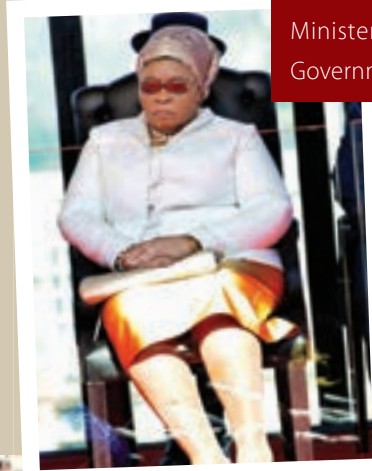
We assure you that the new government will work diligently to improve the lives of all our people, especially the poor, the needy as well as the working class.

Together, let's move South Africa forward.

I thank you.



Foreign and National dignitaries who came to witness the inauguration of President Jacob Zuma included Heads of State and/or Government, Vice-Presidents/Deputy Heads of State, Prime Ministers, and former Heads of State and/or Government.



### Huge crowds witness the presidential inauguration



The Union Buildings in Pretoria was abuzz with around 20 000 excited members of the public who gathered at the Southern Lawns to witness the Inauguration of President Jacob Zuma.

Tumile Mvubu from Klerksdorp, said he was excited about what the next five years would bring.

"The whole speech was impressive as it had lots of promises, but I was mostly impressed with the commitment to put in effective officials and remove the ones who are not working. If this could happen, we will definitely see an improvement in service delivery," said Mvubu.

Mvubu said he was glad the President mentioned that government would continue to ensure that people have access to basic services.

"I'm happy that the programmes are still among the top priorities in the new administration."

Matsepo Mofokeng from Ivory Park in Johannesburg was most impressed by President Zuma's commitment to promote local companies, entrepreneurs and cooperatives.

"This will be helpful, especially for us who rely on piece jobs. If government allocates more money towards small business it will create more jobs for us to feed our families," said Mofokeng.

The crowd was entertained by various artists, including Zahara, Chomee, Yvonne Chaka Chaka, the Soweto Gospel Choir, Kurt Darren, The Soil, Selaelo Selota, Mango Groove, Uhuru and Rebecca Malope.

>>

# Meet the new National Executive

**A** new National Executive has been appointed to take South Africa forward under the leadership of President Jacob Zuma.

Following South Africa's fifth democratic elections, 35 ministers and 37 deputy ministers have been sworn into office, along with the country's new Deputy President Cyril Ramaphosa.

The members of the National Executive boast a wealth of experience with some ministers retaining their positions, while new ministers and deputy ministers have also been appointed.

President Zuma also announced the creation of new ministries in a bid to transform the economy, tackle youth unemployment and promote rural development. Some departments have changed, while others have combined.

"To improve implementation and ensure impact, we have reconfigured some departments while others have been expanded to improve capacity," the President explained.

"We have established a Ministry of Telecommunications and Postal Services. Our country has a fast growing telecommunications sector, which in 2012 was estimated at being worth R180 billion. We also see a great developmental value in the Post Office given its role of delivering financial services to remote areas of our country.

"This new department will ensure that the country derives more value out of the booming information communications and technology industry and the postal services sector.

"The National Planning Commission as well as the Performance Monitoring and Evaluation Ministries in the Presidency have been combined into one Ministry to harmonise the planning and monitoring functions. This Ministry will also continue to be responsible for youth development.

"We have established a new Communications Ministry, which will be responsible for overarching communication policy and strategy, information dissemination

and publicity as well as the branding of the country abroad. Improved communication and marketing will promote an informed citizenry and also assist the country to promote investments, economic growth and job creation.

"This Ministry will be formed out of the following components;

- The Independent Communications Authority of South Africa (ICASA)
- The SA Broadcasting Corporation (SABC)
- Government Communications and Information System (GCIS)
- Brand SA and
- The Media Development and Diversity Agency (MDDA).

"The functions related to support for people with disabilities and children, will be transferred to the Department of Social Development. The current Ministry of Women, Children and People with Disability is now the Ministry of Women, which will be located in the Presidency. The Women's Ministry will champion the achievement of women's socio-economic empowerment and women's rights.

"To further improve efficiency in the criminal justice system, we have combined the Department of Justice and Constitutional Development with the Correctional Services department. The Department will now be called the Department of Justice and Correctional Services.

"We have made an undertaking to significantly improve the provision of water and sanitation to our communities in the new term. In this regard, we have established the Ministry of Water and Sanitation.

"... we stated in the inauguration address that the economy will take centre-stage. The development of the small business sector is critical to economic development and transformation. We have thus established a new Ministry for Small Business Development," President Zuma said, before announcing the names of the ministers and their deputies.





**President**  
**Jacob Gedleyihlekisa Zuma**

Mr Jacob Gedleyihlekisa Zuma was inaugurated for his second term as President of the Republic of South Africa at the Union Buildings in Pretoria on 24 May 2014. His first term started when he was elected President of the Republic of South Africa on 6 May 2009 and was inaugurated on 9 May 2009.

President Zuma was born in KwaNxamalala in Nkandla, KwaZulu-Natal on 12 April 1942. He joined the African National Congress (ANC) in 1958 and became an active member of the ANC's armed wing, Umkhonto we Sizwe. He was arrested in 1963 and sentenced to 10 years' imprisonment on Robben Island. He held various positions in the ANC after his release and was elected Deputy Secretary-General of the ANC in 1991.

He was the KwaZulu-Natal Member of the Executive Council of Economic Affairs and Tourism from 1994 to 1999. He was elected Deputy President of the ANC in 1997. He served as the Executive Deputy President of the Republic of South Africa from June 1999 to June 2005. He was elected President of the ANC in 2007.



**Deputy President**  
**Matamela Cyril Ramaphosa**

Mr Matamela Cyril Ramaphosa was born in Soweto on 17 November 1952. He was appointed Deputy President of the Republic of South Africa in May 2014.

He became the first General-Secretary of the National Union of Mineworkers in 1982. In 1991, he was elected African National Congress (ANC) Secretary-General and subsequently became head of the ANC team that negotiated the transition to democracy. Following the country's first democratic elections in 1994, he was elected Chairperson of the Constitutional Assembly, which wrote South Africa's new democratic Constitution.

He was also the Deputy Chairperson of the National Planning Commission.

Deputy President Ramaphosa holds a law degree from the University of South Africa. He has received several honorary doctorates from local and international universities. He received the Olof Palme Prize in Stockholm, Sweden in 1987 and was included among the TIME's 100 most influential people in the world in 2007.

He was awarded the National Order of the Baobab in Silver in 2009 for his contribution to the multiparty negotiations and for chairing the Constitutional Assembly to draft the new Constitution. In December 2012, he was elected ANC Deputy President.

Agriculture, Forestry and Fisheries



Minister  
Senzeni Zokwana



Deputy Minister  
Bheki Cele

Arts and Culture



Minister  
Nathi Mthethwa



Deputy Minister  
Rejoice Mabudafhasi

Basic Education



Minister  
Angie Motshekga



Deputy Minister  
Enver Surty

Communications



Minister  
Faith Muthambi



Deputy Minister  
Stella Ndabeni-Abrahams

Cooperative Governance and Traditional Affairs



Minister  
Pravin Gordhan

Defence and Military Veterans



Minister  
Nosiviwe Mapisa-Nqakula



Deputy Minister  
Kebby Maphatsoe

Economic Development



Deputy Minister  
Andries Nel



Deputy Minister  
Obed Bapela



Minister  
Ebrahim Patel



Deputy Minister  
Madala Masuku



## Energy



Minister  
Tina Joemat-Pettersson



Deputy Minister  
Thembi Majola

## Environmental Affairs



Minister  
Edna Molewa



Deputy Minister  
Barbara Thompson

## Finance



Minister  
Nhlanhla Nene



Deputy Minister  
Mcebisi Jonas

## Health



Minister  
Aaron Motsoaledi



Deputy Minister  
Joe Phaahla

## Higher Education and Training



Minister  
Blade Nzimande



Deputy Minister  
Mduzuzi Manana

## Home Affairs



Minister  
Malusi Gigaba



Deputy Minister  
Fatima Chohan

## Human Settlements



Minister  
Lindiwe Sisulu



Deputy Minister  
Zoliswa Kota-Fredericks



Minister  
Maite Nkoana-Mashabane

## International Relations and Cooperation



Deputy Minister  
Lluwelyn Landers



Deputy Minister  
Nomandla Mfeketo

Justice and Correctional Services



Minister  
Michael Masutha



Deputy Minister  
John Jeffery



Deputy Minister  
Thabang Makwetla

Labour



Minister  
Mildred Oliphant



Deputy Minister  
Patekile Holomisa

Police



Minister  
Nkosinathi Nhleko



Deputy Minister  
Makhotsa Soty

Public Enterprises



Minister  
Lynne Brown



Deputy Minister  
Gratitude Magwanishe

Public Service and Administration



Minister  
Collins Chabane



Deputy Minister  
Ayanda Dlodlo

Public Works



Minister  
Thulas Nxesi



Deputy Minister  
Jeremy Cronin

Rural Development and Land Reform



Minister  
Gugile Nkwinti



Deputy Minister  
Candith Mashego-Dlamini



Deputy Minister  
Mcebisi Skwatsha



### Science and Technology



Minister  
Naledi Pandor

### Small Business Development



Minister  
Lindiwe Zulu



Deputy Minister  
Elizabeth Thabethe

### Social Development



Minister  
Bathabile Dlamini



Deputy Minister  
Hendrietta Bogopane-Zulu

### Sport and Recreation



Minister  
Fikile Mbalula



Deputy Minister  
Gert Oosthuizen

### State Security



Minister  
David Mahlobo



Deputy Minister  
Ellen Molekane

### Telecommunications and Postal Services



Minister  
Siyabonga Cwele



Deputy Minister  
Hlengiwe Mkhize

### The Presidency



Minister  
Jeff Radebe



Deputy Minister  
Buti Manamela

### Tourism



Minister  
Derek Hanekom

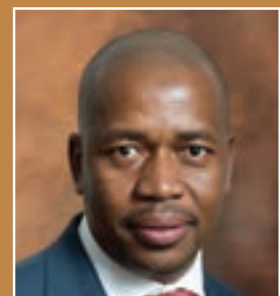


Deputy Minister  
Thokozile Xasa

### Trade and Industry



Minister  
Rob Davies



Deputy Minister  
Mzwandile Masina

Transport



Minister  
Dipuo Peters



Deputy Minister  
Sindisiwe Chikunga

Water and Sanitation



Minister  
Nomvula Mokonyane



Deputy Minister  
Pam Tshwete

Women



Minister  
Susan Shabangu

Premiers



Eastern Cape  
Phumulo Masualle



Free State  
Ace Magashule



Gauteng  
David Makhura



KwaZulu-Natal  
Senzo Mchunu



Limpopo  
Stanley Mathabatha



Mpumalanga  
David Mabuza



North West  
Supra Mahumapelo



Northern Cape  
Sylvia Lucas



Western Cape  
Helen Zille





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# Youth Moving

## South Africa Forward



The National Youth Development Agency chairperson Yershen Pillay.

**W**hile unemployment among young people has remained stubbornly high following the 2008 recession, the National Youth Development Agency (NYDA) is beginning to see the

first ripples have reached the shore.

"What people don't know is that we have helped six million young people in the last five years with some form of product, service or enrolling them on a programme.

"And that ranges from loans to grants to vouchers to career guidance

positive impact of its varied interventions to ride out this socio-economic storm.

As South Africa commemorates Youth Month this June, NYDA chairperson Yershen Pillay says the youth agency, formed in 2009 after the merger between the National Youth Commission and the Umsobomvu Youth Fund, has helped millions of young people access some form of product – from education and training to mentorship and business finance support.

In an interview with *PSM* at the University of Witwatersrand (Wits), Pillay said the NYDA was trying its best to help young people – who constitute 40% of South Africa's population of almost 52.98-million – get a decent livelihood.

Similar to many developing countries, South Africa has a large population of people between the ages of 14 and 35, representing 42% of the total population in this country.

Of this 42%, the majority is unemployed or out of school.

Pillay said after the first pebble was thrown into the water when NYDA was established five years ago, the



services, programmes for out of school youth to scholarships, bursaries, mentorship services. So it has really been five years of significant progress and great strides relative to other countries,” he said.

Pillay spoke to *PSM* shortly after the NYDA hosted a World Book Day event at Wits main campus.

The interview happened on the 2nd floor of the main library shortly after lunch time. On the lawns in front of the library, small groups of students – a part of the NYDA’s target market – were scattered under the sun, while most of them, clad in trendy clothing labels with assorted hairstyles, roved around with their backpacks going about their business.

Despite government’s efforts to increase the intake of varsity graduates in various departments through internships and apprenticeships, it cannot fight unemployment alone and most of these students could soon find themselves joining the long queue of job seeking in the near future.

Pillay said while the South African employment picture remained murky, it was not all gloom and doom as the assistance of the six million or so young people had gone a long way in denting poverty, unemployment and inequality.

He said the country had done well compared to others that had much greater financial muscle.

“I think we have done fairly well, especially when you

compare our progress as a nation to the progress of other countries.

“For example, if you take the French with their so-called advanced democracy, they have an annual target of 70 000 young people that they need to enrol on their National Youth Service programme and they have a budget of €30 million (about R420 million), which is more than the budget of the NYDA.

“Annually, we meet a target of about 138 000 young people on our National Youth Service programme with a far smaller budget [of R48 million].

“Small examples like that paint a picture of fairly good success,” he said.

### NYDA’s rocky start, recovery

Shortly after the NYDA was formed the agency had issues relating to its supply chain management, with the Auditor-General emphasising the need to fix irregularities relating to their supply chain management processes.

Despite this, the NYDA continued with its work and exceeded most of its annual targets related to education, skills training and enterprise finance. This saw the NYDA being given unqualified audit opinions since its inception in 2009 till to date.

While a clean audit is what all government departments aim to achieve annually, an unqualified audit opinion is essentially a good opinion as the financial statements may be regarded as fairly reflecting the financial status of the department or entity.

## NYDA’s direct response to youth unemployment since 2009 (audited information)

### Interventions since 2009

- Mentorship programme
- Entrepreneurship training
- Loans disbursed
- Job creation
- Business support consultancy vouchers
- Career guidance
- Youth development dissemination
- Matric rewrite
- Technical skills training
- Business opportunities

### Some of the NYDA achievements

- 3 932 youth involved in the mentorship programme
- 71 922 youth received entrepreneurship training
- R97 293 934.85 of loans disbursed through micro finance, group and SME lending- 33 975 loans in total
- 73 920 jobs created
- 7516 business support consultancy vouchers issued to youth
- 10 781 provided with career guidance
- 2066151 accessing information through service delivery access points
- 4 677 enrolled for the matric rewrite programme
- 647 attended skills training
- Business opportunity valued at R 142 847 244.71 sourced 7 business opportunity valued at R 50 853 945.00 accessed by young people »

### Inside NYDA's meetings with the Presidency

Despite obtaining four consecutive unqualified audits – and exceeding its annual performance targets – the then Deputy Minister in The Presidency Obed Bapela expressed concern on how the NYDA brand was perceived negatively in the public space since its inception.

After the term of the agency's first board expired in 2012, a Parliamentary process was initiated to appoint a new board, which led to the appointment of the new board in March 2013.

From that board, Pillay was appointed as chairperson and in a media briefing, the then Deputy Minister introduced him to the country.

In the briefing, the then Deputy Minister said while the NYDA was doing well with its internal controls and with youth work, what the agency needed to do was clean up its public image in order to restore its public confidence.

The then Deputy Minister held a series of meetings with Pillay and his colleagues since that briefing in April 2013.

Ever since the new board took over, the NYDA has since shifted its core business away from enterprise finance towards education and skills development.

The shift towards education and skills development is informed by the numerous studies indicating that most young people in the country actually derive their income from salaries and remittances.

Some of its intervention programmes related to education includes the National Senior Certificate 2nd Chance Project, which gave young people who failed matric a chance to enrol and complete Grade 12.

In 2013, the project successfully registered 3168 young people to sit and re-write their matric examination between November and December 2013 in Gauteng, Western Cape and North West provinces.

The project has seen a gradual improvement since its launch in 2011. The 2013 class achieved a 77 percent pass rate, an improvement from 73 percent in 2012 and 47 percent in 2011.

This year, President Jacob Zuma launched the R20-million Solomon Mahlangu Scholarship Fund for deserving matriculants who mainly come from disadvantaged backgrounds.

According to Pillay, the agency has received nothing but positive feedback from The Presidency over the past couple of months.

"In fact, Deputy Minister Bapela said to me after one of our meetings that we really have done well..."

"If there is criticism, it is really constructive criticism which is what we want. So the feedback from The Presidency is that we are doing well, we have re-positioned the NYDA from where it was. We are now an agency of grants and scholarships, which is what people want to hear – an NYDA that works for them," he said.

He said that the Presidency has been so impressed with the progress that the NYDA has made, that the highest office in the land has even encouraged departments to work with the youth agency.

"You are hearing more from the Presidency asking other departments, asking business, asking labour: 'are you working with the NYDA? And if not, why not? Because you should be working with them.'"

### What gives Pillay headaches?

While the NYDA is making strides in youth development – backed up by encouraging audit outcomes since 2009 – Pillay says the one thing that still gives him headaches is a culture of self-entitlement amongst young people, those who expect that only government should do something to ensure that there is enough jobs to go by.

"The headache for me is the culture of entitlement which is really starting to erode what more progress we can make especially as young people in the country.

"So we need to displace that culture of entitlement of sitting at home, complaining and go back to our historical roots of actually organising ourselves, finding solutions for ourselves and going to government for support," he said.

He said young people should instead, stop complaining, roll up their proverbial sleeves and replace entitlement it with a culture of service, responsibility and of leadership, for the better of the country.

He said, however, that there were moments that have brought a better taste to his mouth, and ones that gave him more of a reason to wake up.

"Just the other day, and Minister [of Health] Aaron Motsoaledi will not like the story because he wants us





*The NYDA has helped six million young people in the last five years in some form of product, service or enrolling them in a programme.*

to maintain healthy lifestyles, I decided to get a McDonald's [breakfast].

"The young person who was serving me saw my NYDA t-shirt and asked 'oh so you are from NYDA'.

"I then said, yes, and asked him if she knew what NYDA does."

Pillay said the young man then told him he was a student and knew NYDA because it had gone to his school and offered him and his fellow learners career guidance.

When he asked the young man if he was impressed with the progress the NYDA had made, "He said yes, at least you guys are sticking to your promises now.

"For me that is more powerful than the President acknowledging NYDA or even the media acknowledging NYDA because these are the people we serve," he said.

### **Youth Day celebrations head for Kimberley**

This year's Youth Day official commemorations will be held in Kimberley under the theme "Youth moving South Africa forward".

Throughout the month of June, the NYDA has numerous activities lined-up. This includes the launch of the National

Youth Build programme, where young people from the Jan Kemp Dorp in the Northern Cape will hand over 76 houses that they have built to youth headed households. The NYDA has also donated solar-powered geysers as part of its efforts to promote the green economy.

In the same province, NYDA will launch the a township hub to allow entrepreneurs trading in a variety of skills to have facilities in a municipal property where they can polish their skills.

The NYDA will also use the month of June to invite ordinary South Africans to submit their applications in order to be considered for 10 vacancies in a soon to be established Youth Advisory Council, an apolitical body that will sit four times a year to advise the youth agency board on matters affecting young people.

Youth Month events are organised to commemorate the anniversary of the death of hundreds of high school students who lost their lives when they came under fire on June 16, 1976, after they took to the streets in a peaceful protest against the mandatory use of Afrikaans as a language of instruction in black secondary schools. <sup>(RM)</sup>





# ***Premier unveils new cabinet***

The Premier of the Free State, Ace Magashule unveiled the cabinet for his second term of office in Welkom, in front of a jubilant crowd of 20 000 residents. Little change was made to the list of Executive members who served during the past five years as Public works and Infrastructure MEC Sam Mashinini replaces Sisi Mabe who has recently been

redeployed as speaker of Provincial Legislature and Former Lejweleputswa mayor Mathabo Leeto replaces Dan Kgothule as MEC for Sport, Arts, Culture and Recreation. The retained MEC's have assured the people of the province that they will continue to work tirelessly in delivering services through their respective portfolios.





**NEWLY ELECTED MEMBERS OF THE EXECUTIVE COUNCIL  
MAKE THEIR COMMITMENTS FOR THE NEW TERM IN OFFICE**

**Setjhaba Maphalla** | Department of the Premier  
Tel: (+27) 051 403 3928/3238 | Cell: (+27) 071 302 2591  
Email: [setjhaba.maphalla@fspremier.gov.za](mailto:setjhaba.maphalla@fspremier.gov.za) | Web: [www.freestateonline.fs.gov.za](http://www.freestateonline.fs.gov.za)



FREE STATE PROVINCE



# FREE STATE

## Province



*The Premier of the Free State, Ace Magashule*

***“Nou is die tyd om die mense van die Vrystaat te dien, Now is the time to serve the people of the Free State, Jwale ke nako ya ho sebeletsa batho ba Foreistata”  
Premier of the Free State, Sekgobelo Elias Magashule.***





**Agriculture & Rural Development – Mamiki Qabathe**

"Our main priority will be focused on improving the lives of farm residents. There are various challenges that our people are experiencing in the farms and we will work towards bringing solutions to address them."



**Police, Roads and Transport – Butana Komphela**

"We will contribute towards the creation of a prosperous Free State through the facilitation of the provision of sustainable community safety, mobility and road infrastructure. To realise this, we will monitor, oversee and assess the Police service delivery in the Free State."



**Education – Tate Makgoe**

"We will remain a department that strives to ensure progressive realization of universal schooling, improving quality of education and eliminating disparities amongst Free State citizens."



**Treasury – Elsabe Rockman**

"The Free State Provincial Government is on the road to economic transformation. In Treasury we are already hard at work and we will not waiver in our efforts to bring radical economic transformation."



**Sport, Arts, Culture & Recreation – Mathabo Leeto**

"We will implement inclusive programmes that will enhance and retain Free State talent and capacity within sport, arts, culture and recreation as well as ensuring developmental pathways towards healthy lifestyles and excellence."



**Health – Dr Benny Malakoane**

"The road is long ahead of us but working together with our people, we promise to improve and provide quality health care services to all people in the Free State."



**Cooperative Governance, Traditional Affairs & Human Settlements – Olly Mlamleli**

"We vow to work together with municipalities and reliable contractors to speed up service delivery in our department. We will also continue building bigger and better houses for our people."



**Economic Development, Tourism, Environmental Affairs & SMME's – Mosebenzi Zwane**

"We will work towards creating a prosperous Free State that enhances the quality of life through integrated and sustainable economic growth. We will continue to provide sound economic and environmental management systems that ensures economic development and poverty reduction in the Free State."



**Public Works & Infrastructure – Sam Mashinini**

"We will focus on the construction, maintenance and upgrading of a sustainable social and economic infrastructure. We will develop and sustain small and emerging contractors and ensure that both infrastructure delivery and transformation of construction industry are accelerated."



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Email: [setjhaba.maphalla@fspremier.gov.za](mailto:setjhaba.maphalla@fspremier.gov.za)  
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**Social Development – Sisi Ntombela**

"We intend to meet the human and social needs of the poor and vulnerable communities of the Free State through an inter-sectoral and integrated developmental social service. We will build a socially cohesive and empowered community of the Free State."



*The Industrial development zones in the Eastern Cape have sustained economic development in the province.*

# Mashigo attracts investments to the Eastern Cape

**T**he Executive Manager of the Coega Development Corporation (CDC) Business Development unit, Christopher Mashigo, is no newcomer to the world of business.

In a career spanning three continents and 21 years, he has held several positions in business development, procurement and exports, including that of Procurement Specialist in the United States of America. He was also recently appointed to the Nelson Mandela Bay Chamber of Commerce Board and Nelson Mandela Bay Municipality's Investment Council.

Now Mashigo has set his focus on ensuring that the CDC continues to be a thriving hub of jobs and investment in the Eastern Cape. The CDC is a private company wholly owned by the South African Government, and is mandated to develop and manage the Coega Industrial Development Zone (IDZ) to international standards. Mashigo's enormous task is to ensure that the Coega IDZ continues to attract investors to this rich Eastern Cape coastline. *PSM* met with him at the company's offices near Port Elizabeth.

Our visit took place during an exciting and eventful time at the CDC – for two reasons. The organisation had just been presented with the Most Empowered Enterprise Award, courtesy of the Department of Trade and Industry, Proudly South African and Brand SA. During the same week, Finance Minister Pravin Gordhan had also visited the CDC, where he was updated on the company's growing investments.

The award came as no surprise for the CDC, an institution that has been credited for heralding a new future for IDZs in South Africa.

For many years the Eastern Cape economy has been depending on the automotive industries, and the growth of diversified manufacturing at Coega IDZ and East London IDZ is seen as a catalyst for sustained economic development in the province. To the province's advantage,

the Coega IDZ is situated not far from the deepwater Port of Ngqura, which has recently overtaken Cape Town as the second busiest container terminal in Africa. This gives the CDC the potential to attract investors. But what does it take to keep investors happy and maintain the investments? Strategy and vision, says Mashigo.

He says given positive investment attraction trends over the past three years, the Coega IDZ was ready to take advantage of its location to attract more investors.

"If you look where we are geographically, there is a strategic reason why Coega was formed in the first place. Part of our role is to diversify the industry and bring in a mix of investors."

He says an example is the citrus and deciduous fruit belt that has not been doing much processing both at primary and tertiary level, and which could contribute to job creation and enhance rural economic development.

Mashigo highlights several achievements at Coega which he says firmly put the company at the top of its class. These include the commissioning of two investor projects estimated at R700 million. The Agni Steels and DCD Wind Towers commissioning ceremony in March this year was attended by Trade and Industry Minister Rob Davies and Energy Minister Ben Martins.

The DCD Wind Towers is expected to create close to 200 jobs, and produce between 110 and 120 wind towers per year. Agni Steels SA has invested R400 million in the first-of-its-kind steel mill in the Eastern Cape.

Mashigo, a graduate of the Wits Business School and the University of South Africa School of Business Leadership, lists his main functions at the CDC as recruitment of investors in line with the national government goals of promoting entrepreneurship in the country's special economic zones. This is something he has mastered since joining the CDC in 2003. Amongst the big fish he has managed to snatch include the trucks and commercial vehicle manufacturing company, First Automobile Works (FAW).

The first vehicles are scheduled to roll off the assembly line of the 30 000 m<sup>2</sup>, R600 million FAW plant in July.

The plant, financed by FAW China and the China-Africa Development Fund, was expected to eventually produce 5 000 trucks a year.


Mashigo says the FAW investment brings on board capac-

ity that the region did not have such as heavy-truck manufacturing for domestic, regional and export markets.

Another critical role Mashigo plays is that of handling business enablers, such as the construction of a 335MW power plant and the setting up of gas company Afrox at the IDZ to supply gas to several businesses on site.

He says expansions in the Coega IDZ will benefit the automotive sector in the greater Port Elizabeth area.

"What we now finding is that because of the presence of the automotive industry here we are now able to bring polymer conversion industries into this area which has been motivated by local demand."

Using his business acumen, strategy and vision, Mashigo is destined to take the economic development of the Eastern Cape to a higher level. 





# Rewriting history

**A**s a long-distance runner, Tsakane Ratsela knows a thing or two about reaping the rewards of hard work and being tenacious.

As a daughter to parents who value education and determination, Ratsela did not know anything else but to be good and consistent at what she did.

Since the start of her professional career, Ratsela's growth has been steady and impressive that it has seen her occupy top positions both in the private and public sectors.

Ratsela was featured in this magazine in 2012, when she was the National Leader: Audit Services reporting to the Deputy Auditor-General (A-G) and was primarily responsible for the organisation's audit operations.

Two important milestones have happened since that interview.

Firstly, she has made history by being appointed the first woman Deputy A-G in the 104-year history of the A-G of South Africa (Agsa) and secondly, she got married and her surname changed from Maluleke.

Two years later, she is the Deputy A-G of Agsa dealing with much broader roles and responsibilities. She took over from Kimi Makwetu, who is the current A-G, in March 2014.

## The journey to the top

Ratsela grew up in Soshanguve, north of Pretoria and spent part of her primary school life there before the family moved to Johannesburg.

"I had the privilege of growing up in a township that I guess was not safe but also very community orientated. I come from a very close-knit family and a broader society around me. So I think it is that village that raised me," she says with a nostalgic smile.

Ratsela's smile is infectious and her bubbly personality is different from what most people would expect from an accountant.

After completing high school at St Andrews School for Girls in Johannesburg, Ratsela registered for a BComm degree at the University of Cape Town (UCT).

"I didn't want to study for a BComm I wanted to follow in my father's footsteps and become an attorney. But he insisted that I do a BComm."

During her studies she came across accountancy as a subject and the world of accounting as a different professional option for her.

"I did some vacation work for some of the firms and one of the firms ultimately offered me a bursary to finish my studies."

At the time Ratsela also noticed that there were very few black people that were doing what she was doing.

"When I asked about it, I was told that there were indeed very few black people in the profession."

During that time Nonkululeko Gobodo had just



passed the board exam and became the first black female chartered accountant (CA). This was enough to motivate Ratsela to prove wrong the theory about the “difficult” board exam and add to the number of black people in the profession.

Ratsela then went on to complete her BComm studies and postgraduate Diploma in Accountancy at UCT before returning to Johannesburg to do her articles and eventually pass her board exams and qualify as a CA.

### New roles and responsibilities

As the Deputy A-G of the Agsa, Ratsela is charged with working closely with the A-G to co-create the strategy for the organisation and ensure that it is implemented.

“I have the privilege of leading a team of dedicated and capable executives who will assist in ensuring that we do implement that strategy.”

Ratsela will also work with the A-G in managing stakeholder relations internally and externally, and has the responsibilities associated with being the accounting officer for the organisation.

“I’m going to rely significantly on this team that exists in this organisation. We have got a very strong leadership team and people who are dedicated and people with whom I have walked quite some journey.

“The great thing is that I have been in the organisation for the last two years and actively driven much of the work that we do as an office,” says Ratsela.

Fortunately, she is also in charge of a stable organisation that has been around for 104 years.

“This gives one an opportunity to be creative and do things that really do inspire me without trying to fix an organisation, which is unfortunately what many people have to do when they walk into a position like this one.”

One of her priorities is to ensure that the organisation gains further impact on the work that it does.

“If we get to a point where citizens can enjoy the benefits of a government that they experience to be accountable, that is governed properly, that has effective oversight I think we would have won,” she says.

Ratsela describes herself as a hands-on leader. “I roll-up my sleeves and work in the trenches and work in places that you would least expect because I think people follow what you do and less to what you say.”

She believes that people draw from seeing you do what is expected of them to do. “Yes it can be exhausting but it stood me in good stead over the length and breadth of my career,” she says.

Ratsela has a consultative style of management.

“I enjoy talking to people so it comes fairly naturally for me to talk to people. We are able to achieve quite a bit just by having a conversation with people because you’re able to connect with people.”

### Thoughts on her appointment

Ratsela’s appointment is not only a personal achievement for her and but an inspiration to young girls across the country.

“The appointment says two things. The first thing is that this organisation is leading by example in the area of transformation. This is important because our role in society requires us to lead by example and not just being an accountable and well-governed institution but by also transforming alongside the rest of society and leading in that way. I think, secondly, our profession itself is changing,” she says, enthusiastically.

Ratsela hopes that young women will look at her appointment and realise there is no reason why they should accept that they are barriers to their own advancement.

“I’m hoping that it will inspire them and secondly I’m hoping that the men in the profession will begin to accept that it is right, it is >>



Deputy A-G Tsakane Ratsela is a trailblazer for women across the country.

appropriate and important to give women an opportunity to succeed.”

Ratsela, who now has to inspire and motivate Agsa employees across the country, believes that a leader is somebody who is able to inspire people not just in words but by doing.

“If you are authentic people will always know that because you do what you say and they see you doing it. So I think one needs to inspire, be authentic and serve.”

Despite her hectic schedule, Ratsela is also involved with the Association for the Advancement of Black Accountants of Southern Africa (Abasa) and has been appointed its president. Through Abasa she was appointed Chairperson of the CA Charter Council, which oversees the implementation of the Black Economic Empowerment (BEE) Charter for the CA profession.

“From about 2003/04 we started the process of negotiating BEE Charter for the profession. This should really organise the profession around doing things to improve access of black people into the profession.”

The council is now entering a phase of relooking at the targets and checking whether the first set of targets were appropriate and where more needs to be done.

## 20 Years of Freedom

Ratsela’s appointment is an example of how the country has transformed since 1994.

“I was lucky enough to vote for the very first time in 1994. I had just turned 18 at the time so it was really cool to be able to go and vote with my parents.”

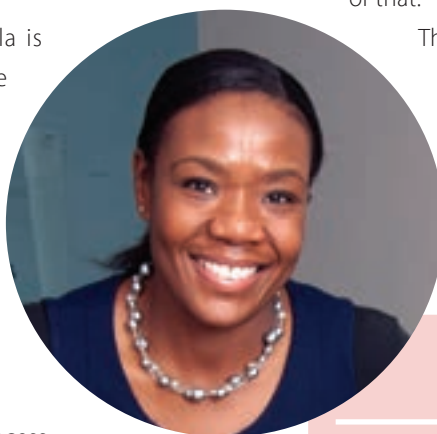
Ratsela is proud of the changes that have happened in the country over the last 20 years.

“I grew up in a township; I know what South Africa used to be. Today I see a country that has opened to greater dynamism and greater opportunities.

“I see an economy that has grown in a way that allows a lot more people to participate effectively. I see how our own profession has grown significantly.

“When I entered the profession there was one African woman and by the time I finished my articles I think there had been a second.

“Now I think that number has grown to close to a 1 000 black women,” she says.



However, Ratsela is concerned about young South Africans.

“The thing I worry about is the potential loss of a generation because we are failing to give young people opportunities – opportunities to study further, to work and entrepreneurial activity.

“And I am impatient about finding a solution to all of that.”

Through her work with Abasa and as chairperson of the CA Charter Council, Ratsela is part of finding a solution for young people.

Although Ratsela entered the accounting world by default, she has become a trailblazer for women across the country. 🌟

## This&That

### Who or what inspires you?

My parents inspire me. Between the two of them I have learnt some of the greatest lessons and value that influence who I am and what I strive for in this life. They taught me the sheer value of hard work, resilience, perseverance, passion, service and excellence.

### How do you balance work?

I’ve learnt that nobody ever gets the balancing thing right. All you can do is to try with every passing day to get it right. I try and involve my family in my work, get them to understand what I do and why it’s important.

I also have the benefit of a very supportive husband and family. My mom will cover the gaps when they arise and pick up our two girls (aged 11 and 12) and do whatever else needs to be done. My sisters are also there to help.

### What do you do to relax?

I’m a long-distance runner; I enjoy music shows, comedy shows, go to church and I spend time with my family. My greatest and closest friends are my siblings.

### What is your favourite holiday destination?

I’ll go anywhere where there’s the sea.

### Describe yourself in two words?

Passionate and capable.





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A portrait of a young Black male doctor with a shaved head and glasses, smiling. He is wearing blue medical scrubs over a white t-shirt, and a stethoscope is draped around his neck. He has his arms crossed. The background is a blurred hospital hallway with warm lighting.

# Meet SA's youngest doctor



**A**t just 20-years-old, Sandile Kubheka is the youngest doctor in South Africa. Referred to as the country's very own Doogie Howser by his sisters, the shy yet brilliant youngster began school at the age of five, and has excelled in the classroom ever since.

Like Doogie, the teenage physician in an American comedy drama who became a young doctor, Sandile also rose through the ranks at school. After just three months in Grade 6 at the Jobstown Primary School in Masondeza in Madadeni, near Newcastle in KwaZulu-Natal, he was promoted to Grade 7.

"School work was so easy. I was able to grasp information and retain it very quickly, which made me breeze through."

Conflicted with wanting to become either a doctor or a computer engineer, he consulted his mother Khangezile and his educators, who were convinced he would excel in medicine. At the age of 15, he matriculated from Siyamukela High School in Madadeni and began his degree in Medicine and Surgery (MBChB) at the University of KwaZulu-Natal's Nelson Mandela School of Medicine.

Sandile completed his degree last year, making him the youngest medical graduate in the university's history. "At first when I heard I was the youngest graduate, I could not believe it, I was very honoured," he said. He graduated with distinctions in Obstetrics and Gynaecology.

"Most pupils think that matric is hard, but to me university was harder." Recalling his first day of lectures, Sandile was awestruck that so much work was covered in just one day. "Reality struck and I was quite shocked. I would see some students in the library all day long and they still did not perform well, so I knew I had to get my studying into gear."

Yet, despite excelling in the classroom, Sandile does admit that being the youngest in the class did come with its fair share of problems. "I was confronted with social issues like my friends going out and drinking alcohol. Academically, we may have been on the same wavelength, but socially, I was very young."

The biggest challenge, he says, was learning how to cook, clean, do laundry and budget his finances. "I came from a home where I didn't have to wash my own clothes, cook my own food or worry about budgeting my money for the month. My sisters, even in the beginning, would laugh at me, because I was young and they said I could not take care of myself. It was tough, but I have grown and learnt a lot."

His age also earned him the nickname 'neonate' in class, which also means newborn. However it didn't deter his classmates from voting him as most likely to be the next Minister of Health. To this, Sandile laughs and says: "If it allows me to continue making a difference and improving healthcare for all South Africans, then yes, being Health Minister one day would be a dream come true."

Sandile is well on his way to making his dream come true. He reveals the best part about being a doctor is getting to implement policy that will change peoples' lives. However, the downside for him is dealing with the shortcomings of the current health sector, such as hospitals being overcrowded and understaffed.

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*Dr Sandile Kubheka says public servants working in the health sector must be passionate about what they do.*





*Dr. Kubheka says working in the health sector is a calling.*

Yet, in spite of these challenges, Sandile says public servants who work within the healthcare sector need to have a passion for what they do. "I believe that as health professionals, we are guided by the Batho Pele principles. We have to have a love, passion and commitment to helping others. This is not a job – it is a calling."

Sandile highlights that the healthcare system in South Africa has world-class policies and protocols, however, monitoring and evaluation of these policies needs to be beefed up. "To better streamline the sector, we need policy implementation processes to be followed up. We need to see what is working and what is not, and if something is not working out, we need to tweak and improve policy until we see results," he says.

His passion for helping others confirmed his love for medicine. During his time at medical school, he chose to serve in the Rural Development Club, the Happy Valley Clinic and on the Medical Students' Representative Council. These efforts landed him the Yashiv Sham Bursary for having compassion and caring qualities and the Enid Gordon Jacob Good Fellowship Prize for character and good conduct.

"Giving back to my community is very important to me," says the young doctor. During his service, he also gave free medical advice and treated patients in rural communities at the Happy Valley Clinic and the Madadeni Hospital.

What keeps the young doctor focused is his compassion for others. This, he says, was instilled in him by his mother Khangezile who raised him and his four older siblings on her own. Having worked at Shoprite for over 35 years to support his brothers and

sisters, Sandile says, "She always taught us to do our best in everything and to be grateful and grounded."

Being a 'born-free' says Sandile, he was liberated from the struggles of the past. "This to me means youth like myself are now in a position to chase our dreams and use the opportunities that our parents and grandparents never had."

Today he serves his internship, not at one, but at three hospitals – Grey's, Edendale and Northdale hospitals in Pietermaritzburg. His goal is to complete his Master's degree and become an Endocrinologist – a doctor who specialises in Endocrinology, which is the study of diseases that affect the glands.

He describes every day as a blessing, as each day brings with it the opportunity for him to improve someone else's life. "It gives me a sense of accomplishment and pride to be able to help others."

His advice to the youth is to always be focused and give your all in everything that you do. "No matter how young or old you are, never give up."

Wanting to inspire and assist youngsters like him to also follow their dreams, Sandile and his fellow medical school classmates are in the process of launching a trust fund that will focus on mentoring and assisting learners with scholarships to pursue their tertiary studies.

Sandile is indeed an inspiration to other young people that education, complemented by sheer determination and hard work, is the key to success. 🌟



## Youth Day

16 June

Youth Day commemorates the Soweto youth uprising of 16 June 1976.

In 1976 protests started at African schools after a directive from the then Bantu Education Department that Afrikaans had to be used on an equal basis with English as a language of instruction in secondary schools. The youth took to the streets in protest of the system of Bantu education, which was characterised by separate schools and universities, poor facilities, overcrowded classrooms and inadequately trained teachers.

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

The 2014 Youth Day commemorations take place at a time when the country celebrates 20 Years of Freedom.

This year's event will take place at Galeshewe in the Northern Cape under the theme: 'Youth moving South Africa forward'.

## 20th International AIDS Conference 20-25 July

The International AIDS Conference is the premier gathering for those dealing with matters related to HIV and AIDS, as well as policy makers, persons living with HIV and other individuals committed to ending the pandemic. It is a chance to assess where we are, evaluate recent scientific developments and lessons learnt, and collectively chart a way forward.

Over 14 000 delegates from nearly 200 countries – including 1 200 journalists – are expected to gather at the AIDS 2014 conference, which takes place at the Melbourne Convention and Exhibition Centre in Australia.

The AIDS 2014 programme will present new scientific knowledge and offer many opportunities for structured dialogue on the major issues facing the global response to HIV. A variety of session types – from abstract-driven presentations to symposia, bridging and plenary sessions – will meet the needs of various participants. Other related activities, including satellite meetings, exhibitions and affiliated independent events, will contribute to an exceptional opportunity for professional development and networking.

For more information on the conference go to [www.aids2014.org](http://www.aids2014.org) and to register email: [registration@aids2014.org](mailto:registration@aids2014.org)

## Africa Public Service Day

23 June

Africa Public Service Day is celebrated throughout the continent on 23 June, since the declaration of the first Pan-African Conference of Ministers for Public/Civil Service held in Tangier, Morocco in 1994.

This declaration was reaffirmed by the fourth Pan-African Conference of Ministers for Public/Civil Service that was held in Stellenbosch, in the Western Cape in 2002.

Among other things, this day enables public servants to reflect on the function of the Public Service, its mission, objectives, programmes and projects, successes and challenges.

To mark the day, the Department of Public Service and Administration will host various events, including a roundtable conversation, service delivery and best practice exhibitions.

## Nelson Mandela International Day 18 July

Celebrated across the world in honour of former President Nelson Mandela's birthday on 18 July, Mandela Day is an international call to bring positive change to communities.

The day aims to empower communities everywhere through the slogan 'Take Action; Inspire Change; Make Every Day a Mandela Day'.

The United Nations officially declared 18 July as Nelson Mandela International Day in November 2009, recognising Madiba's "values and his dedication to the service of humanity" and acknowledging his contribution "to the struggle for democracy internationally and the promotion of a culture of peace throughout the world".

The Mandela Day campaign asks that individuals, groups and corporates pledge 67 minutes of their time on 18 July and everyday after that to make a difference.

While the rest of the world honours Madiba on 18 July, South Africans embrace the chance to celebrate his life for the whole month of July, which is known as Mandela Month.

For more information on Mandela Day go to [www.mandeladay.com](http://www.mandeladay.com)



# Post Office Logistics – from a letter to bulk frozen freight

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SA Post Office Logistics acquired 26 new Mercedes-Benz and Fuso trucks at the end of 2012, making a huge improvement to the coverage and reliability of its fleet.



On a less fragile note ... SA Logistics delivered the 2013 budget supplements for newspapers countrywide (and under strict security) from Cape Town. For the 2011 National Census, SA Logistics delivered 41 million items countrywide, and returned the completed material to Stats SA – all within deadline.

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**Speed Services Couriers** recently introduced a cash-on-delivery facility for business owners.

**XPS couriers** – a subsidiary of SA Post Office Logistics – focuses on business-to-business delivery, reaching 3,200 destinations daily and offering peace of mind through electronically captured delivery confirmation documents. Clients receive proof of delivery via hard copy, CD or website.

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# Let a thousand bureaucrats bloom



Public servants must aspire for and personify qualities such as discipline, commitment and excellence.

**A** Cuban revolutionary, Manuel 'Barbarroja' Pineiro who challenged public officials to act differently, writes:

"Let us increase our vigilance against complacency and arrogance - which may appear like weeds in our work and, if we don't uproot them in time, wind up by invading everything. Let us oppose them with revolutionary unpretentiousness... Let us oppose this with the careful administration of resources, systemisation, planning, and the most intelligent use of all human and technical resources we have."

In a series of meetings with Public Service leaders shortly after he became President in 2009, the above assertions were also echoed by President Zuma when he said that:

"...we need public servants that will always uphold the interests of the people they are employed to serve... we want to build an administration that knows where people live, which knows what they think, and which acts fast, efficiently and effectively on the issues they raise."

As we celebrate 20 Years of Freedom and progress achieved in public service transformation, this discussion ought to develop out of a meta-consciousness premised on the normative values of our democratic society and government: a united, non-racial, non-sexist and prosperous society.

Society expects public servants to "push the envelope" in a manner that permanently alters the socio-political economy and propels the nation into a higher development trajectory.

Understanding the volcanic effects of accumulated disabilities of apartheid on the majority of the population is what should inspire public servants to hanker to do more and to be faster, more responsible and more efficient in the process.

Possibilities for such a cadre abound largely because the political, policy and material space exists.

Apart from political interventions, the emergence of Public Ser-

vice mandarins will be the cumulative outcome of individual and collective effort of senior managers through deliberate interventions of training and development, performance management, mentorship and talent retention, waste reduction, improved coordination, better planning, monitoring, evaluation, professionalism and better communication.

The successful hosting of the 2010 FIFA World Cup can safely be attributed to a growing culture of delivery among Public Sector managers. How did they do it?

- They collaborated and worked towards meeting the targets set by the leadership. Various project teams were organised to tackle each guarantee which had a defined specification and timeline. No game could be televised without the broadcast and telephony infrastructure being in place before and during matches. Event visas were issued, foreign arrivals were swiftly processed, cargo was tightly organised and emergency services were effectively deployed.
- Delivery was against clearly defined timelines albeit tight schedules and in some instances, lost labour hours. Project teams were never at a loss about when they were expected to deliver on each guarantee and more. For example, it is now history that no soccer fan sat on wet cement since stadiums were completed on time.
- Project teams coordinated efforts across sectors, disciplines and spheres of government, i.e. national, provincial and local government departments.
- They organised themselves in project teams with defined roles and responsibilities. Except for a few instances where major deliverables organically grew



into a “guarantee”, roles and responsibilities were clear, thus making it possible to deploy resources and hold people accountable.

- Governance structures and reporting protocols were in place and respected. From local coordinating structures to the 2010 Inter-Ministerial Committee at national level, the message was consistent: monitoring reports had to be delivered in order to appraise the leadership, facilitate decision and “debottleneck” where necessary. In principle, no task was too small to asphyxiate from the leadership.

Thanks to these achievements, the Public Sector established a reputation for being perfectly capable of better coordination.

- Contrary to many other, often less complicated projects, managers working on the FIFA World Cup were able to recruit and retain talent. Speculating about this development some argued that perhaps the knowledge of what was at stake (delivery, on time, according to specifications, within limited budgets) pushed managers to employ the right people in the right roles, and that with the eyes of the world trained in South Africa, there had been pressure to do things right.

The Public Service of the FIFA World Cup is now called to be the similarly effective and efficient Public Service of the National Development Plan, which calls for faster growth, achieved, in part, through a capable State and more impactful Public Service.

At the very least, the professional Public Service that the President has called for should evince the following virtues (in no particular order):

**Political competence:** this means full appreciation of the mandate of the governing party as well as the country’s eminent objectives. Serving is always pleasurable when one comprehends the genesis, object and expected outcomes of such policy priorities as improved education and health standards, creation of decent work, accelerating rural development as well as fighting crime and corruption among others. The desire to build a developmental state must be embraced by the Public Service as a call to action and not just a grand intellectual project.

***"There are tens of thousands of technically competent people in the Public Service and we must aspire to efficiently use their skills in right positions and under enabling conditions..."***

**Technical competence:** this involves employing one’s technical skills to the extent that the service we provide is according to specification and is delivered on time and on budget. There are tens of thousands of technically competent people in the Public Service and we must aspire to efficiently use their skills in right positions and under enabling conditions.

What about those with poor occupational competencies? The President has said they should be retrained and or redeployed to positions where there is fit-for-purpose. Indeed there are many such people in government. However, failure to accurately cost a construction project is different from manipulating this project for selfish purposes.

This distinction is critical so that the Public Service and society in general separate (and up-skill) under-qualified public servants from the corrupt ones who must be purged.

Technical competence and professional excellence are the most vital virtues all public servants should strive for. The bulk of government training budget should go to technical training.

Discipline, commitment and excellence are qualities that the mandarins must aspire for and personify. This requires of us to exercise diligence in the application of public resources (money, time, infrastructure etc.) and striving for superior outcomes of the work we do. Such basics as teachers being at school on time teaching will go a long way in improving the quality of life of all South Africans.

It’s a pity that a culture of entitlement among us is often divorced from the culture and aspirations of discipline and excellence. We often accommodate mediocrity without necessarily counting its social and material costs to the nation.

Trust, honesty and integrity are the other important virtues of the public service mandarins. We must be truthful to our work taking into account the mission, vision and mandate of the employer – the state. Trustworthy people act honestly and with integrity. They are honest with themselves (they know what they can and cannot do and therefore seek necessary remedies) and in their dealings with others.

Public servants should serve with humility and be self-critical. Our vantage point is that the state has invested in us and so we should humbly pay our dues through excellence and efficiency.

We must avoid what one Duke University public values professor calls “delusions of grandeur and delusions of adequacy” which can be so pervasive among those who declare: “I’ve been here for too long so I know what I am doing.” This contradicts a natural phenomenon of the continuity of change. 🌀



# NSG supports a developmental state

*Ms N. Bembe and Mr P.T. Thobileng from the Department of Cooperative Governance and Traditional Affairs on graduation day.*

**T**he National School of Government (NSG) has an expanded role to play in developing the capacity of the State, particularly in order to support the developmental state.

The school is responsible for the provision of quality education, training and development that empowers all public servants and public sector officials to learn, grow and serve in support of government's transformation agenda.

As outlined in the Human Resource Development Strategy for South Africa 2010-2013 and the National Development Plan Vision 2030, a collective contribution is urgently required to make credible interventions that will accelerate progress towards achieving South Africa's development goals. The NSG is a critical role player in mobilising strategic partnerships to build and enhance requisite skills and capabilities.

As such, the partnership between the NSG and Vaal University of Technology (VUT) produced positive results. This was witnessed when officials from different government departments graduated with the postgraduate Certificate of the Executive Development Programme (EDP) in April at the VUT's Vanderbijlpark Campus.

The EDP is one of the NSG's flagship leadership development interventions aimed at enhancing the capacity of public service leaders in a dynamic, democratic, developmental state.

The EDP is a one-year programme tailor-made primarily for senior managers and for specially identified middle managers working in the Public Service, who are central in strategic decision making within departments.

The programme is aligned to the Senior Management Service competency framework, and aims to equip participants with the

necessary knowledge and skills to perform effectively as senior managers and team leaders in the Public Service.

It is also aimed at enhancing capabilities in research, analysis and application of research results. Furthermore, it prepares participants for the challenges that they are likely to encounter as managers.

The entire EDP consists of 10 modules but the Certificate in Executive Leadership is made up of the following six core modules:

- Strategic Planning and Management
- Finance Management and Budgeting
- Strategic Human Resource Management
- Leadership for Good Governance
- Policy Formulation and Implementation
- Programme and Project Management.

The four additional modules are selected by participants who intend to apply for enrolment into the relevant Masters programme of VUT. These are:

- Communication and Customer Focused Strategies
- Leading Change
- Research Methodology
- South African Economy in a Global Context.

Overall, the EDP is mainly a skills programme, hence public departments may enrol participants for each module depending on the required skills.

Since 2011, the VUT and NSG have hosted six graduation ceremonies with approximately 220 candidates who successfully completed the programme.





The sixth annual graduation ceremony in April 2014 had participants from the departments of Agriculture Forestry and Fisheries, International Relations and Co-operation, the then Correctional Services, Cooperative Governance and Traditional Affairs, Tourism, Labour, South African Social Security Agency, Transport and National Development Agency.

One of the graduates, Mr Sandile Kenneth Gadudu from the Department of Tourism, indicated that the programme was such a good platform and exposure that made them aware of the dynamics of being a manager in the Public Service. "The programme is on point; it confronts our day to day challenges at work. The sessions were interactive because it was an opportunity to exchange ideas and share experiences with other departments. When you implement the learning experiences you find them to be helpful in our respective scope of work," Mr Gadudu said.

He further encouraged departments to allow those who have attended the EDP to implement what they have been taught. "I believe if we can be given the space to take the theory we have been taught to the actual workplace. This would benefit the Public Service greatly as departmental performance can also improve in the long run", said Mr Gadudu.

Mr Victor Serakalala, Deputy Director: Policy Development at the then Department of Correctional Services, did not allow his visual impairment to stop

him from completing the programme. When asked which programme module captivated him, he indicated that the Strategic Management module enlightened his understanding, concepts and application of prescripts as required from him as a manager.

"This programme rejuvenated me, it enhanced my finance knowledge, monitoring and evaluation and project management. I applied what I learnt on the programme and I found it to be working for me," Mr Serakalala elaborated.

Since the EDP was rolled out in full in 2009, senior managers in the Public Service have correctly identified this programme as an indispensable intervention for their leadership and professional development.

Over the past five years, more than 680 managers have graduated at different ceremonies held in association with the VUT, the North West University (NWU), and the Nelson Mandela Metropolitan University (NMMU).

More students were expected to graduate on the programme during May, which will mark yet another cohort of successful learners comprising managers from various provinces.

At the time of writing, the NWU certificate ceremony was scheduled to take place on 19 May and for the NMMU on 29 May.

All public service managers interested in the programme can call the NSG contact centre for more information on 012 441 6777. <sup>(9)</sup>

**\* Moses Hlungwani is a Communications Officer at the National School of Government.**



Senior Managers from various departments who successfully completed a year-long Executive Development Programme.



## New Madiba statue for Parliament

President Jacob Zuma recently unveiled a statue honouring the first democratically elected President of the country, Nelson Mandela. The 2,28 metre-high statue of the smiling Mandela is situated at the National Assembly looking towards the gates of Parliament in Cape Town.

The unveiling coincided with the launch of the 20 Years of a Democratic Parliament programme. President Zuma said the statue showed how far South Africa's democracy had come and that Parliament had since been transformed.

"The unveiling confirms that our Parliament, which was once a symbol of white domination, has now been transformed into a progressive institution that upholds the values of unity, equality, freedom and the dignity of all South Africans," said President Zuma. The statue, he said, was also an affirmation that Parliament would continue to promote Mandela's legacy.

"By unveiling this statue, Parliament is declaring that we will continue to walk in Tata's footsteps, that we will continue to draw lessons and inspiration from his exemplary life and that we will continue to honour his memory," he said.

## Eskom wins SA Premier Business Technology Award

State-owned enterprise Eskom has been awarded the 2014 SA Premier Business Award in the Technology category. The awards, established by the Department of Trade and Industry, Proudly South African and Brand South Africa, seek to recognise business excellence and honour enterprises which promote the spirit of success and innovation, which include job creation, good business ethics and quality.

The energy giant clinched the top spot with three of its current technological development pilot projects, the Weldcore Technique, the Eskom Plant Monitor and the Underground Coal Gasification project. According to Eskom, the Weldcore Technique project is used to extend the operational life of specific areas of aging equipment. The Eskom Plant Monitor is an integrated monitoring system used to detect warning systems for generators and transformers while the Underground Coal Gasification project focuses on producing an ad-



vanced cleaner coal fuel source for future electricity production.

President Zuma highlighted at the awards that the winners demonstrated how South Africa was indeed committed to promoting innovation and success, and that opportunities were being utilised to grow businesses and further the economy on the local and global scale.

### **A gem of a service**

Members of the Government Employees Medical Scheme (GEMS) no longer have to struggle to get help or ponder over new rates or benefits of their medical scheme. Thanks to the 18 new walk-in service centres across the country, public servants can now receive information and assistance on-hand.

The GEMS walk-in centres handle all member-related queries such as payment claims, benefits, authorisation, membership cards, tax certificates, statements, contributions, debt, obtaining pre-authorisation. Public servants also wanting to potentially join GEMS can also receive assistance on GEMS offerings such as calculation of subsidy, new applications and more.

To receive all the help you need, just walk into one of the centres from Monday to Friday between 8am and 5pm and on Saturday between 8am and 12pm. Centres can be found in East London, Mthatha, Bloemfontein, Welkom, Braamfontein, Arcadia, Polokwane, Thohoyandou, Nelspruit, eMalahleni, Klerksdorp, Mafikeng, Kimberley, Upington, Durban, Pietermaritzburg, Worcester and Cape Town. For more information visit: [www.gems.gov.za](http://www.gems.gov.za) and click on "Contact Us".

### **South African Airways (SAA) improves flights to Beijing, China**

The SAA has stepped up efforts with new improved flights and flight times to Beijing, China. Following recent extensive negotiations with the Chinese authorities, the airline's schedule to Beijing now offers improved arrival and departure times to and from Beijing, with flights departing about four hours earlier in Johannesburg and arriving four hours earlier in Beijing. Flying time between Johannesburg and Beijing is now about 15 hours.

For South Africa, the Beijing route is strategically important as demonstrated by bilateral trade between China and South Africa, which has increased significantly over the past five years.

Between 2010 and 2013, foreign direct investments have grown and according to the Department of Trade and Industry, total trade between the two countries has been increasing significantly for the previous five years from R118 billion in 2009 to R263 billion in 2013.

Tourism has also grown and China is now the fourth largest inbound tourism market to South Africa, after Germany and the fastest growing market, with approximately 134 000 arrivals in 2013. The SAA is also expanding its code share relationship with its Star Alliance partner airline in China, Air China, after introducing this code share in March 2012. The code share agreement between SAA and Air China complements the non-stop service between Johannesburg and Beijing. The agreement enhances the Department of Tourism and the mission in China to increase trade and tourism to South Africa.

### **Small, Medium and Micro Enterprise (SMME) Hotline improves government payouts**

More than 1 200 businesses have been assisted in receiving payments totaling over R357 million from government departments, thanks to the SMME Payment Assistance Hotline.

To ensure that suppliers are paid out more efficiently, government through the Small Enterprise Development Agency (Seda) launched the help hotline in 2009. Since then over 20 000 calls from aggrieved business owners looking to settle payment processes were logged with various government departments and agencies.

According to the SMME Payment Assistance Hotline's national project manager Manthule Ngoasheng, business owners can use the hotline to apply for help in being paid timeously for doing business with government departments. "The hotline is part of government's efforts to reduce the red tape when it comes to payouts," says Ngoasheng.

Business owners can call the hotline on 0860 7663 729 to lodge a complaint or query, or email an application form, which can be found on the Seda website [www.seda.org.za](http://www.seda.org.za), to [smme@eohcso.co.za](mailto:smme@eohcso.co.za) or fax to 086 680 2113 along with proof of services. The hotline call centre is open between 6am and 6pm from Monday to Friday. ☎

# Repositioning

## South Africa internationally



President Jacob Zuma addressing the 5th IBSA Summit held at the Presidential Guest House in Pretoria.

**W**hen South Africa's first freely elected and democratic government took over 20 years ago, the challenge of repositioning the country's foreign policy was one of the great tasks ahead for our leaders.

Since 1994, the ANC-led government sought to reposition and project South Africa positively within the international community after years of isolation.

The objectives of the new government were clear: to establish an all-embracing and inclusive identity for the country; an identity we can all be proud of; an identity which could earn respect from our neighbours, the continent and the international community.

To this end, the new government had to have a point of reference from which to source key principles that would govern our foreign policy. This reference point was a foreign policy document compiled by the ANC in 1994 titled "Foreign Policy Perspectives in a Democratic South Africa".

This document presented seven principles which have guided the rebirth of South Africa's foreign policy.

These principles were premised on respect for human rights; the promotion of democracy worldwide; the rule of international law; the attainment of international peace; promoting the interests of Africa; that South Africa's economic development depends on the development of regional and international economic cooperation; and that South Africa's international relations must reflect a commitment to the consolidation of its democracy.

In 1994, the Manifesto of the ANC declared to integrate South Africa back into the continent in order for the country to take its rightful place in world politics.

In the 1999 manifesto the ANC acknowledged that great strides South Africa had been made regarding its friendship with the international community.

In 2004, the ANC manifesto promised to hasten and strengthen democracy, peace, stability and economic growth and development in southern Africa and the rest of the continent; to prevent conflicts and ensure the peaceful resolution of such conflicts; to enhance South-South cooperation and North-South cooperation; and to promote a multilateral approach to global challenges.

Finally, in 2009 the ANC manifesto declared to contribute to the creation of a better Africa and a better world.

Today, we stand proud for we have attained many of the promises we have made to our people.

Today, South Africa is better off than it was 20 years ago.

Today, it can be argued that very few countries can set themselves to achieve what South Africa has achieved





South Africa has come a long way in addressing injustice, inequality and poverty.

Society has been totally transformed in every sphere since 1994.

South Africa has abandoned its shameful past and has steadily moved towards building a new culture based on respect of human rights and dignity.

Twenty years on, South Africa has moved from being an inactive reject and pariah state, to a country that plays critical leadership in Africa, and continues to yield power and influence in global politics.

This transformation has brought about great respect for our country, a legacy we must all work hard to preserve for those who will come after us.

In just 20 years, we have broadened our international reach from 34 missions abroad in 1994 to a staggering 126 missions throughout the world, but with a sharp focus on Africa.

Our international trade has also escalated to higher proportions, playing a key role in the eradication of poverty, unemployment, inequality. But a lot still needs to be done to eliminate this triple challenge.

We have been consistently vocal in our belief that the struggle for a better South Africa is inextricably linked to the struggle for a better Africa.

Our contribution to the mandates of the Southern African Customs Union (SACU), the Southern African Development Community (SADC), and the African Union (AU) has been critical in repositioning the continent as a stable region politically; and economically as a preferred investment destination.

Today, our relations with countries on the continent are favourable.

Over the years, we have built and maintained relations with countries of the South both bilaterally and multilaterally.

This we did through our membership with the Non-Aligned Movement, the Group of 77 (G77), IBSA (India, Brazil, South Africa) BRICS (Brazil, Russia, India, China and South Africa) and other important structures.

In the past 20 years, our country has built and maintained solid bilateral relations with countries of the North. They



President Jacob Zuma at the opening session of the 22nd Ordinary Session of Assembly of the African Union.

continue to play an important role in our country's socio-economic development.

Our respect for the rule of international law has been illustrated by our active role and participating in institutions of global governance such as the United Nations (UN), the G20, the G77 and China and the World Trade Organisation (WTO).

Our participation in all these fora has generated increased visibility, influence and respect for the country globally, and indeed gave a balanced account of our milestones over the past 20 years.

Accordingly, the year 2014 presents an opportunity for the people of South Africa, the continent and the rest of the world to join us in celebrating the South African story as we know it over the past 20 years. 🇿🇦



# Eastern Cape poised

to achieve economic growth



**T**he Eastern Cape is regarded as the heart of South Africa's automotive sector, as it produces half of all motor vehicles assembled in the country. International vehicle assemblers include Mercedes Benz in East London, General Motors and Volkswagen in Nelson Mandela Bay and Ford, which produces engines for the domestic and international market at its plant in Port Elizabeth.

However, the Eastern Cape provincial government's new focus on industrialisation, manufacturing and agro-processing is changing the face of the province's economy. This growth in industrialisation has mainly been made possible by increased investments in the Coega Industrial Development Zones (Coega IDZ) and expansion of the Port of Ngqurha

*First Automotive Works plant in Nelson Mandela Metro.*





projects that are set to create hundreds of jobs. World-class research institutions and three of the province's universities have also given the Eastern Cape a powerful labour pool to make it one of South Africa's fastest growing economies.

The most recent automotive investment in the Eastern Cape include a R600 million, 400 000sqm First Automotive Works (FAW) factory which will produce medium/heavy commercial vehicles and passenger and light commercial vehicles at the Coega IDZ. FAW is one of China's foremost vehicle manufacturers.

### Critical infrastructure

On his recent visit to Port Elizabeth, President Jacob Zuma noted that the Eastern Cape's investment on critical infrastructure was crucial for South Africa's economic growth. President Zuma, who has visited the Eastern Cape no less than three times in his capacity as the President of South Africa, highlighted several key strategic roles the province was playing in the country's economy, including the fact that it is home to one of the biggest ports, Port of Ngqura, which employs over 5 000 people.

In 2012 the national government adopted the National Infrastructure Plan of the Presidential

Infrastructure Coordinating Commission, which aims to transform the country's economic landscape while simultaneously creating significant numbers of new jobs, and also to strengthen the delivery of basic services. Under the programme, 18 strategic integrated projects (SIPs) have been developed to speed up the roll-out.

The deepwater Port of Ngqura, which falls under SIP3, has since become Africa's premier trans-shipment hub, linking the world's east and west trade routes. In 2012, President Zuma said the port, which has recently overtaken Cape Town as the second busiest container terminal in Africa, will be further developed in the next few years in order to improve South Africa's international maritime connectivity.

With the automotive industry remaining critical to Eastern Cape's economic growth, in 2011 President Zuma decided to set up a team to follow up on matters raised by the automotive sector after meeting with industry leaders in Port Elizabeth. The President's visit to the automotive plants in the Nelson Mandela Bay Metro was aimed to drum up support for job creation.



*Coega dairy agro processing.*

### Agro-processing

According to Coega Development Corporation's (CDC) Executive Manager for Business Development, Christopher Mashigo, the IDZ is now opening up for agro-processing with potential investors lining up to invest in this sector. Mashigo says agro-processing in the Mediterranean climate of Port Elizabeth and surrounds offers many opportunities for investment. The region close to the Coega IDZ enables a diverse agricultural economy with more than 20 ideal agro-processing products and crops, including citrus, deciduous fruits, dairy, vegetables, ostrich products, wool and mohair.

For instance, Cape Concentrates' factory at Coega is expected to produce 50 000 tons of tomato paste per year from 330 000 tons of fresh tomatoes grown in the regions of the Gamtoos River, Jeffreys Bay, the Sundays River Valley, Somerset East, Fish River and coastal areas between Port Elizabeth and East London. Full production capacity is expected to be achieved within three years and the tomato paste, to be packed into drums, will be sold locally and internationally. It is estimated that the project will create about 600 direct jobs, and over 2 500 indirect employment in farming and related activities.

Cerebos supplies quality salt to the food manufacturing sector. This long-established business is a strong internationally known brand and market leader in the retail salt market in South Africa, with extended distribution into southern Africa. >>

### Energy

Coega is the preferred site of a new oil refinery called Project Mthombo. The R77 billion project is set to be completed in 2017 and would create about 18 000 jobs in the operational phase. The refinery, which will be operated by PetroSA, a state-owned oil company, is expected to produce 400 000 barrels of oil per day.

Coega IDZ will also be home to an Open Cycle Gas Turbine (OCGT), fuelled by diesel with a total capacity of 1020MW. The OCGT power station will be the first of its kind to be operated by an independent power producer. The CDC has a Combined Cycle Gas Turbine power station in the pipeline, which will use liquefied natural gas as a fuel source.

### Transport

Apart from the improvements in the marine transport made possible by the expansion in the Port of Ngqurha, the SA National Roads Agency Limited has been upgrading the N2 national road between Mthatha and East London.

Government has also pumped millions of rand into the upgrading of the Mthatha Airport. Improvements include a



*The then Transport Minister Dikobe Ben Martins and the then Premier of the Eastern Cape Noxolo Kiviet at the official unveiling of the completed runway of the Mthatha Airport.*



new helipad ramp with lights for emergency and medical landing, a new road linking the temporary terminal building and hangars, and the refurbishment of the hangars. Government had decided to upgrade the terminal building in order to encourage more airlines and passengers to use the airport, as well as improve the accessibility to the area for local and international tourists. A tender for R200 million had been advertised for the upgrading of the new terminal building.

### Health infrastructure

According to the then Eastern Cape Premier Noxolo Kiviet, over the last five years the provincial government had managed to refurbish several hospitals, including the Cecilia Makiwane Hospital in East London.

Premier Kiviet (the then Premier of the Eastern Cape) reported during the recent Presidential Siyahlola visit to Port Elizabeth by President Zuma that more than 600 nurses were trained by the Ilitha College, while R32 million was spent on a rehabilitation centre situated in KwaDwesi, Port Elizabeth.

By rolling out sustainable and job-intensive projects, the Eastern Cape is fast becoming one of South Africa's growing economic hubs. 🌐



*President Jacob Zuma tours VW Paint Shop with VW Paint Shop Manager Nico Serfontein during his two day monitoring and evaluation working visit in the Eastern Cape.*





Bakhusele  
Business Solutions  
Pty Ltd

# Accelerating Your Potential To Achieve Your Mission



Bakhusele  
Business Solutions  
Pty Ltd

Bakhusele Business Solutions Pty Ltd, (Bakhusele) is a Small business with its roots in Mpumalanga Province. Bakhusele meaning, "protect them", essentially opened its doors on 12 September 2013.

Bakhusele is a 100% Black owned and disabled Company with its Head Office in Nelspruit and has Offices in KwaZulu Natal and other Provinces. The Business as the name suggests has been introduced to provide solutions to many already existing businesses both from Private and Public sector businesses.

Strategies have been developed to grow the business and fast track it to a medium size business, this centres around the establishment of partnerships and associates with a focus to making a mark in administration, consulting and construction as well as the provision of sanitation solutions which are by far a huge challenge amongst many communities.

The business is introduced today with a diversification of various income streams such as Payroll administration, Change enablement, Value Added Tax (Vat) recovery/ collection , Property Development, Civil works, Building construction, Waste Management, Municipal Waste Management (General Waste Management) and Landfill Management.

We are also bound to conform to appropriate professional membership, such as NHBRC, SAIWM and CIDB, through hard work. Our CIDB Grading's are; 5CE, 5GB, 5 ME, 2SQ and 2EB. We believe the CIDB grading is an enabler for business growth and we shall endeavour to ensure that we reach the highest level in construction related works. Human Resources being the heart of our growth is an important element to success, we shall endeavour to obtain the services of professionals for all fields of specialisation.

Our partnerships / associates such as Ernst Cloete & Associates, Mkhago Health Care Services, Eyesizwe Consultants, Nuplan Development Consultants, Devine Architectural, Dumezulu General Dealer and Construction KMG Chartered Accountants and Takitsi Trading cc. These associates not only share resources but provide preferred advisory services to Bakhusele.



Group Chief Executive  
Mr. Mfanuzodlani E. Mkhabela



Desludging Equipment (Honey sucking Trucks)  
Maintenance, Drainage, Suction of Full Ventilated Improved Pits and Septic Tanks.



Early Childhood Development Structures



Safe,  
Healthy &  
Hygienic  
Ablution  
Structures  
For Schools &  
Households



#### MPUMALANGA HEAD OFFICE

Unit No. 4  
11 Collfin House  
Ferreira Street  
Nelspruit  
1200  
  
PO Box 30047  
Steiltes  
Nelspruit  
1213  
  
Telephone 013 - 753 2586  
013 - 755 4480  
013 - 753 2587  
Fax line 013 - 753 2569  
E-mail solutions@bakhusele.co.za

#### KWAZULU-NATAL

The Square  
Suite No FF007A  
250 Umhlanga Ridge  
La-lucia  
Umhlanga  
  
P O Box 25426  
Umhlanga - Gateway  
4321  
  
Telephone 031 566 6210  
Fax line 031 566 6277  
E-mail solutions@bakhusele.co.za

[www.bakhusele.co.za](http://www.bakhusele.co.za)

#### PROFESSIONAL/INDUSTRY MEMBERSHIP





# A Parliament for the people

**T** rue to the Mother City, a typically chilly Cape Town breeze blows over Parliament Street. A sense of warm fuzziness however, fills me, as I stand before what is perhaps one of the most recognisable buildings in Cape Town – the Parliament of South Africa.

It occurs to me that even those who walk the floors of this architectural beauty every day, surely have to feel that same comforting sentiment. Such is its effect. And, as if Nature had to have the final say, enveloping this building is the magnificent strength of the majestic Table Mountain, almost playing guard and paying homage to it.

Above the city, the sky is blue with patches of dark and grey clouds hovering over the Cape Town skyline. The sun is briefly obscured by the clouds and after a few seconds appears again, bringing a glimmer over the Legislative Arm of the State.

The street is deserted as Parliament is in recess. There is little activity, but small groups of local and international tourists can be seen registering for a tour.

Joining the tour on 90 Plein Street is *Public Sector Manager*. I am delighted that leading the tour is a man who has walked the floors of Parliament for the last 20 years! Public Education Practitioner Kenneth Bange stands ready to take charge.

After exchanging greetings, Bange dives straight into the business of the day. "Parliament is made up of two



President Jacob Zuma delivering his State of the Nation Address in February 2014.

houses – the National Assembly (NA) and the National Council of Provinces (NCOP). Each house has its own functions and powers," he says with a smile, similar to that of a school teacher.

The first building of Parliament, designed by architect Henry Grives, was built in 1885 and is currently used for various committee meetings. The second building, which houses the NCOP was built in 1910, and was designed by Sir Herbert Baker.

The last building which is the current chamber where Parliament sits during important events such as the State of the Nation Address (SoNA), was built in 1985 and was designed by "different architects", Bange informs us.

The NA is responsible for choosing the President, passing laws,



ensuring that the members of the executive perform their work properly and providing a forum where the representatives of the people can publicly debate issues. The Speaker is the head of the NA.

The second house which is the NCOP is also involved in the law making process and provides a forum for debate on issues affecting the provinces. It also interacts with people at a local level.

Its main focus is to ensure that provincial interests are taken into account in the national sphere of government.

Bange himself has a story to tell. He began working in Parliament in 1994 – the year the country attained democracy. He has seen the SoNA delivered by all the democratically elected Presidents, starting with former President Nelson Mandela.

"I've been here for a long time my chief," he says with a chuckle, dropping his shoulder as he talks about what he calls his passion.

Bange's colleague comes running from the old chamber waving his hand with a broad smile. "Sawubona Kenny," says the man. Bange greets him and they chat for a while about a meeting that was underway in the old chamber.

South Africa's Parliament has undergone many transformations as a result of the country's painful past. From 1910 to 1994, it was elected mainly by South Africa's white minority, before the first elections in 1994 that saw the demise of apartheid.

In his two decades working in Parliament, Bange says the institution has undergone major transformation. Notable changes included the establishment of a tour unit in 1997, the use of all official languages, increased access by the public and a change in the staff complement. The pomp and ceremony of the traditional Opening of Parliament, was also changed over the years, to make it richer and more resonant to ordinary South Africans.

He says during the SoNA, young people from schools form what is called a Junior Guard of Honour and civilians also form a Guard of Honour for the procession, led by the Speaker of the NA, making their way to the main chamber.

"The rationale behind this was to make sure that ordinary South Africans become part of the proceedings

unlike the previous government before 1994, which was aloof, and no one knew what was happening.

"I'm told that Mr Mandela was the man behind the whole component of the Civilian Guard of Honour because in the past it was mostly a military affair," he said.

"Most of these changes were made to show the people of this country that this Parliament is for the people. Even when you look at the logo, there is somewhere where it says, "we, the people," he says. He is referring to the drum on the logo of the NA.

Bange says in most cases, people think that the NA is the only important house – and is a favourite with tourists as compared with the NCOP.

"There is still that misconception that the NCOP is a poorer cousin of the National Assembly. That is not true. Both houses are important and they both perform their roles in different ways," he adds. >>



President Zuma at the House of Traditional Leaders.



*The Old Chamber where the first Parliament used to sit.*

Bange says many people think that Parliament's responsibility is only to pass laws and rubber-stamp the word of the ruling party.

"Parliament does not only pass laws. It plays an oversight role. It scrutinises and assesses the impact of government policies. It also ensures that government remains true to its policy commitments and again, it is accountable to the people."

Besides holding government accountable, it also has a responsibility to scrutinise the finances of departments; it responds to the needs of citizens and strives for a better world.

The NCOP's role is different to the NA. It is closer to the people at a local level and interacts with people locally.

According to Bange, over the 20 years that he spent working for Parliament, changes such as increased access by the public, the use of languages, and staff complement are some of the key changes that tell a story of a

changing and maturing democracy.

"You can see that even the level of debate has changed for the better over the years from where it was back then. People do research and come prepared for meetings.

"Of course there will be those individuals who take chances and not prepare, but the majority of people who represent the different political parties take their time to prepare," he adds.

As he walks down the stairs of the NA at the end of the tour, Bange says with a twinkle in his eye, he misses Wednesday, as it is question time.

A midday wind now fills the air. As I walk away from the formidable building, my mind lingers on the changing landscape of Parliament over the past 20 years, and the profound impact this has had on the lives of ordinary citizens, including Bange himself. 📍





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- Leadership and Management

Participants who successfully complete the course will receive a Rhodes University certificate of competence in the course, which is officially accredited at the NQF Level 6 and is known as "Government Media Course: Essential Tools for Editors and Journalists". The first course will run at the SPI from 14-18 July 2014 and the second will be held at the SPI from 6-10 October 2014.

The course fees are R7,200 per person, including course materials, all lunches, teas and one working dinner. For more information, please contact SPI course coordinator Linda Snam on 046-603 8949 or email [l.snam@ru.ac.za](mailto:l.snam@ru.ac.za).

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INNOVUS

The Government Communications (GCIS) has been organising youth dialogues across the country to encourage young people to speak freely about the South Africa they want. **Chris Bathembu** finds out what our youth think about the country they will lead in the next decade or two.

It's hard to imagine now, but Asanda Nthinga's parents simply could not afford to send her to university after she passed matric in 2009.

And when the young girl could not pursue a law degree, she reluctantly took up a job as a waitress at a popular Port Elizabeth eatery. Devastated that her dreams of becoming a lawyer were probably shattered, she started using drugs and even contemplated suicide on several occasions.

Things grew worse when her mother became ill for most of 2010 and Asanda knew the stress of seeing their child hooked on drugs was probably taking its toll on her parents.

But despite being hooked on marijuana and ecstasy, Asanda knew she had to fight.

At age 20 in 2011 she did not give up on her wish to make her parents proud. And so she started knocking on several doors in search of a bursary or any assistance that could land her at university.

When that didn't work out, she picked up the phone and called the ANC Youth League and admits that she had no idea why she did that.

But the person on the other side of the phone line at Luthuli House in Johannesburg advised Asanda about the National Student Financial Aid Scheme (NSFAS) and promised to link her with the relevant people who administered the scheme at the Nelson Mandela Metropolitan University (NMMU). And as they say, the rest is history.

Today, 23-year-old Asanda is a third-year undergraduate



*The then Minister in The Presidency for Performance Monitoring, Evaluation and Administration, Collins Chabane.*

student at the NMMU and is pursuing her dream of becoming a human rights lawyer. Growing up in Port Elizabeth's Motherwell Township, it has always been her dream to study at university.

She is one of many students who have been helped by NSFAS since the scheme was established in 1996.

According to the NSFAS 2013 annual report, in 2012 the fund distributed financial aid of R7,7 billion to 382 943 students, an increase of 15% from 2011.

NSFAS provided funding to students at the 23 public universities and 50 public Further Education and Training (FET) colleges. The Twenty Year Review, released by The Presidency also indicates that since 1994, enrolments at the country's universities have approximately doubled to almost one million students.

"University enrolment has almost doubled, increasing from 495 356 students (universities, technikons and teacher's training colleges) in 1994 to 953 373 students (public universities and universities of technology) in 2012," according to the report.

There are many with backgrounds similar to Asanda's. I found out about this young woman's story as I sat at



the NMMU Goldfields Auditorium waiting for the then Minister in The Presidency Collins Chabane, who was scheduled to address a Youth Dialogue session organised at the university by the GCIS. Asanda was one of many young people who took time to be part of this dialogue.

Many of these young people had stories to tell. Some shared success stories while others called for help to further their studies or start their own businesses.

According to the GCIS Deputy CEO Nebo Legoabe, the dialogue was the first of many such indabas aimed at encouraging the youth to debate issues affecting young people in South Africa and government opportunities meant to assist them. Legoabe says the plan is to have these dialogues in all institutions of higher learning until after the general election.

An analysis of the voters' roll shows that South Africa has a relatively young population, with 49.57% of registered voters under 40 years old. The biggest segment of voters is those aged 30-39 (6.18 million), followed by 20- to 29-year-olds (5.7 million). The Independent Electoral Commission says some 2.3 million new voters were added onto the voters' roll for the first time since voter registration opened in November 2013.

For me, it was particularly fascinating that the first of these youth dialogues was held at the NMMU. This is a higher education institution named after former President Nelson Mandela, a man who had high regard for education. Before democracy, no black students were allowed to study at NMMU, let alone live in Summerstrand, the leafy suburb in Port Elizabeth where the main campus of the university is situated.

But today, even the student residences on campus have African names such as Letaba, Lebomo, Xanadu and Melodi. When I was a student at NMMU, I was also among the few first black students to be elected to house committees that managed these residences.

Even Asanda acknowledges in our conversation that transformation is taking place at South Africa's institutions of higher learning and NMMU, like many universities across the country, is making progress.

There was therefore no shred of doubt in my mind that access to higher education, economic opportunities for the youth as well as employment, was going to dominate the dialogue that we were going to witness in the next two hours or so.

And as the then Minister Chabane walked in, flanked by Nelson Mandela Bay Mayor Ben Fihla, the young people who had packed the auditorium welcomed him with a popular song 'uMandela uthi ayihlome ihlasele' ("Mandela says let's go and fight").

The tune was very common during the liberation struggle and was used in communities to encourage people, as commanded by leaders like Mandela and Oliver Tambo, to up their fight against the apartheid system. It was also popular during the 1976 student uprising in townships like Soweto.

But as Asanda tells me, the agenda of young people in South Africa has changed. The youth are no longer in a physical fight with the government or the system. In 1976 young people took to the streets of Soweto to protest for better education and to fight against the use of Afrikaans and Bantu education, which was an education system solely for black people.

"Today we are mainly concerned with access to fast Internet broadband, good education, the latest trends in technology and how to solve problems. That is our fight, my chief," says the opinionated Asanda. For a so-called "born free", she has an incredible interest in South African politics.

Our conversation has been gaining momentum when we are interrupted by an instruction to stand for the singing of the national anthem. It was a few minutes after a few remarks from a local politician that Minister Chabane took the podium.

His opening remarks paved the way for an exciting debate amongst several speakers who took turns to the podium to deliver short speeches that later invited a wave of questions from the mainly young audience.

In his speech, Minister Chabane touched on, among other things, the National Development Plan, a document that offers a long-term perspective for South Africa. The Minister also challenged his audience to "think hard" and reflect on the past 20 years and what South Africa has achieved since a democratic government took over power in 1994.

Predictably, many of those who spoke after Minister Chabane argued that in post-apartheid South Africa it could be said >>

that young people stood an equal chance of making it big in life. Inevitably, some said poverty, unequal education, diseases of every sort and high rate of unemployment posed a danger to the liberty of youth.

One or two speakers quickly pointed out though that these challenges, unemployment in particular, were a global phenomenon and were not only a “South Africa thing”.

“When we speak of unemployment, is it not a global challenge? Should we not be trying to come up with solutions to address it globally starting in South Africa?” argued the speaker.

Another young person invited the audience to debate what exactly it takes for an average young South African to make it in the rainbow nation delivered by Mandela and his generation in 1994.

According to him, opportunities have created and policies put in place to assist previously disadvantaged South African youth.

“Essentially I believe it is always up to individuals to grab the opportunities that came with the new South Africa,” he said.

This statement did not sit well with some. One young woman stood up and spoke of a friend who, she said, had been battling to access opportunities because he struggled to get an ID.

“This young man I know has the brains and will to make it in life. But all his efforts to get an ID have not been successful. Those are the little things that should not happen”. She pleaded with the Department of Home Affairs to ensure that young people with documentation challenges were assisted.

But there were things all the speakers and those who posed questions seemed to agree on. Among these was that access to education had improved remarkably since 1994. The majority of speakers could testify that they were either beneficiaries of the NSFAS or knew of children who were attending no-fee schools.

“We can’t deny that the doors of learning have been opened for all of us. But we demanded free education for all and it is something that we are still pursuing,” concluded another speaker.

By the time the event finished a little more than two hours later, I was once again reminded that this country’s political problems had, after all, been solved through dialogue. Because

our leaders could speak around a table, despite their differences, we were able to avert a potential civil war in the 1990s.

When I spoke to the then Minister Chabane later, he emphasised the importance of young people talking and said these conversations did not always have to culminate in agreement with the government of the day.

“It’s important for them to understand where we were in 1994 and where are we now so that when we look forward to the plans we are putting in place, they should be able to look at them in context.”

The Minister felt that most young people underestimated their role in the construction of the country.

“It is through them that we will have a country tomorrow, the future of this country is in their hands”.

He also said the success of the country’s schooling system had led to unprecedented numbers of students flocking to universities and universities of technology to further their studies. This had, in some instances, created a challenge as some universities could not accommodate the

increased numbers.

The then Minister Chabane said the plan now was to arm FET colleges to cater for the needs of school leavers.

“That is why we are saying those in FET colleges or vocational schools must not take themselves as failures. Those skills we need. You may have a degree in sociology, but you can’t fix a tap at home and you will need a plumber.”

“From 2009 we have increased the intake of FET colleges by 90% so this means people are beginning to take these institutions serious.”

With South Africa this year celebrating 20 Years of Freedom, it is young people like Asanda who give meaning to efforts made by individuals to reach success.

And as Madiba said after the country’s first year of freedom in 1995, for South Africa to achieve, young people must be at the forefront of reconstruction and development. That statement is as relevant today as it was 20 years ago. 📞

***“From 2009 we have increased the intake of FET colleges by 90 per cent so this means people are beginning to take these institutions serious”.***



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# RUSTENBURG

## *Rapidly Moving*

Initial research into how the citizens of Rustenburg felt about the city's proposed Bus Rapid Transport (RRT) project elicited responses such as: "we as a community are moving together as one"; "It includes everyone"; and, "because we are a united city" so the name Yarona. Now there is a sense of pride and ownership from the residents of Rustenburg as the project grows from strength to strength.

Marketing and Communication Manager, Muaaz Gani, concedes that there have been some delays in the past few months, but says that, with any project of this scale, challenges may be tantamount but they bring out the best in those working on the project.

As he explained in a recent report back meeting, 2013 was the year of planning, design and construction while 2014 will involve intense construction, negotiations with the taxi industry and the long anticipated launch of the new public transport brand for the system.

The spend to the end of January of this year was R683 million, for 2014-2015 the budget is R900million, followed by R1 billion the following year, which includes the bus fleet as well.

Construction of the first section of Corridor A on R104 has since been completed. Construction of the Corridor B (north east) bus lanes is under way.

The locations of bus stops along feeder routes are currently being determined, and when finalised they will be shared with the public and other affected parties.

Bus stops will be a combination of shelters and stops, depending on the location and needs of commuters. Work will start this year on the stations on the Tlhabane trunk route while bus stop and shelter designs are being finalised for the feeder routes. Work on the design for depot and bus holding areas has already commenced.

Importantly, more than 30% of materials, labour and supplies are being procured with local businesses

For Phase 1 and 2, two depots and one holding area will be needed and a depot is planned for the CBD and Boitekong. This is close to the trunk routes to minimize "dead" kilometers for buses to travel.

Addressing traffic considerations, Gani said, of the North West Corridor (R104) – "The RRT is currently conducting traffic counts to address the traffic volume experienced this year to determine the optimum traffic flow". As part of the recalibration of traffic signals, the right turning signal timing as experienced by road users will be adjusted accordingly.

"The installation of traffic signals at these intersections has been designed to ensure a smoother flow of traffic in anticipation of the future public transport system," Gani adds.

Parking policy changes for public transport have been introduced. As Gani explained, because none were in place and, with the introduction of an integrated public transport network, it was necessary to develop a clear







Marketing and Communication  
Manager, Muaaz Gani

policy around the routes and parking of private vehicles in and around where public transport is being operated.

"This is both from a safety and congestion point of view to ensure passenger safety and ease of use and prioritisation of public transport," he elaborated.

Public meetings will be held in July to garner a response but strategies to be implemented include the protection of public mobility routes by removing on street parking on the rapid rapid transport corridors for safety and congestion. Alternate off-street options will be provided and "Park and Ride" facilities will be promoted. People will also be encouraged to use bicycles and walk in and around the city.

In compliance with universal access guideline principles, parking for the disabled, will be dramatically increased to a ratio of one bay for every 50 normal bays. Modern parking technology will facilitate improved overall management and there will be zero tolerance for non-compliance and illegal parking.

A freight policy is being developed to address that fact that presently, and for the foreseeable future, road transport is the dominant means of freight movement to, from and through Rustenburg.

As Gani explained, "Regulating and directing freight transport around urban areas and where public and private car transport operates is vital."

More consultation will inform the actual details of the short and medium term freight plan.

### Industry Transition

Nine taxi associations will be affected by Phases 1 and 2

of the RRT and a Taxi Negotiation Forum has been formed from these associations to negotiate inter alia the following:

- Compensation;
- Formation of the BOC;
- The 12 year Bus Operating Contract;
- Bus Transition
- Affected routes of Bojanala/Thari have been identified and agreed to;
- A Memorandum of Understanding has been concluded between Rustenburg the Bojanala Bus company confirming the engagement process between the parties and following aspects of the industry transition steps.

It is anticipated that all these processes will take another 12 months to complete

### Key Milestones for 2014:

- The affected business evaluation process to be completed by 2015
- Compensation negotiations with taxi industry to be completed by 2015
- There will be an overlap between compensation and operating contract negotiations
- The contract between Rustenburg Municipality and Bus Operation Companies to be signed by 2015 for Phase 1 and 2 operations.
- Launch of new public transport brand
- Procurement of Phase 1 & 2, 210 Bus Fleet for 2016 operations.

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# South Africa, Mozambique intensify war against rhino poaching



*The then Minister of Water and Environmental Affairs Edna Molewa, and Mozambican Minister of Tourism Mr Carvalho Muaria, sign a Memorandum of Understanding in the field of Biodiversity Conservation and Management at Skukuza in the Kruger National Park.*

**S**outh Africa and Mozambique have taken a significant step towards closer cooperation with the signing of a memorandum of understanding (MoU) in the field of biodiversity management and conservation.

The MoU was signed by the then Water and Environmental Affairs Minister Edna Molewa and Mozambican Tourism Minister Carvalho Muaria, at Skukuza in the Kruger National Park (KNP) in April 2014.

The signing of the agreement between the two countries is the third biodiversity management MoU to be entered into by South Africa with so-called rhino horn consumer and transit states in the past 16 months. While all three signed agreements are broadly directed at land and marine conservation, the emphasis in implementation has been rhino poaching as part of the bid to halt the killing, and possible extinction, of these iconic animals.

During 2013, the government, through the Department of Environmental Affairs (DEA), increased international cooperation with the signing of a MoU with the People's Republic of China on cooperation in the fields of wetland

and desert ecosystems and wildlife conservation. The MoU is to be supplemented with an implementation plan expected to be signed soon.

The MoU with Vietnam on cooperation in the field of biodiversity conservation and protection, signed in December 2012, was followed by the signing of an implementation plan putting into action the terms set out in the MoU in May 2013.

Good progress has been made with the implementation of the MoU. A high-level delegation from Vietnam undertook a working visit to South Africa in March 2014 to emphasise the commitment by Vietnam to improving cooperation on biodiversity conservation, especially controlling the illicit trade and poaching of wildlife, including rhino. A second workshop is expected to be held later this year.

The South Africa-Mozambique MoU was concluded less than a year since a meeting between the two ministers in Maputo, where the necessity of such an agreement was emphasised.



The signing of the MoU took place within the context of strengthening relations between the two countries to enhance the protection of endangered species such as the rhino, while working towards a common and coordinated management approach for the Greater Limpopo Transfrontier Park (GLTP).

The main areas of cooperation contained in the MoU include biodiversity management, conservation and protection; the promotion of biodiversity, sustainable use as an integral part of conservation of species and ecosystems; compliance with the Convention on International Trade in Endangered Species (CITES) and other relevant internationally, regional and sub-regional binding conventions and protocols; biodiversity law enforcement; joint technology innovation, development and enhancement, as well as wildlife trade, protected areas management, community development through biodiversity economy, and sustainable livelihoods.

However, cooperation between the two countries to deal with the scourge of rhino poaching has not been limited to the signing of the MoU.

Since the bilateral meeting between ministers Molewa and Muária in June 2013 – where an implementation strategy to combat wildlife crime was endorsed – good progress has been made with the operationalisation of a Draft Cooperation Agreement on the Joint Protection and Management of the Rhino and Elephant Population in the Great Limpopo Park and Conservation Area.

This agreement has resulted in increased joint collaboration efforts on rhino anti-poaching interventions at park management level.

The development of a Joint Operations Cross-Border Protocol by the park management agencies will, once approved by the safety and security clusters of the two countries, provide for joint cross-border operations.

Additional steps being

taken by South Africa and Mozambique in the past year have included the maintenance and erection of fencing along the eastern boundary of the KNP with Mozambique, the strengthening of the buffer zone in Mozambique by establishing the Greater Lubombo Conservancy and creating an intensive protection zone in the Limpopo National Park.

Well-trained and armed anti-poaching unit members are being deployed in Mozambique for joint operations with the KNP team as operational plans between the Limpopo National Park and KNP are being synchronised to ensure greater effectiveness and success.

Within the Southern African Development Community (SADC), the Joint Permanent Commission on Defence and Security, under the leadership of the South African National Defence Force, in September 2013 adopted a decision that has enabled South Africa to collaborate with Mozambique to develop and implement a common strategy to deal with poaching.

On another level, South Africa, as a member of the International Consortium on Combating Wildlife Crime (ICWC), has joined other member states in recognising that wildlife trafficking is a significant conservation, safety and security, and social issue that has far-reaching impact on species, ecosystems, livelihoods, sustainable development, economies and national and regional security.

In 2013, officials from the DEA and the University of Pretoria's Veterinary Genetics Laboratory, in collaboration with the ICWC, trained law-enforcement officers from 10 African countries, including Mozambique, in DNA sampling. Law-enforcement officers from China, Thailand and Vietnam, and South African National Parks, also participated in the workshop.

Earlier this year, South Africa and Mozambique separately re-

ported to CITES regarding

steps being taken to address rhino poaching in

the two countries. At the

16th CITES Conference of Parties in March 2013, a deadline of 31 January 2014 was set for Mozambique and Vietnam to report on concrete legislative and other security measures taken to curb rhino poaching.

South Africa is required to provide information to the Working Group on »



Rhinoceros by 31 January 2015 on the effectiveness of strategies or programmes aimed at reducing the illegal trade and consumption of rhino horn products. This report must also indicate steps taken to enhance community awareness regarding economic, social and environmental impacts of illicit trafficking in wildlife crime, as well as steps taken to encourage the general public to report illegal activities related to wildlife trade to appropriate authorities for further investigation.

Another concrete measure prior to the signing of the MoU, and in line with the measures required by CITES, was the enactment by the Government of Mozambique of the Conservation Areas Act on 9 April 2014 – a move welcomed by Minister Molewa as a “commendable step forward for conservation in the region”.

The Minister described the new Act as a clear sign of the commitment by Mozambique to fighting the scourge of wildlife crime presently plaguing both countries.


“South Africa has taken note that the new Act provides a legislative framework for Mozambique to support its international biodiversity conservation obligations and importantly for South Africa,” said Minister Molewa.

The Conservation Areas Act recognises transfrontier conservation areas as one of its national conservation area categories. It has strengthened the enforcement and punitive measures, thus providing for significant sentences for wildlife crime-related activities including rhino poaching, for those convicted by Mozambican courts.

In South Africa, National Prosecuting Authority statistics provided to the DEA show that in the 2013/14 financial year, 65 cases were finalised against 130 accused – with a conviction rate of 63.1%.

Of 82 convictions, eight were found guilty of possession of rhino horns and seven were convicted of dealing in rhino horns, 21 for the illegal hunting of rhinos, 39 for illegal possession of firearms or ammunition or supplying firearms and 44 for trespassing.

Minister Molewa said at the signing of the MoU that South Africa looked forward to continued engagement and enhanced cooperation with the Mozambican government in ensuring that the region’s wildlife was not decimated.

The Minister expressed the hope that wildlife in both countries would be here for future generations to enjoy while sustaining the livelihoods of the people of the two countries. 



### South Africa's strong relations with Mozambique

- South Africa and Mozambique have enjoyed excellent relations since 1994 and had a unique relationship of solidarity in the struggle for liberation prior to this. Mozambique is regarded as a priority country for South Africa within the SADC region and, in this context, South Africa recognises the need for engaging with Mozambique on wildlife management, particularly with respect to addressing the scourge of rhino poaching within the GLTP, as escalating incidences of poaching have become a major challenge within the GLTP both to rhino and elephant populations.
- The creation of the GLTP in 2002 resulted from the amalgamation of the KNP, the Limpopo National Park in Mozambique and the Gonarezhou National Park in Zimbabwe. The signing of the treaty on the establishment, development and management of the GLTP by the Heads of State of Mozambique, South Africa and Zimbabwe culminated in a number of successes that included, among others, the creation of Giriyondo tourist access facility, the translocation of more than 5 000 animals to the Limpopo National Park and facilitating the natural migration of approximately 1 000 elephants and 300 rhino, and many other species into the Limpopo National Park, as well as an overall enhancement of the relationship among the three countries.

**\*Eleanor Momberg is a Deputy Director at the Department of Environmental Affairs.**



# SANRAL builds roads and the economy

## No roads, no growth.

That lies at the heart of what drives the South African National Roads Agency SOC Ltd (SANRAL). It plans, designs, funds, constructs, operates, rehabilitates and maintains South Africa's national roads.

As the Urban Land Institute and Ernest and Young reported in 2011: "Governments around the world rank infrastructure policy among their greatest concerns. The modernisation of infrastructure is seen as being critical to future economic competitiveness and crucial to accommodating expanding populations in urbanising environments."

SANRAL is fully cognisant of the fact that the national road network links the main cities and economic regions of the country and thus plays an important developmental role in economic growth and social upliftment.

SANRAL is responsible for the financing, management, maintenance and improvements of 19 704 km of roads – a figure which is set to almost double in the next few years as more provincial roads are handed over to the agency.

Established in 1998, shortly after the democratic transition, SANRAL has played a pivotal role during the first 20 years of freedom in looking after a network which connects the country's major cities, towns and rural areas and facilitates the effective movement of people, goods and services.

It is acknowledged as one of the best-run government agencies in South Africa and it continues to set the bar high for the achievement of financial and non-financial targets, technological solutions and innovations.

SANRAL's contribution to balanced economic growth and job creation cannot be underestimated. In the 2013/14 financial year alone, it awarded 255 direct contracts to the value of R11.6 billion for new construction, rehabilitation and maintenance work. A total of 820 black-owned firms received work packages and close to 73 000 jobs of varying durations were created.

As an ethical and responsible organisation SANRAL ensures that all new road developments are preceded by comprehensive environmental impact assessment and wide-ranging public consultation. In addition, the company carries out feasibility studies, traffic studies and socio-economic benefit analyses.

A total of 84% of the national road network is funded by the National Treasury and the remaining 16 % SANRAL constitutes the toll portfolio which is funded through public-private partnerships and borrowings from capital markets.

The national road network is being extended. Because of the excellence of the work done by the national roads agency, provincial roads in the Eastern Cape and North West have been handed over to SANRAL, with more provinces to follow. It

is expected that this trend will continue and that the total national road network will eventually grow to 35 000 km.

It does mean that these roads, which in many cases have not been maintained at the high standard SANRAL sticks to, will have to be upgraded at a considerable cost. But the agency is confident that it has the engineering capacity to take on this extra task as it boosts infrastructure growth and thus the economic growth in the country.

One such project is the construction of the eight kilometre stretch between Melkbosstrand Road and Philadelphia Road and two more sections of the N7, running from Cape Town to the Gariep River and a major contributor to the economies of the Western and Northern Cape.

SANRAL is also particularly proud of the Nelson Mandela Bridge it had built for the City of Johannesburg in 2003, crossing 42 railway lines without disturbing rail traffic and connecting two main business areas, thus reviving the inner city. SANRAL sees bridges not only as engineering feats connecting two points across a gap. They are also architectural wonders and become landmarks - as the bridge called after the country's icon very clearly is.

In the third decade of freedom and democracy, SANRAL will be a key agency in the delivery of the state's multi-billion rand investment in economic infrastructure. Each of the 18 major Strategic Infrastructure Projects (SIPs), already announced by the Presidential Infrastructure Coordinating Commission, will be dependent on a well-maintained road network to complement other modes of transport.

In the North West Province, for example, SANRAL has been appointed as the coordinator of SIP4 to unlock economic opportunities in the mining, agricultural and tourism sectors which have the potential to spread its benefits across the country's borders into the rest of southern Africa.

The National Development Plan, the widely-acclaimed framework for South Africa's economic growth over the next 20 years, has identified infrastructure as a pre-requisite for balanced economic growth and higher employment.

SANRAL will continue to ensure that the national road network forms the backbone of the collective initiatives to meet the country's developmental objectives.

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# Solomon Mahlangu honoured with new education fund

**E**ducation and youth empowerment took centre stage when President Jacob Zuma launched the R20-million Solomon Mahlangu Scholarship Fund in Sandton, near Johannesburg recently.

The fund, created through an historic partnership between the National Youth Development Agency (NYDA) and the Department of Higher Education and Training, saw both partners putting up R10 million each.

Named after the late struggle icon Solomon Kalushi Mahlangu from Mamelodi, who was executed under apartheid laws at the age of 23 after he was wrongfully accused of murder and terrorism, the fund will give more than 200 young South Africans the chance to further their studies at tertiary institutions across the country. They will receive funding for their first year of study, and depending on their grades, they will qualify for second, third and final year of study.

As the country celebrates 20 Years of Freedom this year, President Zuma promised at the launch to ensure that young people in South Africa would enjoy a better life than those who lived during the apartheid era, where education was used as an instrument of defeat black people.

"We want access to quality education to be one of the tangible fruits of freedom for our youth," said President Zuma.

The new fund, said President Zuma, was in line with government's focus on education. "The democratic government views education as an instrument of freedom and development."

The NYDA also recognises the importance of educating South Africa's youth and has realigned its focus towards education and skills development.

NYDA Chairperson Yershen Pillay said: "We aim to grow the scholarship into a multi-billion fund, the biggest the continent has ever seen, opening the doors of learning for our youth."

Pillay called on the private and public sector to get on board to make more young people's dreams come true.

## Giving youth a second chance

President Zuma also highlighted another project committed to ensuring youth continue the pursuit of excellence through

education. The NYDA's National Senior Certificate Rewrite Programme is helping the country's youth better themselves.

The programme helps those who failed matric or did poorly to rewrite their matric exams. To date more than 8 000 young people have been assisted in rewriting their matric exams.

President Zuma highlighted that a number of the graduates of the rewrite programme are now beneficiaries of the Solomon Mahlangu Scholarship Fund.

The President mentioned Naledi Mapula Khoza, who achieved 95 per cent in Mathematics, 72 per cent in Physical Science and 85 per cent in Accounting; Johannes Tebalo Kokozela who achieved 91 per cent in Mathematics and 79 per cent in Physical Science, and Nqakiso Moyo who achieved 83 per cent in Mathematics and 77 per cent in Physical Science in last year's rewrite programme.

At the prestigious launch the first crop of beneficiaries were unveiled and awarded their bursaries.

One of these is 24-year-old Ntsako Shiringani from Bushbuckridge in Mpumalanga, who said the fund had given her the opportunity to rewrite her own history.

After matriculating in 2007, she studied Information Technology (IT). However, after three years, she decided to go back to matric and to better her matric results.

"I did not pass well in 2007, which is why I ended up going to a college to pursue something that I had no interest in. I realised I wasn't happy and IT was not what I wanted to do as a career so I made the biggest decision of my life. I went back to high school."

Shiringani exchanged her fancy clothes for a full school uniform again and braved sitting in a classroom with learners much younger than her. At first she chose not to do Mathematics but after realising that it was a requirement at all the universities she had applied to she took on the subject.

Despite being six months behind, she passed all her subjects, achieving five distinctions and a 62 per cent >>





President Jacob Zuma and the then Minister in The Presidency Collins Chabane with Ntsako Shiringani, one the recipients of the Solomon Mahlangu Scholarship Fund. The President recently launched the R20 million fund that helps students from disadvantaged areas further their studies.



President Jacob Zuma with one of the recipients of the Solomon Mahlangu Scholarship Fund. Also in the picture are the then Minister and Deputy Minister in the Presidency Collins Chabane and Obed Bapela.

for Mathematics. "I'm now older and more focused, I decided to fix my own mess and it is slowly paying off."

She is now a first-year commerce student at the University of Johannesburg (UJ) and is the first in her family to attend university.

For Isaac Mashego of Sebokeng, the possibility of going to university was always just a dream.

"My mother is unemployed and my father works as a driver for a mining company," said the 19-year-old, who has eight siblings.

"I knew that there was no way my parents could afford the fees, so the only way I was ever going to get to study, was going to be through a bursary or scholarship."

Mashego worked hard in matric and applied for as many bursaries as possible. Even though his results were good, he knew he did not have a backup plan if his efforts to obtain a bursary failed.

Thanks to the Solomon Mahlangu Scholarship Fund, Mashego didn't need a backup plan and is currently a first-year electrical and electronic engineering student at the UJ.

"I am so happy that I finally have the power to change not only my future, but of my family as well," said the proud recipient.

According to Pillay, the fund will cover all the costs of the beneficiaries' studies, which include tuition, books, meals and accommodation. The scholarship will also fund learners studying Information and Communications Technology, Law, Tourism, Geology, Logistics, Pharmacy, Journalism, Agriculture,

Engineering, Development Studies and Supply Chain Management.

## 20 years of achievements

President Zuma used the event to reflect on South Africa's significant achievements in education since 1994 by announcing that aside from two recently launched universities – Sol Plaatje in the Northern Cape and the University of Mpumalanga – 12 new Further Education and Training (FET) campuses were currently being built across the country. These colleges will be built mostly in rural areas and two other campuses will be refurbished.

"The opening up of new institutions is informed by the dramatic increase in the student population each year," said President Zuma.

According to government's Twenty Year Review, student enrolments at universities have increased from 495 356 students in 1994 to 953 373 in 2012. Enrolments at FET colleges increased from 271 000 in 2000 to over 657 690 in 2012.

The National Development Plan, which aims to eliminate poverty and inequality, also sees an increase in higher education enrolments from 17 per cent in 2012 to 25 per cent by 2030. The new fund recipients will also contribute to increasing student enrolments at tertiary institutions across the country. 📖





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# Government firm on stamping out



*Writer: Phumla Williams  
Acting Chief Executive Officer Government Communications (GCIS)*

**T**he South African Government has over the past 20 years ensured that everyone within the country's borders enjoys equal rights and protection as enshrined in our Constitution.

We have therefore noted with concern the practice of luring people to the country with false promises of lucrative jobs. Often, criminal syndicates use this as an avenue to force people into prostitution, drug trafficking or forced labour. The recruitment and transportation of people by deception for the purpose of exploiting them economically is nothing less than human trafficking.

Human trafficking is a crime in South Africa and is a serious violation of human rights as enshrined in the Bill of Rights. This issue is receiving urgent government attention and we are doing all we can to combat it.

Government will not tolerate such practices in our country and law-enforcement agencies will take stern action against any perpetrators. President Jacob Zuma last year signed the Prevention and Combating of Trafficking in Persons Bill into law. It gives government the means to tackle human trafficking holistically and comprehensively.

The Prevention and Combating of Trafficking in Persons Act, 2013 (Act 7 of 2013) also makes it an offence for any person to intentionally engage in conduct that causes another person to enter into debt bondage. It further criminalises the possession, destruction, concealment of, and tampering of travel documents.

The law provides for a maximum penalty of R100 million or life imprisonment in the case of a conviction. It also affords victims with protection and assistance to overcome their

traumatic experiences. For instance, a foreign national who is a victim of human trafficking is entitled to public healthcare services as provided for in Section 27 of the Constitution.

Reacting to the signing of the Bill by the President, Dr Erick Ventura of the International Organisation for Migration in South Africa said at the time: "The signing of this Bill is important not only to prevent and combat human trafficking in South Africa, but also to bring justice to trafficked persons. We believe that these severe penalties will serve as a deterrent to potential perpetrators."

This legislation is in line with country's international obligations as a signatory to the United Nations Protocol to Prevent, Suppress and Punish Trafficking in Persons. It places an obligation on the country to provide support to victims of trafficking and ensure their safety should they be returned to their respective countries.

We all have a role to play in combating human trafficking. Human trafficking is not only limited to people being trafficked from one country to another, but also includes them being moved from rural to urban areas. As communities, we must not allow abuse and injustices against all people to take place while we have institutions that have been created to deal with the scourge of human trafficking.

Anyone who has fallen victim to such crimes is encouraged to report it to the South African law-enforcement agencies so that perpetrators can face the full might of the law. 📞



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# Honouring Mandela's spirit of service

**A**s President Barack Obama noted, "We will not likely see the likes of Nelson Mandela again. So it falls to us as best we can to forward the example that he set: to make decisions guided not by hate, but by love; to never discount the difference that one person can make; to strive for a future that is worthy of his sacrifice."

President Obama delivered the remarks on the passing of the former President and international icon in December last year.

But, perhaps, if public servants, especially young ones, can draw lessons from Mandela's legacy – one based on the foundations of human rights and serving the nation – South Africans can witness the rise of a new generation that follows in this giant's footsteps.

Throughout his life, President Mandela followed three rules at great personal sacrifice: free yourself, free others and serve everyday – it was not just his mantra, it was his way of life.

On his release from prison, Madiba made clear his orientation as a public servant of the people. And in an unprecedented move in the Public Service, Madiba gave up much of his salary as President to charity.

In the third sentence of his first speech upon being released after 27 years in jail, he said: "I stand here before you not as a prophet but as a humble servant of you, the people."

With the Nelson Mandela International Day 2014 nearly upon us, South Africans would do well to emulate his dedication to serve.

Mandela's heroes are public servants who practise "Batho Pele" daily; citizens who report crime; educators, nurses and police officers who serve diligently; those unsung heroes and heroines who make the wheels of government turn.

The public servants who refuse to be corrupt or corrupted and those who treat citizens as shareholders and not clients.

Workers in the Public Service sector are the engine South Africa runs on and if the engine is not performing optimally, the State cannot deliver as fast as it should.

As a young South African, I am of the firm view that pub-

lic servants need to let the Constitution, particularly Section 237 – which stipulates that all constitutional obligations must be performed diligently and without delay – guide their decisions and actions. Citizens want a state that cares, listens and is ethical.

We all have a role to play to ensure that ours is a state that is accountable, operates with integrity and is responsive to the needs of all its people.

As public servants we should have an unwavering commitment to non-racialism, non-sexism and great respect for difference and diversity: whether related to race, gender, nationality, sexual orientation, language or culture.

We must refuse to be paralysed by our history, legacy and contemporary problems. Instead, we must remind ourselves of our ingenuity and courage in fashioning a fabulous Constitution and achieving our democracy.

At the heart of leadership is integrity and honesty. Ethical leaders tell no lies. Expose lies whenever they are told. Mask no difficulties, mistakes, failures. Claim no easy victories.

Leaders, like Mandela, look beyond themselves. They see potential all around them, seek to build new generations of leaders who will be better than them, create opportunities for developing people, provide experi-







*The then Deputy President Kgalema Motlanthe at the launch of the Nelson Mandela International Day Campaign.*

ences and space to learn lessons, and teach by living the core values associated with leadership.

Of course, leaders need committed but critical supporters, who also act as agents of change, strong institutions and a strong civil society. Leadership, then, becomes everyone's task and responsibility.

Leadership is a service. And service comes with sacrifice. The sacrifices one person is willing to make for the good of others can take many forms. The giving of one's time and energy is certainly a sacrifice.

As we remember the late iconic public servant, Mandela, the message is clear – each individual has the ability and responsibility to impact positive change every day.

Let's spread the message of hope and action together, starting with this Nelson Mandela International Day 2014.

### **Mandela Day 2014**

Celebrated across the globe in honour of the late statesman's birthday on 18 July, the Nelson Mandela International Day campaign, which was launched at the Nelson Mandela Centre of Memory in Johannesburg on 8 April 2014, gives everyone the opportunity to emulate Mandela's role as public servant.

Speaking at the launch, the then Deputy President Kgalema Motlanthe said the day should signify the commencement of the global call to action for public service and an opportunity for all to emulate his role as public servant.

He said 18 July, which would be celebrated for the first time since Madiba passed away in December 2013, should be a reminder of public-service obligations, a capacity to secure cross-sectoral cooperation, and a way to address challenges such as alienation which faced both South Africa and the world.

"Mandela Day reminds us of our public-service obligations. It tells those who work in government that they should see themselves as public servants rather than as government officials.

"Secondly, Mandela Day promotes a broader ethic of service. It tells us all, in whatever societal spacing or sector we are in, that we find liberation for ourselves only as we take responsibility for the liberation of others," the then Deputy President said.

This year's Mandela Day launch is particularly symbolic in that it offers South Africans, and the world, an occasion to honour the ethos of Mandela in the year that marks South Africa's 20th year of democracy.

"This is all the more reason we have to up the ante, ensuring that this day is imbued with durable meaning that reverberates across time and space. This is a day that re-inspires all humanity, in that, it says to all of us that we can change the world for the better, in whatever way we can as individuals," said the then Deputy President Motlanthe at the launch of the 2014 campaign, which was attended by Mandela's long-time friends – including Ahmed Kathrada – and Mandela family members including Mandla Mandela, who recently gathered at his ancestral home in Qunu for a traditional ritual to mark the end of their mourning period.

The then Deputy President used his address to highlight the significance of Mandela Day on 18 July as an event that honours South Africa's late statesman while bridging the gap between the "haves" and "have-nots". He also called on South Africans to work together to confront social ills within their communities and build a better world.

According to the then Deputy President Motlanthe, the day evokes a broader ethos of service that opens Madiba's legacy to interpretation, where people across the world can apply the theme of service in their own context. >>

"Nelson Mandela fought for social justice for 67 years of his life. It is not too much to ask that we devote 67 minutes of EACH day in EACH year to honour his lifelong legacy. This is a day that inspires all of humanity and reminds us of our public service to each other," the then Deputy President Motlanthe said.

He described the Mandela Day ethos as building cultures of service that inspire positive change in communities.

“This is a day that re-inspires all humanity, in that, it says to all of us that we can change the world for the better, in whatever way we can as individuals,” he said adding that is an appropriate way to honour the towering legacy of Mandela.

The then Deputy President Motlanthe's words were echoed by Dr Agostino Zacarias, the United Nation's (UN) Resident Coordinator, who said the nation should "celebrate (Mandela's) life as we endeavour to make peace a way of life around the world."

The Nelson Mandela Foundation's (NMF) CEO, Sello Hatang, says Mandela Day is not only about doing good, but is about service.

"It is an opportunity to build upon Mr Mandela's lifelong belief that we must live to serve every day, in whatever we do."

Professor Njabulo Ndebele, Chairperson of the NMF, spoke about the positive impact such an event could have, saying: “As part of a global community, South Africa can position itself as a shining example of what can happen when people come together to address social injustices and do good.”

## History behind Mandela Day

The idea of Mandela Day was inspired by Nelson Mandela at his 90th birthday celebrations in London's Hyde Park in



*The then Deputy President Kgalema Motlanthe flanked by the Nelson Mandela Foundation's Chairperson Professor Njabulo Ndele and CEO Sello Hatana.*

2008 when he said: "It is time for new hands to lift the burdens. It is in your hands now."

He said: "When a man has done what he considers to be his duty to his people and his country, he can rest in peace. I believe I have made that effort and that is, therefore, why I will sleep for the eternity."

The UN officially declared 18 July as Nelson Mandela International Day in November 2009, recognising Mandela's "values and his dedication to the service of humanity" and acknowledging his contribution "to the struggle for democracy internationally and the promotion of a culture of peace throughout the world".

Mandela Day is a call to action for people everywhere to take responsibility for making the world a better place, one small step at a time, just as Madiba did and it gives each and every one of us the chance to spread justice and freedom for all.

And while each year sees an increase in participation in Mandela Day activities across the planet, the poignant message of this year's launch event was clear: Make EVERY day a Mandela Day.

Mandela's eldest grandson, Mandla, encouraged South Africans' to continue on his grandfather's legacy by doing whatever they can to serve other people.

Asked what he will be doing for his part, the young Mandela said he will be distributing blankets through the Mvezo Traditional Trust in July to keep the elderly warm during winter.

One man's vision and journey provided the world's change makers with an opportunity to positively impact their communities, spirited by the belief that we live to serve every day. 🌍





**Tebogo Mekgoe****Chief Operating Officer (COO), Airports Company South Africa (Acsa)**

Tebogo Mekgoe has extensive aviation and managerial experience, gained through the various positions he has held at Acsa. He took up his position as General Manager of OR Tambo International Airport in October 2012. Before that, he was Assistant General Manager, Airport Operations at OR Tambo International, a position he held for five years. He was also General Manager of East London Airport in the Eastern Cape.

He began his aviation career as a maintenance engineer at the then Johannesburg International Airport (now OR Tambo International Airport) before eventually moving into an operational role. During the 2010 FIFA World Cup™, Mekgoe was head of a special task team overseeing operations for the event at the airport. Mekgoe currently serves on Acsa's group executive committee and is a member of the group's operations committee.

His qualifications include a Bachelor of Science degree in Mechanical Engineering from the University of Cape Town (UCT), a postgraduate Diploma in Management: Business Administration (Wits Business School), a Diploma in Advanced Airport Operations from the International Air Transport Association's Training and Development Institute in Montreal, Canada and an Executive MBA from the UCT Graduate School of Business.

As COO, Mekgoe will address the operational efficiency and effectiveness of the business.

**Sibongile Makopi****Deputy Director-General: State-Owned Companies (SOCs) Oversight and Information and Communications Technology (ICT) Enterprise Development, Department of Telecommunications and Postal Services**

Sibongile Makopi has been in the Public Service for 27 years, having started his career at the Department of Commerce, Industry and Tourism in the former Transkei. He has worked at the Department of Trade and Industry and the Department of Land Affairs.

He joined the then Department of Communications in July 2003 as Director for Enterprise Strategy. He became Chief Director for Shareholder Management in May 2006.

He holds a BCom degree from the University of Transkei, now known as the Walter Sisulu University, an Honours Degree in Economics and a Master of Business Leadership from the University of South Africa as well as a higher certificate in project management from Damelin.

In his new position, Makopi will render strategic oversight and support to the ICT SOCs and foster enterprise development in order to enhance government's shareholding interest and improve the capacity of the State to deliver on its mandate.

**Sam Themba Mtshisa****Deputy Director-General (DDG): Corporate Services, Department of Public Works**

Sam Mtshisa holds a Senior Secondary Teachers Certificate from the former Transvaal College of Education, Bachelor of Arts degree from the Unisa and a Bachelor of Arts (Honours) degree in Labour Law and Labour Relations from the then Rand Afrikaans University (now University of Johannesburg).

Mtshisa began his career as an educator at St. Paul's High School in 1984 before moving to the Gauteng Department of Education as Deputy Chief Education Specialist in 1996. In 2011, he was appointed as the acting DDG: Skills Branch at the Department of Higher Education and Training, overseeing the provision of support to the work of the national skills authority.

In his current position, he will be overseeing the efficient management of the department's human resources management. ©



# Improving the local government system to serve the nation



Deputy Minister Andries Nel says that local government has the most direct impact on the quality of life of the people.

In just under 20 years, South Africa's local government system has evolved from providing the best services to white citizens only, to serving the entire nation.

The system has evolved from one that was fragmented, undemocratic, unaccountable and racially divided, to one that is accountable, inclusive and democratic, and delivers equitable services to all South Africans.

Speaking to *Public Sector Manager*, Deputy Minister of Cooperative

Governance and Traditional Affairs (COGTA) responsible for provincial and local government Andries Nel says transforming local government has been a challenging task.

"You must remember that local government is only about 15-years-old and coming from apartheid it has been a difficult and interesting journey.

"It's been an extremely exciting and meaningful time that I've had in COGTA and working very closely with the then Minister Lechesa Tshenoli to help and support local government.

"This is probably one of, if not the most important sphere of government because it is closest to the people and has the most direct impact on the quality of life of people in so far as it relates to the provision of basic services and the creation of an environment within which people live," he explained.

According to the Twenty Year Review Report, when the new democratic government assumed office in 1994, municipalities across the country started delivering basic services to millions of previously deprived South African households.

Local government renders services such as provision of water, electricity, maintenance of local roads and municipal infrastructure.

Since 1994, national government has allocated substantial funds to building municipal capacity. The Siyenza Manje Programme spent some R933 million in the period 2006/07 to 2009/10. Almost R5,8 billion has been allocated for municipal capacity support between 2013/14 and 2016/17.

Though progress has been made in transforming the local government sector and rendering services to communities, challenges still prevail.

A shortage of technical skills, poor recruitment practices and violent community protest are some of the challenges hampering the evolution of local government.



In recent months, the country has been engulfed by a wave of violent protests often accompanied by the destruction of State property. Recently, the community in Bekkersdal in Westonaria went on the rampage burning tyres and blockading roads demanding better services from local authorities.

Deputy Minister Nel says the violence that often accompanies protests is a concern to government.

“Let’s look at the first two months of 2014. A breakdown of the protests demands during the first two months of 2014 shows that water (38 per cent), housing (38 per cent), electricity (23 per cent), and sanitation (23 per cent) are the major reasons for unhappiness.

“Fifty-four per cent of the protests were in the metropolitan areas. Of concern is that 92 per cent of the protests during 2014 so far were violent,” says Deputy Minister Nel.

He added that in some cases, the failure to respond by local authorities often led to protests. “The failure of the authorities to respond positively to community demands often leads to protests. Corruption is mentioned by all the protests participants as a major concern in the operation of local government and recently, lack of employment is raised at protests.”

In an effort to deal with the protests, the Deputy Minister says the department is working closely with law-enforcement agencies such as the South African Police Service and is in the process of establishing an internal nerve centre to facilitate various ways of detecting early signs of protests.

Among the various initiatives, the department has a rapid response team that will be in charge of emergency short-term interventions.

“This will assist municipalities in current or potential flashpoint areas to address the community concerns through immediate, emergency-based technical or political interventions.

“This unit will be the most dependent on the system using alerts and risk indicators to respond rapidly to flash incidents in a focused manner,” he explained.

Another initiative will be an intelligence unit which will be responsible for providing knowledge management, analytic and communications support to the nerve centre and other components. He added that

staff have already been identified and allocated to the nerve centre.

According to Deputy Minister Nel, local government authorities need to improve their communication with communities. “Poor communication between municipalities and communities has been identified by both analysts and government as one of the challenges surrounding protests.

“An increase in service delivery protests illustrates a need to strengthen the innovative platforms of participatory democracy and to foster closer and more regular engagement between citizens and their public representatives,” says Deputy Minister Nel.

He adds that skills and capacity is another area that needs urgent attention from local authorities.

“The building of capacity and skills and the appointment of suitably qualified and competent people has been identified over a wide front as an important building block in ensuring an improvement in service delivery at local level.”

In an effort to deal with the challenge of skills, the department has made strides in fast-tracking the professionalisation of the local government sector and introducing regulations on the appointment and conditions of employment of senior managers.

The department says the regulations are aimed at strengthening governance and institutional systems by guiding municipalities in the appointment of senior managers to ensure that their skills are fit for purpose.

Speaking at the post-State of the Nation Address Media Briefing in March 2014, the then Minister Tshenoli said the department was working hard to ensure that senior managers have the necessary skills.

“Unfortunately the law cannot be implemented retrospectively, so people are given an opportunity acquire those skills and if they don’t have them, they will have to leave the employment and those with relevant qualifications must be appointed,” he said.

The regulations will also provide for the creation of a database of managers who have been dismissed for misconduct or corrupt activities in order to prevent the rehiring of such unsuitable managers who may move on to other municipalities once dismissed or subjected to a disciplinary process.

Through the new law, senior managers will be required to declare their financial interests regularly and further prohibiting them from holding positions in political parties.

With properly trained managers who have the right qualifications and improved communication lines between local authorities and communities, Deputy Minister Nel says he is confident that the local government is on the right track to render services to communities. 83

# Is your credit record as clean as you think it is?

Only a quarter or so of the 21 million credit-active consumers may qualify from the Removal of Adverse Consumer Credit Information exercise, according to the office of the Credit Ombudsman.

Credit Ombud Mani van Schalkwyk says this means only about 5,78 million consumers may qualify to benefit from this amnesty.

The National Credit Regulator announced that credit bureaus should remove adverse consumer credit information and paid-up judgments from the credit records of consumers, with effect from 1 April this year.

"Taking a closer look at the 28 percent of consumers who stand to benefit from the removal of adverse information, 15,4 percent will definitely benefit as they fall squarely within the adverse listing category which accommodates defaults. A further 12,6 percent may benefit because they fall within the category of consumers who have judgments and administration orders on their credit reports," said Van Schalkwyk.

"The regulations also stipulate that information relating to paid-up judgments must be removed. At present, it is difficult to ascertain how many of the 12,6 percent relate to judgments and how many of those judgments have been paid up, in order for the consumers to qualify to have these removed from their profiles," he added.

There have been several misconceptions regarding exactly who will benefit and what information will be removed.

Some of the common myths are debunked below, with facts regarding the Removal of Adverse Consumer Credit Information exercise:

## MYTH 1:

All negative information will be removed from my profile and I will be able to start on a clean slate.

## FACT:

According to the regulation governing the Removal of Adverse Consumer Credit Information, only two categories of information qualify for removal, namely adverse listings and paid-up judgments.

For purposes of these regulations, adverse listings are classified as follows:

- Adverse classifications of consumer behaviour such as delinquent, default, slow paying, absconded and not contactable.
- Adverse classifications of enforcement action taken by the



credit provider such as handed over for collection or recovery, legal action or write-off.

- Details and results of disputes lodged by consumers, irrespective of the outcome of such disputes.
- Adverse consumer credit information contained in the payment profile represented by means of any mark, symbol, sign or in any manner or form.

The adverse information reflected on consumers' profiles as at 1 April 2014 will be removed irrespective of whether it was paid or not.

When it comes to judgment information, the regulation stipulates that the capital amount owed in terms of the judgment must be paid.

Paid-up judgments include civil court judgment debts such as default judgments where the consumer has settled the capital amount under the judgments.

In addition, consumers must note that information pertaining to the payment profile line will not be wiped away as part of the clean-up exercise. The payment profile is a recording of a consumer's payment pattern and is recorded monthly.

"If one is in arrears for a period of five months, for

example, that information will remain on the payment profile and credit providers can still use this information to determine whether or not to grant credit," says Van Schalkwyk.

#### **MYTH 2:**

All judgment information will be removed from a consumer's records.

#### **FACT**

Only paid-up judgments which were taken between 2009 and 2014 (before 1 April) will be removed. Older judgments should have been removed already due to the maximum retention period of five years.

#### **MYTH 3:**

A credit provider cannot pursue me for the debt once the default has been removed.

#### **FACT**

Even if the default information is removed from a consumer's credit profile, they are still legally obligated to pay the debt. If this is not done, they may open themselves up for legal action by the credit provider or being handed over to debt collectors. The removal of the information does not affect the creditor's rights in any way.

#### **MYTH 4:**

Consumers are required to follow a process before they can benefit from the "amnesty".

#### **FACT**

There is no process that consumers need to follow. There will be an automatic removal of all information pertaining to defaults and paid-up judgments.

However, consumers are urged to access their credit records after this period and to check if defaults and paid-up judgments have in fact been removed.

Other facts worth noting include:

- Information pertaining to all defaults cannot be displayed as of 1 April 2014.
- Once defaults have been removed, a credit provider or any other collecting agency may not

re-list information pertaining to that default

- In the event that consumers have not paid up their judgments, the normal retention periods will apply.
- Adverse information may be listed again on consumers' profiles, relating to new defaults on other accounts.

Consumers can contact the office of the Credit Ombud for free assistance should they find themselves being re-listed after the Removal of Adverse Consumer Credit Information roll-out or if they find that information that was supposed to be removed has not been removed by the cut off date.

#### **What is the office of the Credit Ombud?**

The office of the Credit Ombud is an independent and impartial office which assists consumers with any disputes that they may have with credit providers regarding garnishee orders, debt collection, incorrect interest or fees charged or any general disputes they may have regarding their credit agreements.

The office also assists consumers with disputes with credit bureaus for any incorrect or unfair listings on their credit profiles.

These include disputes relating to fraud such as someone using your ID to open accounts, outdated information on your credit profile, not being informed before being negatively listed at a credit bureau or dissatisfaction regarding assistance at a credit bureau.

In 2013 consumers were saved R3,8 million which was accumulated through refunds to consumers or having some portions of their debts written off because of being overcharged.

The office offers consumers free assistance with any disputes relating to incorrect or unfair listings at credit bureaus and any disputes they may have with their credit providers.

If consumers have lodged a dispute at any credit bureau and do not get assistance in 20 business days or may be dissatisfied with the assistance provided to them by the bureau, they are also able to escalate the matter to the office of the Credit Ombud for further assistance.

All consumers can receive free assistance, provided the credit agreement was entered into in South Africa.

If consumers have a problem, but are unsure whether the office of the Credit Ombud is suitable or not to deal with their matter, they should still contact the office.

They will be able to direct them to the relevant organisation for assistance if the matter does not fall within their ambit.📞

**The office can be contacted on 0861 66 28 37 or visit [www.creditombud.org.za](http://www.creditombud.org.za).**

*Source : Office of the Credit Ombudsman*





right **PLACE** • right **TIME** • right **CHOICE**

BBBEE LEVEL 1 CONTRIBUTOR  
ISO 9001 ISO 14001 OHSAS 18001



*MINISTERIAL VISIT: Agni Steels' Hassan Khan, Minister of Trade and Industry Dr Rob Davies and Minister of Energy Dikobe Ben Martins push the button to unveil a plaque commemorating the commissioning of the new Agni Steels South Africa steel mill facility in zone 6 of the Coega industrial development zone in March this year.*

# Coega Development Corporation

## Coega IDZ operators and infrastructure implementing agents

Driven by the core values of integrity, innovation, partnership, service excellence and sustainability, Coega has made – and continues to make – its mark on the regional and national economy ...

**T**he Coega Development Corporation (CDC) is a government-owned entity mandated to develop and operate the Coega Industrial Development Zone (IDZ), adjacent to the modern deep-water Port of Ngqura. The port is developed and owned by the Transnet National Ports Authority, in Nelson Mandela Bay.

Coega was established in July 1999, formalised and rezoned between 1999 and 2002, and built – inclusive of adding key roads, power and connectivity infrastructure – between 2002 and 2006 with the first investor taking occupation in Zone 3 of the Coega IDZ in 2007. Coega is wholly-owned by the South African government. The Department of Trade and Industry is the main shareholder and executive authority, with ordinary shares owned by the Eastern Cape Provincial Government through the Eastern Cape Development Corporation.

The Coega IDZ is South Africa's premier location for new industrial investments. The CDC is the licenced developer and operator of the IDZ's 11 500 hectares of land and have created

the necessary infrastructure and facilities to offer potential investors 6 443 hectares of prime lettable industrial space. Coega also offers total solutions for construction, spatial development and small, micro and medium enterprise (SMME) development within the Coega IDZ's core development area (CDA).

Coega's vision is to be the leading catalyst for socio-economic growth across South Africa, with a mission to provide a competitive investment location supported by value-added business services that enable socio-economic development. Driven by the core values of integrity, innovation, partnership, service excellence and sustainability, Coega has made – and continues to make – its mark on the regional and national economy through its IDZ and investment promotion activities and its widening berth of infrastructure projects across the country.

The Coega IDZ is specifically designed along the cluster model, linking related industries and their supply chains in close proximity to one another to maximise efficiency and minimise turnaround times. The Coega IDZ boasts the



*LAND AND SEA: The Coega Development Corporation (CDC) headquarters lies adjacent to the Port of Ngqura, which is managed by Transnet National Ports Authority. The land-sea integration is one of the competitive advantages for investors locating in the Coega Industrial Development Zone (IDZ). Currently Coega has 28 operational investors and a number of investors either under construction or at various stages of planning.*

Coega continues to draw international interest and remains South Africa's most successful IDZ.



following clusters:

- Commercial and logistics
- Automotive and auto components
- Light industry
- Training/academic
- Metals and metallurgy
- Chemicals
- Energy
- Agro-processing (aquaculture, food packaging and food processing)
- Mari-culture and coastal

The Coega IDZ's close proximity to and integration with the port makes it a platform for global trade ideal for attracting foreign direct investment and expanding the reach of domestic manufacturers. The Strategic Development Framework for the Coega IDZ is focused on infrastructure and facilities development for the 6 500 hectare CDA.


In 2008 Coega diversified its product offering to include the 216 hectare automotive supplier park Nelson Mandela Bay Logistics Park (NMBLP), as well as a range of commercial services focused on implementing and managing infrastructure

projects. Coega's organisational structure is divided into three main areas of interest:

- The Coega IDZ;
- External services – such as human resource and skills development services through Coega Human Capital Solutions, travel related solutions through Coega Corporate Travel, research and strategy development services through Coega Strategy Solutions and the Vulindlela Accommodation and Conference facilities; and
- Infrastructure and project management services for a range of private and public sector clients on infrastructure development projects and boasts clients such as the Departments of Education, Health, and Roads and Public Works in the Eastern Cape and Education, Social Development in KwaZulu-Natal, to name a few.

Coega continues to draw international interest and remains South Africa's most successful IDZ. In the 15 years since inception, the Coega IDZ has grown to become one of the biggest drivers of



Investors	Number	Comment
Operational 	28	<b>Coega IDZ:</b> Bosun Bricks (SA), Dynamic Commodities (SA), UTI Couriers (SA), Cerebos (SA), PE Cold Storage (SA), Digistics (SA), Electrawinds (Belgium), General Motors Part and Accessories Distribution Centre (SA/USA), Cape Concentrates (SA), Universal Wind (Sweden), Coega Dairy/Coega Cheese (SA), AP Moeller (SA/Holland), Discovery Holdings Pty Ltd (SA), Famous Brands (SA), Bizworks (SA), National Tooling Initiative (NTIP)(SA), First Automobile Works (FAW)(China) and Agni Steels (SA-India), DCD Wind Towers (SA). <b>NMBLP:</b> Faurecia (French), Rehau (German), Grupo Antolin (Spain), Benteler (German), Inergy (French), Kuehne and Nagel, Hella (Germany), MSC (SA), ITPASA (SA)
Investors under construction	5	Air Products (SA), Dedisa Peaking Power Plant (SA), Afrox (SA), Vector Logistics (SA) and Powerway (China/SA)
Investors completing an Environmental Impact Assessment (EIA)	6	AfriSam (SA), AMG (China), Casa Steel (SA), OSHO Cement (SA) First-in-Spec Biofuels (SA) and Phyto-Energy (SA).
Signed term sheets	5	TBA when lease agreements are signed
Pipeline information	Projects in negotiation stage are valued at R8.1-billion and those under feasibility at R116.3-billion.	



**BREAKING GROUND:**  
Coega's biggest foreign direct investment to date has been that of Chinese auto giant, First Automotive Works (FAW).

#### Coega Development Corporation Investors



job creation, creating in excess of 50 000 jobs, and the Eastern Cape economy thanks to both local and foreign direct investment. Currently, the Coega IDZ contributes an estimated 5.9% to the provincial gross domestic product (GDP) and 0.5% to the national GDP, a figure the CDC intends to increase in the near future as its traction both within the IDZ, Eastern Cape and South Africa grows with investment and projects.

#### CURRENT AND OPERATIONAL INVESTORS

Coega has an ever widening and growing basket of investors in the Coega IDZ and NMBLP across its key focal sectors, indicated in the table on page 10.

#### INVESTMENT ATTRACTION

Coega focuses on offering the best solutions to prospective investors by assisting them every step of the way to ensure projects move from concept to completion. Coega has successfully attracted a health mix of both local and international investors; and moved from the initial anchor tenant approach to focusing on strategically attracting a range of medium, large and mega projects to diversify and strengthen the industrial base.

The achievements and successes of the Coega IDZ over the past couple of years have proven that a mixed approach to attracting investors is working. That said, however, a number of catalytic big projects valued at over R75-billion, are on the horizon and include PetroSA's Project Mthombo which will enhance the attractiveness of the Coega IDZ as an investment destination and therefore future investment trends.

The Coega IDZ is inherently an attractive place for investors wanting to establish operations in South Africa. The IDZ offers the following key features:

- Clustering for synergy and supply chain integration

- Facilitation of access to government incentives (local, provincial and national). The suite of incentives includes and is not limited to one-time and/ or recurring grants for:
  - Skills development
  - Export marketing (new market development)
  - Job creation (the national and provincial grants can be accessed concurrently)
  - Foreign investment (compensated for the qualifying costs of moving new machinery and equipment [excluding vehicles] from abroad)
  - Investing/re-investing in productive assets
  - Black business development
- Customised solutions for investors e.g. serviced sites, fit-for purpose buildings
- The IDZ is served by two ports, and characterised by close distance to the deep water Port of Ngqura, which is in Zone 1 of the Coega IDZ. The Port of Port Elizabeth is 20 kms away from the IDZ
- Facilities for skills development (with personnel to provide customised solutions)
- Custom-controlled areas
- Environmental assistance (where applicable)
- Advanced infrastructure
- Plug and play approach
- Marketing and other value-added services
- ICT services base infrastructure: infrastructure which allows for the connectivity of voice / data/internet and video services up to the tenant premise edge. These services are described in Level One. Provision of shared broadband Internet connectivity by Coega Communication. Primary (disk) and Secondary (backup) file based storage provision
- Support with Safety, Health, Environment and Quality services, for example EIA process.





**FIRED UP:** Agni Steels started production of steel billets for export in the Coega industrial development zone in April 2014.



**DCD Wind Towers.**



**BEST:** Coega recently achieved B-BBEE Level 1 status.

#### COMPANY INFORMATION COEGA DEVELOPMENT CORPORATION HEAD OFFICE:

Corner Alcyon Road and Zibuko Street,  
Zone 1, Coega IDZ, Port Elizabeth 6100  
Coega Development Corporation.  
P/B X6009, Port Elizabeth 6000, South Africa  
Tel: +27 (0) 41 403 0400  
Fax: +27 (0) 41 403 0401  
E-mail: [contact@coega.co.za](mailto:contact@coega.co.za)  
Website: [www.coega.com](http://www.coega.com)

#### EAST LONDON OFFICE:

2nd Floor, Liberty Life Building,  
Corner Pearce Street & Quartzite Drive  
Berea, East London 5201  
Tel: +27 (0) 43 711 1600

#### DURBAN OFFICE:

1st Floor, Mayfair on the Lake,  
19 The High Street, Parkside, Umhlanga 4000  
Tel: +27 (0) 31 584 1760

#### PRETORIA OFFICE:

1027 Church Street, Hatfield, Pretoria 0002  
Tel: +27 (0) 12 342 0943



#### TOP REASONS TO INVEST IN COEGA IDZ ARE:

- **Global competitiveness through incentives**  
Tax incentives, rebates and customs controlled areas
- **Built for business**  
Business location purpose-built for manufacturing including beneficiation of export goods, investment and local socio-economic growth - skills development and job creation
- **Ease of doing business**  
South Africa is a low-cost and top location for ease of doing business. The general ease of doing business is enhanced by the IDZ advantages and incentives
- **Safe investment**  
South Africa is among the top ten globally for securing investor protection and sound fiscal governance. South Africa has a stable economy and market-oriented business culture.
- **World-class infrastructure**  
Strategic location at the crossroads of east-west trade routes globally and within Africa; presence of world's major shipping and logistics companies; adjacent to a modern, deep-water port with container, bulk and break-bulk terminals, complex and well-maintained roads networked linked directly to the N2 main arterial, proximity to the Port Elizabeth airport, schools and institutions of higher learning, accommodation, recreation and entertainment facilities, the vibrant city of Nelson Mandela Bay
- **Quick availability**  
Availability of land customised for heavy, medium and light industries, serviced sites and fast-track construction of factories, warehouses and office complexes on 11 500 hectares of land.



**WATCH THIS SPACE:** Commissioning is about to begin at completed nodes of the Cecelia Makiwane Hospital in Mdantsane which will see the hospital and staff equipped with the necessary infrastructure and skills to manage the re-constructed hospital.

#### PROJECT MANAGEMENT SERVICES

Coega has expanded its role from managing the Coega IDZ and NMBLP to acting as implementation agents on various government contracts for a range of infrastructure projects around the Eastern Cape and KwaZulu-Natal.

Since the 2010/11 financial year, the Coega has managed schools, hospitals and road-building projects, using its organisational expertise to drive socio-economic development in two provinces, the Eastern Cape and KwaZulu-Natal. Coega is making great strides offering its mega and complex infrastructure projects expertise as a service to various clients – including the Departments of Health, Education, Roads & Public Works, Sports Recreation Arts and Culture, Rural Development and Land Report, and Economic Development Environmental Affairs and Tourism in the province – but also in KwaZulu-Natal and other national departments.

Coega's project management division is a highly skilled, fully resourced business division of Coega which, through the provision of programme management and project management services, facilitates the implementation of infrastructure projects for the benefit of the Eastern Cape, KwaZulu-Natal and the country and ensures that all business ventures it is linked to receives world class project management services with the best of local resources.

Coega is well into a series of three-year contracts with a number of Eastern Cape and KwaZulu-Natal government departments. Some contracts have also been renewed – giving credence to the calibre of project management Coega is delivering to its clients. The impact these projects have is also significant for many of the communities in which they are based, since they provide job opportunities first and later service delivery and improved facilities. Many of the projects are complex and mega-infrastructure projects and include building schools, roads and hospitals. SOE



**PLACE OF LEARNING:** Coega Development Corporation's Asanda Qangule, KwaZulu-Natal stakeholder relations manager, hands over the brand new AmaKhuze Secondary School in Sisonke District to Acting Principal, Petros Vilakazi.

# *Sharking around* in Gansbaai

I have a confession to make: Sharks fascinate me. Don't get me wrong – I'm as scared of them as the next guy. If I ever had to meet a Great White face-to-face in the wide open ocean, I reckon I'd get to dry land so fast I could beat some of Chad le Clos' swimming records.

But seeing them on Discovery Channel, they actually look quite graceful. In fact, if it wasn't for that huge mouthful of razor sharp teeth, they could possibly even be described as peaceful.

To see if there was any substance to my hunch, I travelled to Gansbaai in the Western Cape, a sleepy fishing village that is quickly being transformed into an adventure tourism mecca.

Boasting attractions such as the beautiful white sands of Pearly Beach, the photographic cliffs of De Kelders as well as many hiking trails through the fynbos, Gansbaai is a small village perfect for a peaceful holiday.

However on this occasion I'm here for the sharks: just off the coast lies Dyer Island and Geyser Rock, home to about 60 000 Cape fur seals, with the deep stretch of water between the two islands known as Shark Alley.

The two-hour drive from Cape Town, all along the coast, is absolutely stunning. The town itself, with every second business and hotel having some reference to the word "shark", clearly thrives off its fame as the undisputed shark capital of the world.

Initially, I was very hesitant about shark cage diving. Most people, especially surfers, believe that the industry is to blame for attracting sharks to our beaches, and therefore increasing the number of attacks on humans.

To make up my own mind, I decided to sign up with a company called Marine Dynamics. Not only are they one of the biggest and most reputable operators in the business, they are also very involved in protecting the shark.

They run an intern and volunteer programme, enabling up to 18 students to participate in various education and conservation activities. The company also holds a Fair Trade in Tourism certification, and profits from shark-cage diving are used to fund



the Dyer Island Conservation Trust. This trust has done fantastic work in protecting and conserving great white sharks, as well as educating people about the various conservation threats that are faced by sharks, whales and penguins in the area. But back to business.

We started off with a quick breakfast and safety briefing.

Guests were informed that worldwide, sharks kill about five people every year, less than ants (30), bathtubs (340), shopping (550) and toasters (600).

In other words, the car drive to the destination was far and away the most dangerous part of the whole adventure. It's a short boat-ride out into the bay, and because whales and dolphins are often spotted in the area we kept a sharp lookout for them, but with no luck.

The young woman sitting next to me, Gill, had been dreaming of this moment since she was a child, so she was literally shaking with excitement by this stage.

Once we arrived at the location, the staff got to work. The cage was lowered into the water and tied to the side of the boat, while one of the staff prepared the





Gill was in the cage before anyone could blink, and was soon squealing with excitement as sharks came into view.

The water was a chilly 12 degrees, so even with the wetsuits on it took a while to adapt to the water. The cage is built for eight people at a time, and is completely closed off on all sides (just in case the sharks get a little too curious). The top of the cage sticks out of the water and when a shark swims past, the divers sink below the surface to see the shark eyeball-to-eyeball.

No diving experience is required, as swimmers pop to the surface whenever they run out of air. The marine biologists who are working as interns on the trip recognise most of the sharks by name, and are a wealth of knowledge about everything shark-related.

When my turn in the cage came around, I couldn't believe how large and powerful these great beasts are in real life! A shark of four metres calmly glided past and came so close I felt I could stick my hand through the cage and touch it (although this is definitely not allowed).

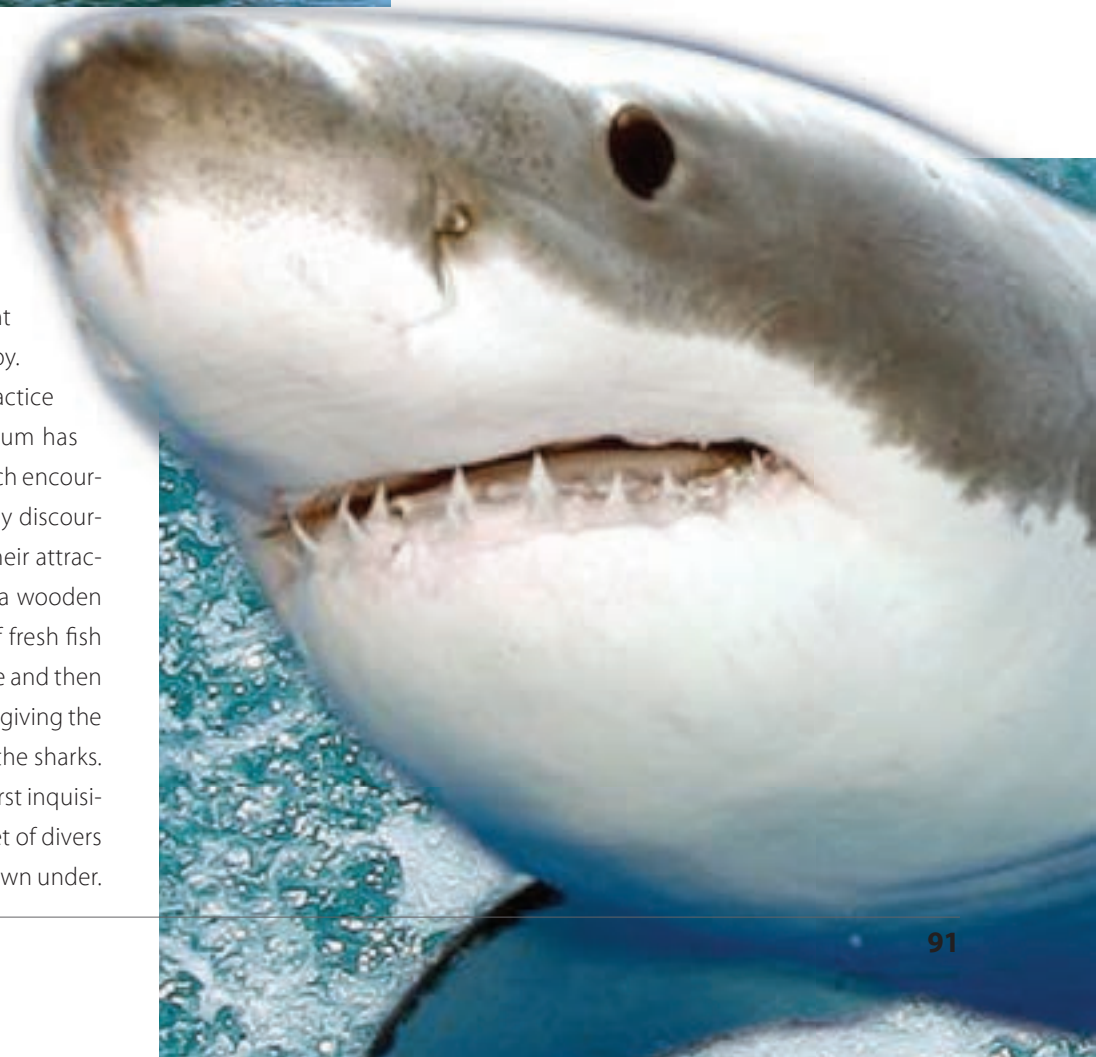
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chum (a mixture of fish and fish oils).

Contrary to popular belief, the chum doesn't actually feed the sharks (as that would allow them to become dependant on humans for food), but is rather just a scent to attract the sharks that are nearby.

It's also worth noting that the practice of mixing shark livers into the chum has been stopped, as any practice which encourages trade in shark parts is strongly discouraged. The two handlers prepare their attractions for the sharks, consisting of a wooden decoy seal and a small bait ball of fresh fish heads. These are attached to a rope and then pulled across the front of the cage, giving the divers in the cage a great view of the sharks.

It only took five minutes for the first inquisitive sharks to appear, so the first set of divers were quickly kitted up and sent down under.







Each guest spends about 20 minutes in the cage and during this time I must have seen at least six or seven different sharks, all within three metres of me. While they are undeniably kings of the ocean, I was able to confirm my original belief that they are indeed graceful animals. Most of the sharks swimming past our cage seemed merely curious, almost as if just popping past to say hello and investigate our decoy toys.

Relaxing on the boat afterwards, and comparing stories and photos with the other guests was just as fun. Our custom-built shark cage diving boat, aptly named Slashfin, is a double-decker vessel for 40 guests. We could sit on the top deck and look down at the sharks, with great photo opportunities.

Sitting on a comfortable boat, food and drinks close at hand, the sun shining brightly down on us, wind blowing through our hair and playful sharks twisting and turning through the water below – what could be better? Even a seagull offloading a well-timed bomb onto me couldn't take the smile off my face. 😊

### What you need to know:

**Trip:** Trips can be booked through the website, [www.sharkwatchsa.com](http://www.sharkwatchsa.com). Trips cost R1 500 (R900 for children under 12 years of age), and generally last three to five hours. A link to the footage of your trip can be purchased for R100. Trips are run every day, and twice a day during the busy seasons.

**What to take:** Marine Dynamics provide safety equipment, wetsuits, towels and snacks before, during and after the trip. Take a camera (preferably an underwater one) as well as a hat and sunscreen.

**Accommodation:** Accommodation options in Gansbaai and Kleinbaai are plentiful. Have a look at the Gansbaai Explore website ([www.gansbaai.com](http://www.gansbaai.com)) or the Gansbaai tourism website ([www.gansbaaiinfo.com](http://www.gansbaaiinfo.com)) for more information.

**Volunteering:** To find out more about intern and volunteering opportunities, have a look at the Dyer Island Conservation Trust website ([www.dict.org.za](http://www.dict.org.za)). This company is also founded by Marine Dynamics owner and well-known conservationist Wilfred Chivell. There is also a dedicated website for volunteers ([www.marinevolunteers.com](http://www.marinevolunteers.com)). Note that this is a paying programme, and trips can be organised for as short as a week at a time (although at least a month is recommended).



***Liberation Diaries: Reflections on 20 Years of Democracy*, edited by Busani Ngcaweni**

Liberation Diaries is a compilation of 38 essays written by South Africans reflecting on the journey of 20 Years of Freedom, against expectations, aspirations and outcomes.

Contributors were asked to reflect on what freedom means to them in the collective sense and to write

about their experience of democracy. South Africans have unique personal journeys to share, influenced by personal or collective circumstances that continue to shape their perspectives. The essays in Liberation Diaries reflect the trials and tribulations, high and low points of the contributors' stories of post-apartheid

South Africa and the journey towards building a democratic, non-sexist, non-racial, united and prosperous country.

According to Busani Ngcaweni, as we celebrate 20 years of democracy, books will be written, celebrations held, commentaries made and protests amplified.

Contributors to Liberation Diaries include women and children's activist Ntsiki Sisulu; former Member of Parliament Bongani Mkongi; clinician, global expert on reproductive health Dr Nono Simela; South African Jewish Board of Deputies member Dr David Saks, and academic and former activist Dr Chengiah Ragaven.

Ngcaweni is Deputy Director-General in The Presidency responsible for managing the Office of the Deputy President. A regular writer, he has contributed book chapters and reviews and *Liberation Diaries: Reflections on 20 Years of Democracy* is his second book. His first book is titled *The Future We Chose. Emerging Perspectives on the Century of the ANC*.

Ngcaweni holds a Master's degree in Science from the

former Natal University (now called University of KwaZulu-Natal) and has received training in economics and social policy from the Chinese Academy of Social Sciences and in economic history from the London School of Economics.

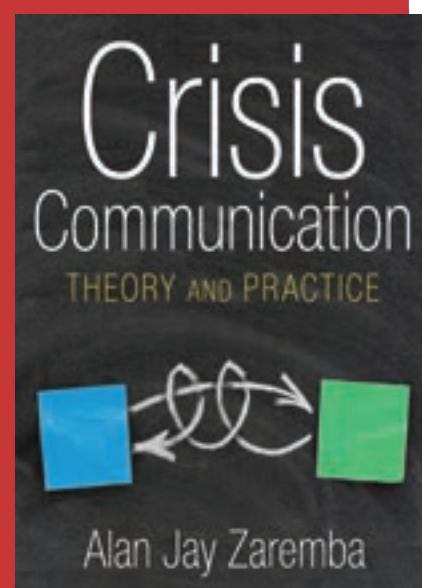
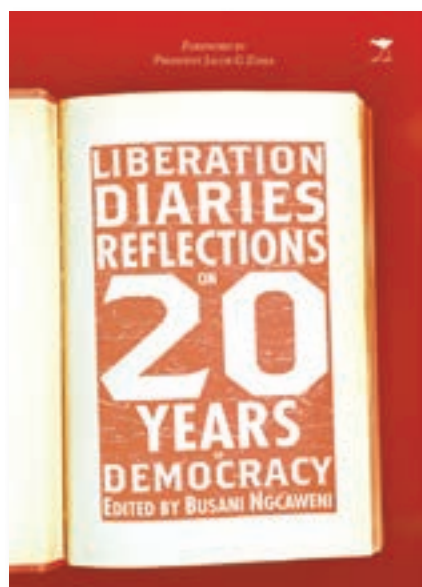
***Crisis Communication: Theory and Practice*, by Alan Jay Zaremba**

Crises happen. When they do, organisations must learn to communicate effectively with their internal and external stakeholders, as well as the public, in order to salvage their reputation and achieve long-term positive effects. Ineffective communication during crises times can permanently tarnish an organisation's reputation in the eyes of both its members and the public.

The subject of crisis communication has evolved from a public relations paradigm of reactive image control to an examination of both internal and external communication, which requires proactive and reactive planning.

This book prepares organisations and individuals by providing a theoretical framework for understanding crisis communication; examining the recommendations of academics and practitioners; reviewing cases that required efficient communication during crisis; and describing the steps and stages for crisis communication planning. *Crisis Communication* is a blend of theory and practice that provides readers with a solid foundation for effective crisis communication.

Alan Jay Zaremba has been teaching Communications Studies at the Northeastern University in Boston, United States of America since 1981. Equipped with a PhD and an MBA, he is the author of several books, including *Organisational Communication: Foundations for Business and Collaboration*. ®







# Audi RS models

## - The beauty of power



**Q**uattro GmbH is a name that is not too familiar with many people – probably because it is a 'closed company' and does not sell its automobiles directly to the public but instead they are sold under the Audi brand.

Quattro GmbH was established in 1983 as a subsidiary of AUDI AG responsible for the marketing of accessories and vehicle individualisation.

In 1996, it established itself at Audi's Neckarsulm production facility as the manufacturer of Audi's high-performance models.

Since 1996 to date, Quattro GmbH has produced in excess of 75,000

high-performance vehicles with a significant rise in output – from 2,500 cars in the year 2000, to around 11,500 in 2012. Quattro GmbH have forecasted sales of 15,000 RS and R8 models in 2013.

The first RS model was introduced in South Africa in 1994 in the form of the Audi RS 2 Avant. Since 1994, a total of 1,250 high-performance RS models have been sold locally.

With a total of seven RS models in 2013, Audi South Africa is now presenting a formidable product range for





### Pricing:

Audi RS 4 Avant: R 893,000

Audi RS 5 Coupé: R 926,000

Audi TT RS Coupé: R 748,000

Audi TT RS Roadster: R 783,500

(All above pricing is inclusive of all taxes and the standard five-year/100 000km Audi Freeway Plan.)



the discerning Audi customer. The Audi RS 5 Cabriolet is now available and the Audi RS 7 Sportback and RS Q3 are planned to debut before the end of the year.

### The Audi RS family

Audi South Africa currently offers four high performance siblings as part of the model range. The RS 4 Avant, RS 5 Coupé, and TTRS Coupé and Roadster represent the spearheads of their respective model ranges with each of them having their own distinct character.

The Audi RS 4 Avant is the dynamic all-rounder in the B segment, offering power of a sports car while provid-

ing space for five people or up to 1,430 litres of luggage. It uses the same high-revving, normally aspirated V8 engine that powers the RS 5 Cabriolet, accelerating the RS 4 Avant from zero to 100 km/h in 4.7 seconds. The 4.2 FSI engine combines its impressive power with impressive efficiency, consuming on average less than 11 litres of fuel per 100 km.

The Audi RS 5 Coupé is a model athlete that captivates from first glance with its elegant proportions and design accents. The spontaneous responsiveness, joyful high-revving and the sonorous sound of this 331 kW V8 4.2 FSI combines the essence of power and emotion. The Audi TT RS Coupé and Roadster were developed with the aim of creating pure driving machines. With a light-weight body of two-thirds aluminium weighing just 260 kg, it has the genes of a thoroughbred. The classic Audi five-cylinder turbo engine exudes unbridled power with an unmatched and thrilling driving experience. >>





# New Range Rover Evoque

and Land Rover Discovery unveiled



Land Rover answered the call of the wild recently, launching the latest-generation Land Rover Discovery and new nine-speed Range Rover Evoque on a route that pitted man and machine against the kind of unpredictable conditions that can make Africa your best friend or your worst enemy, depending on what you drive. As it turned out, both proved more than capable of going above and beyond...





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# HIIT

## a new level of fitness

### Part 2

#### Hamstring curls

Writer: Noluthando Mkhize  
Photographer: Kopano Tlape

In the June edition of *PSM* we brought you the High Intensity Interval Training (HIIT) a routine for people who have less time to include exercise into their work schedule and family activities.

HIIT is a full body workout routine that enables the body to continue burning fat even after the exercise. It includes a cardio workout and exercises that tone the body.

The routine includes a short warm up followed by high-intensity exercises with minimal rest and cooling down after completing the exercise.

In this edition personal trainers Botle Kayamba and Reggie Skosana demonstrate the rest of the routine that can be done in 30 minutes or less.

#### Step four – hamstrings, calves and bicep (one minute each exercise – four minutes in total)

Hamstring and calf exercises keep your legs strong and well-shaped while a bicep workout increases your upper body strength and gives you strong arms.

##### 1. Hamstring curls (with dumbbells of about three to five kilograms)

Kneel and lie facing down, bend your knees to bring your feet up with the dumbbell in between your legs and thigh. Lift your feet up and down.

##### 2. Calf raise

Stand on a step with your feet slightly apart,



Sitting

drop your heels down below it and then push straight up onto your tip-toes. Slowly lower your heels and repeat.

##### 3. Sitting bicep exercise

On a seated position, bring the dumbbells up towards your chest, contracting your biceps. Your palms should be facing you. Reverse the move and slowly lower the dumbbells back to the starting position.

##### 4. Triceps dip

Place your hands on the edge of a step with fingers wrapped around the front edge.

Lower your body down until your biceps are parallel to the floor. Straighten your arms to push you up back to the top position.

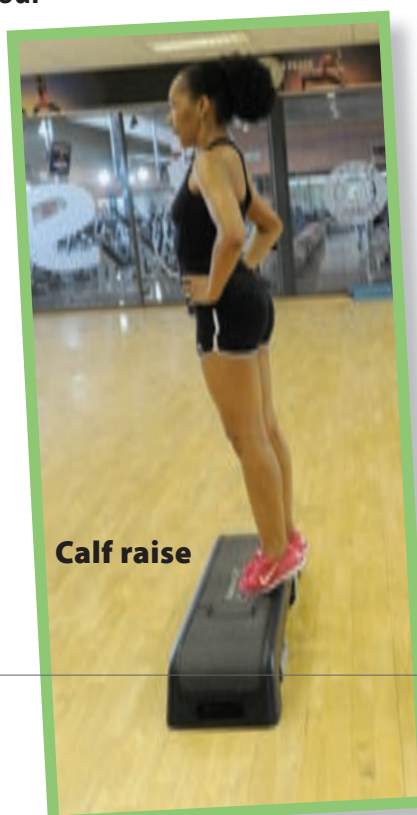
##### Step five

Abdominal exercises (three minutes per exercise – six minutes in total)

Abdominal workouts are essential for strong abdominal muscles, which is essential for a strong body. They also trim stomach fat.

##### 1. Side plank bicep workout

Hold a dumbbell in your right hand and lie on your left side, lift yourself



Calf raise

up on your left forearm and raise your hips so your body forms a straight line. Lift the weight in front of you at shoulder level. Slowly raise the weight towards the ceiling, keeping your arm straight and pulling your shoulder blades together.

## 2. Plank position

Your elbows should sit directly under your shoulder joints. Maintain a flat back; don't let your buttocks drop. Straighten your body and look ahead. Hold this position until you feel a burn. Avoid raising your behind.

## Step six

Cool-down – five minutes

Cooling down after exercises brings the heart-rate back down to resting rate. It reduces excess adrenaline in the body and allows the normal breathing pattern to return.

## 1. Shoulders

Standing up straight, bend the knee slightly. Bend your right arm at the elbow towards your chest. Place your right hand slightly behind your left elbow to support the left arm during the stretch. You should feel the stretch in your right arm and shoulder. Hold for 30 seconds.

## 2. Triceps

With your knees slightly bent, bring your right arm straight up by your ear. Bend the arm at the elbow, dropping your right hand to your left shoulder behind your back. Point your right fingers down to touch the back of the shoulder blade. Take your left arm across the top of your head, lightly grabbing.

## 3. Quadriceps standing

Standing up straight, raise one heel up towards your buttocks and hold your foot with one hand. Inhale while gradually pushing your pelvis forward.



## 4. Hip stretch

While standing, cross the right ankle over the left knee and sit up. Gently lean forward, keeping the back straight and reaching out with the torso until you feel a stretch in the right glute and hip. Hold for 10-30 seconds and repeat on the other side.



## 5. Backstretch

Sit up straight, legs out in front of you. Reach forward towards your feet and tuck your head in gently. Hold for 10 to 15 seconds.

## Total workout time – 30 minutes

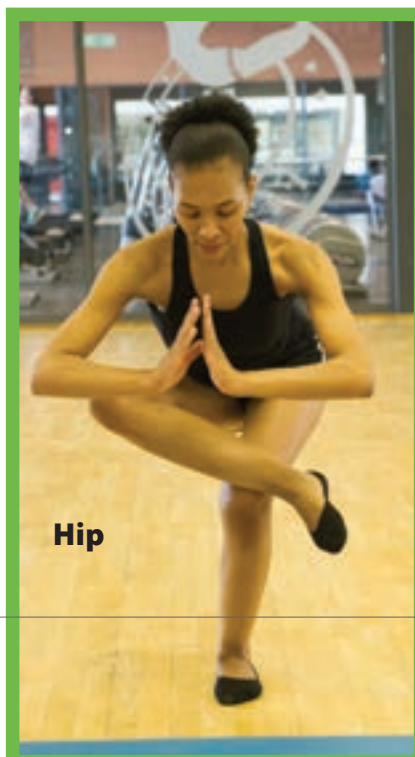
Tips: Kayamba says it is very important to make exercise a part of your lifestyle.

"You don't have to visit the gym because some exercises can be done at home or while taking part in charity runs and walks in the community. Exercise should be inclusive in family life with the kids joining in."

She says when exercising it is important to keep your stomach muscles tight.

Kayamba added, drinking lots of water following a healthy diet is also vital.

Kayamba holds a Diploma in Sports Management and can be contacted on [botle@kayamba.co.za](mailto:botle@kayamba.co.za)





# KEEPING IT CORPORATE... *the youthful way*

Dressing for work can be tricky, but should never be a boring or dull chore. With fashion evolving every season, so should your work wardrobe. This Youth month, *PSM* magazine shows you how to spice up your office ensemble, get rid of those boring and outdated suits, and get in with the trends that will keep you looking young, polished and professional.

## Monday



## Tuesday



## Wednesday



## Thursday



**Monday.** a. Check Cotton Flap, Woolworths, R120 b. Ewan Driving Moccasin, Country Road, R899 c. iPad Case, Polo, R995 d. Leather Weave Belt, Trener, R499 e. Oxford White Shirt, Levis, R749 f. Straight Leg Chinos, Mr Price, R140

**Tuesday.** a. Curb Link Bracelet, Fossil, R999 b. Five Pocket Straight Cord Pant, Trener, R599 c. Grant Chronograph Stainless Steel Watch, Fossil, R2699 d. Loafers, Pierre Cardin, R239 e. Tonal Tartan Shirt, Trener, R599 f. Grey Striped Scarf, Woolworths, R120

**Wednesday.** a. Checked Shirt, Mr Price, R139.99 b. Navy Tailored Chinos, Mr Price, R129.99 c. Leather Stitch Belt, Woolworths, R199 d. Thatcher Suede Derby, Country Road, R999 e. Estate Accordion Briefcase, Fossil, R2299

**Thursday.** a. Black Poplin Shirt, G Star Raw, R899 b. Suede Slip-ons, Paul of London, R359 c. Grey Melange Cardigan, Markhams, R480 d. Sheer Spot Scarf, Woolworths, R130 e. Chronograph Stainless Steel Watch, Fossil, R2499

**Friday.** a. Checked Cotton Scarf, Woolworths, R130 b. Light Grey Chinos, Markhams, R380 c. Sawtooth Shirt, Levis, R699 d. Printed Plimsoll, Mr Price, R99.99

## Friday





**Monday.** a. Belted Peplum, Mr Price, R89.99 b. Croc Embossed Pencil Skirt, Witchery, R849 c. Colour Block Sandals, Legit, R249.00 d. Elzabi Handbag, Zoom, R479 e. Bangle Cuff, Legit, R69.99 **Tuesday.** a. Drape Front Shirt, Witchery, R999 b. Tan Midi Skirt, Danielle Hechter, R575 c. Faux Leather Taupe Heel, Zando, R449 d. Mock Croc Belt, G Couture, R149 e. Lace Drop Earrings, Truworths, R55 **Wednesday.** a. Double Cloth Pant, Woolworths, R849 b. Embellished Structured top, Foschini, R340 c. Black Military Coat, Truworths, R999 d. Footwork Ankle Boots, Zando, R629 e. Geo Drops, Mr Price, R29.99 f. Quilted Bordeaux Bag, Pierre Cardin, R589 **Thursday.** a. Leather Pencil Skirt, Rage, R259 b. New Longline Shirt, Witchery, R499 c. Statement Chain, Mr Price, R79.99 d. Pave Stretch Ring, Woolworths, R79 e. Taupe Boots, Legit, R399.99 f. Flower Cut Shopper, Mr Price, R149 **Friday.** a. Ruffle front blouse 999 Country Road b. Lurex Wrap, Woolworths, R130 c. Stretchy Bangle, Mr Price, R39.99 d. Ear Knot Stud, Witchery, R129 e. Erin Mint Tote, Fossil, R2999 f. Georgia Mint, Fossil, R1799



Lack of transformation in sporting codes such as rugby and cricket 20 years into our democracy is not an accident, therefore, as a nation; we cannot sugarcoat it as an “unfortunate mistake”, writes **Nthambeleni Gabara**.

## Time to accelerate transformation in sport

**W**e all know that since democracy dawned in 1994, the transformation process in athletics, cricket, football, netball and rugby has been slow and not fully reflecting the diversity of the rainbow nation.

It is also not a myth to reveal that during the past 20 years, sporting codes such as rugby, hockey, cricket and netball were deliberately continued to be kept and preserved for white privilege and bastion.

This is also confirmed by a pilot transformation survey conducted by the Eminent Persons Group (EPG) chaired by Dr Somadoda Fikeni. The EPG report was commissioned and funded by Sport and Recreation Minister Fikile Mbalula.

According to the report, transformation initiatives in sport have proven to be mostly ineffectual over the past 20 years, that over simplistic and quick-fix strategies focused on bringing about demographic change only at the highest representative levels.

The EPG on transformation in sport was appointed to assist Minister Mbalula in monitoring and evaluating the current transformation process in sport, as outlined in the National Sport and Recreation Plan.

After receiving the EPG report on 24 March this year, Minister Mbalula said the era of ignoring implementing transformation

agenda in various sporting codes was over, adding that it would pay to be a transformed sport federation.

“We will support you as we’ve been doing, however, if you choose to neglect or undermine transformation, we will withdraw our support. This is not a threat, but a stern warning to any recalcitrant individuals and sport bodies,” he said.

The Minister said for the first time in the course of transformation of sport in the country, his department would link the funding framework of sport bodies to the multi-dimensional scorecard of the transformation charter.

He said any federation or sport body would be benchmarked according to transformation priorities, and failure to comply would result in the withdrawal of the grant.

“Federations that do not invest in development structures will not receive funding from Sport and Recreation until they play ball and put their houses in order.

“Ten per cent of the funding will constitute the guaranteed component of the grant to be utilised for administration, while 90 per cent is the conditional grant

component whose expenditure will be measured in accordance with the implementation of the transformation charter," he said.

Guidelines to deregister untransformed sport bodies

The National Sport and Recreation Act of 1998 enjoins Minister Mbalula to issue guidelines as requirements for the recognition and registration of federations and sport bodies."

From now on going forward, we are invoking these guidelines to deregister and not recognise untransformed and wayward sport bodies," he said.

According to Minister Mbalula, hosting and bidding for major events will no longer be allowed without a clear demonstration from the federation that such hosting and bidding will advance South Africa's developmental agenda.

"No teams or individuals participating in major events at home and abroad will receive government support if such individuals and teams are not responsive to the transformation needs of their sector.

"The national anthem, the national colours and national symbols can no longer be used to honour and decorate events of racist, sexist and divisive sport bodies.

"Symbols of nation building, of non-racial sport of unity and social cohesion must be reclaimed as sources of inspiration and triumph of the human spirit over evil," he said.

Minister Mbalula said it was his department's inten-

tion, not just a threat, to withdraw the national colours, the national symbols and deregister federations that are not implementing the transformation scorecard.

Minister Mbalula said: "I can guarantee that this (EPG) report is not going to gather dust as there's a programme of action."

Minister Mbalula said his department would oversee the establishment of provincial and local transformation committees as recommended in the report, adding that the EPG would further avail itself to sports bodies requiring assistance on achieving transformation targets.

The chairperson of the EPG, Dr Fikeni, described the completion of the pilot evaluation of transformation survey as an important milestone and a stepping stone for sports transformation in the country.

"This preliminary multidimensional assessment goes beyond the traditional focus on racial representativity in our national teams to include other critical variables such as gender, access to infrastructure and participation opportunities, governance practice, employment equity and leadership diversity, preferential procurement as well as the demographic profiles of coaches and referees in these codes," he said.


Dr Fikeni hopes the assessment will provide the basis for an informed, systematic and scientific mechanism of transforming sports landscape in a manner that will eradicate the legacy of the colonial and apartheid past while at the same time fulfilling South Africa's ambition to become an African powerhouse for continental and global sports.

## Pilot project

The survey focused on five national federations, namely athletics, cricket, football, netball and rugby.

The federations were subjected to complete a datasheet, on which information on the multi-dimensions, as indicated on the scorecard, could be obtained.

The scorecard consist of six dimensions, which include access, skill and capability development, demographic profile, performance, contribution to government priorities and good governance.

In Minister Mbalula's words, "the pilot survey enables the nation to ponder into our past, to reflect on the present and design a future sporting system that will leapfrog us into our world of equal opportunities." [SAnews.gov.za](http://SAnews.gov.za) 



*Jongikhaya Nokwe is one of a few players of colour that has had an opportunity to play for his country.*



# The S5 has arrived

The new Samsung Galaxy S5 can be described in one word - revolutionary. With its state-of-the-art perforated design, it not only looks good, but has world-class features never seen before in a smartphone. The Galaxy S5 comes with enhanced security, as well as technical and lifestyle features that will have you wondering how you ever lived without it. PSM magazine shows you why the S5 is the ultimate smartphone on the market today.

## Keeping you secure

Most of us use our smartphones for just about everything, from keeping in contact with friends and family, sharing data on social media sites and storing work presentations and documents, to making payments and purchases via internet banking- all these are private and secure activities. With the new fingerprint sensor hidden in the home key, the S5 provides security access without compromising your browsing convenience.

The fingerprint scanner also personalises your security setting so you can unlock, browse and make purchases on your smartphone, instead of using a password that can be easily hacked.

## Braving the elements

The elements are no match for the S5, which is resistant to sweat, rain, sand and dust. The smartphone has an IP67 certificate, which means that it is dust and water resistant and has the innate ability to protect itself against water or dust damage, so you can take your S5 just about anywhere and everywhere you go.

## Healthy living

We are all about leading a happier and healthier life and the S5 allows you to do just that. With a built in exercise monitor and heart rate tracker, the S5 is the first-ever smartphone to introduce health features that allow you to keep track of your health data.

The heart rate sensor allows you to keep your finger on the most important pulse of all - yours. It lets you measure your heart rate

with a simple touch and the new Gear Fit - which is the world's first ever wearable curved AMOLED screen - helps you keep track of texts, calls and emails all while monitoring your rate from your wrist.

## Supercharge your life


Like most smartphones, your battery tends to power down when you most need your smartphone. With the new Ultra Power Saving mode your S5 can automatically detect when the battery life is running low and switches to a black and white mode, also shutting down unnecessary features to minimise battery use, keeping you charged for longer.

## Being snappy happy

The S5, through its rich tone, 16 megapixel HDR feature, allows you to take more clearer and vibrant photos and videos, even when you are in places where the light isn't that great. The Fast Auto Focus also detects and displays focus incredibly fast, so no matter how fast you are moving, you will never miss your perfect shot. The selective focus also lets you focus on the important part of your photo and blur out the rest, creating high resolution, impressive images that can rival professional photographers.

The smartphone screen has a stunningly clear 5.1" full HD display that analyses the light wherever you go and adjusts the screen to look its best- making your photos picture perfect at all times.

## The Samsung Galaxy S5 comes in four

Modern glam colours, metallic blue, gold, white and black, that keeps you on trend and tech savvy. 







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