

# Public Sector

## MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS



APRIL 2013

### It's all about planning

Finance Deputy Minister Nhlamhla Nene spells out Treasury's approach

### Xolile George

Salga CEO Taking local government forward

### Provincial focus

Premiers announce their plans

### Special feature

EC MEC Zoleka Capa developing rural communities

### Power woman

Dr Patience Mthunzi is a rising star

### Plus

Dining with MasterChef Deena Naidoo  
Essentials for the corporate wardrobe  
Sony's smartphones are on their way



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# LIMPOPO PROVINCIAL BUDGET 2013/ BY LIMPOPO FINANCE MEC DAVID



LIMPOPO FINANCE MEC DAVID MASONDO

**T**his provincial budget has been carefully balanced, taking into account the global economic uncertainty as well as the provincial government's need to prioritise delivery in social services, development and economic growth and the national government's core priorities as highlighted in the national budget.

The main focus areas are agricultural investment, education, health and social service offerings and economic infrastructure.

The total provincial budget for the 2013/2014 financial year is R48.4 billion - R41.362 billion from equitable share, R7.179 billion from conditional grants, and R629 million from the province's own revenue. In the 2013/14 financial year, provincial revenue will increase by 14.4%, largely due to the new gambling sites, which will serve as additional sources of revenue in public entities linked to the Limpopo Department of Economic Development, Environment and Tourism (LEDET), and an increase in motor vehicle tariffs. In addition, it is hoped that sharp increases in revenue streams, through the "high road revenue collection" in LEDET; Health; Public Works and Roads and Transport, will continue.

**"To this end, the Department of Education's budget has been increased from R22.8 billion (2012/13) to R23.5 billion (2013/14)."**

## Education

Of the total R48.4 billion budget, the largest allocation - R23.5 billion (48.5%) is to Education. According to the National Development Plan (NDP), good education and training has been identified as a critical foundation for a "more productive and inclusive growth". To this end, the Department of Education's budget has been increased from R22.8 billion (2012/13) to R23.5 billion (2013/14). This will be used mainly to fund the salaries of teachers, the purchase of textbooks and other learning materials and school infrastructure - more than R800 million is set aside for upgrading schools and adding new classrooms, libraries and laboratories.

## Health

Health receives the second biggest allocation - just under 27% of the total provincial budget - R13.1 billion (an increase on 2012/13's R12.8 billion). These funds will be used primarily for the recruitment of doctors, nurses and other health service professionals, and for the purchase of food and medicine. The Department of Health's HIV/AIDS Treatment Programme will benefit from a huge fund injection to assist in the fight against TB and HIV/AIDS.

## Social services

To ensure the employment and retention of a sufficient number of social work professionals to provide for the needs of families, children and the elderly, the Department of Social Development receives a R1.37 billion allocation. R388.4 million of this will be made available to NGOs to support their home- and community-based care services.

## Infrastructure

Developing and maintaining infrastructure has been highlighted as a priority to ensure

# 2014 DELIVERED TO THE LEGISLATURE MASONDO ON 12 MARCH 2013

future growth. To this end, the total budget allocation for infrastructure spending amounts to R5.2 billion - R877.1 million for the Department of Public Works to build and maintain public infrastructure; R3.5 billion for the Department of Roads and Transport, earmarked for the improvement of living conditions for residents by building, repairing and maintaining roads and bridges and to aid economic growth through better distribution; and R1.3 billion for the purposes of improving on the delivery of housing.

## Agriculture

The Department of Agriculture receives a budget allocation of R1.5 billion, which will be used to provide farmer support and better access to affordable and diverse foods and sustainable agrarian reform with small and large-scale farming.

## Safety and security

The Department of Safety, Security and Liaison receives R74 million to assist community policy forms in eradicating crime.

## Sports, Arts & Culture

R266 million is allocated to Sports, Arts and Culture to build and maintain library infrastructure and archives, and for funding mass sport participation.

## Good governance, integrated planning, monitoring, legislature and public participation

The Office of the Premier is allocated R323 million, to ensure good governance, integrated planning and improved monitoring and evaluation of government programmes in the province, including intensification of the interactions with the

**“Health receives the second biggest allocation - just under 27% of the total provincial budget - R13.1 billion (an increase on 2012/13’s R12.8 billion).”**

community through the EXCO-public participation programme.

The R226 million budget allocation for the Provincial Legislature will be used for running the legislature, strengthening the oversight functions and public participation to ensure that political power is well-distributed.

The Provincial Treasury receives R385 million to build a strong foundation for Operation Clean Audit and enhance overall financial management for the province, while simultaneously restoring the oversight function of the provincial treasury.

## Tourism & Environment

The Economic Development, Environment and Tourism Department receives an increased budget allocation – from R890 million (2012/13) to R1.07 billion - for the

purposes of conserving nature areas, implementing the broadband project, and supporting SMMEs, co-operatives and tourism.

R307 million is set aside for the Limpopo Economic Development Agency (LEDA), established in 2012, to assist in boosting the level of industrialisation in the province to reduce dependency on raw materials.

## Spending efficiently but conservatively

Recognising the need to maintain a health budget surplus as cushion against possible fiscal shocks in the system, the province will continue to implement fiscal austerity measures while spending efficiently and effectively to meet the socio-economic needs and expectations of its people.



**LIMPOPO**  
PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

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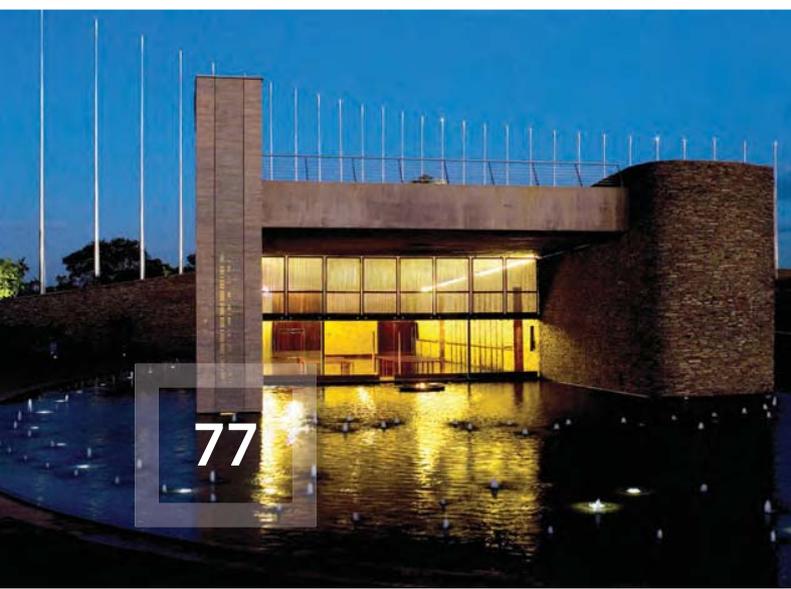
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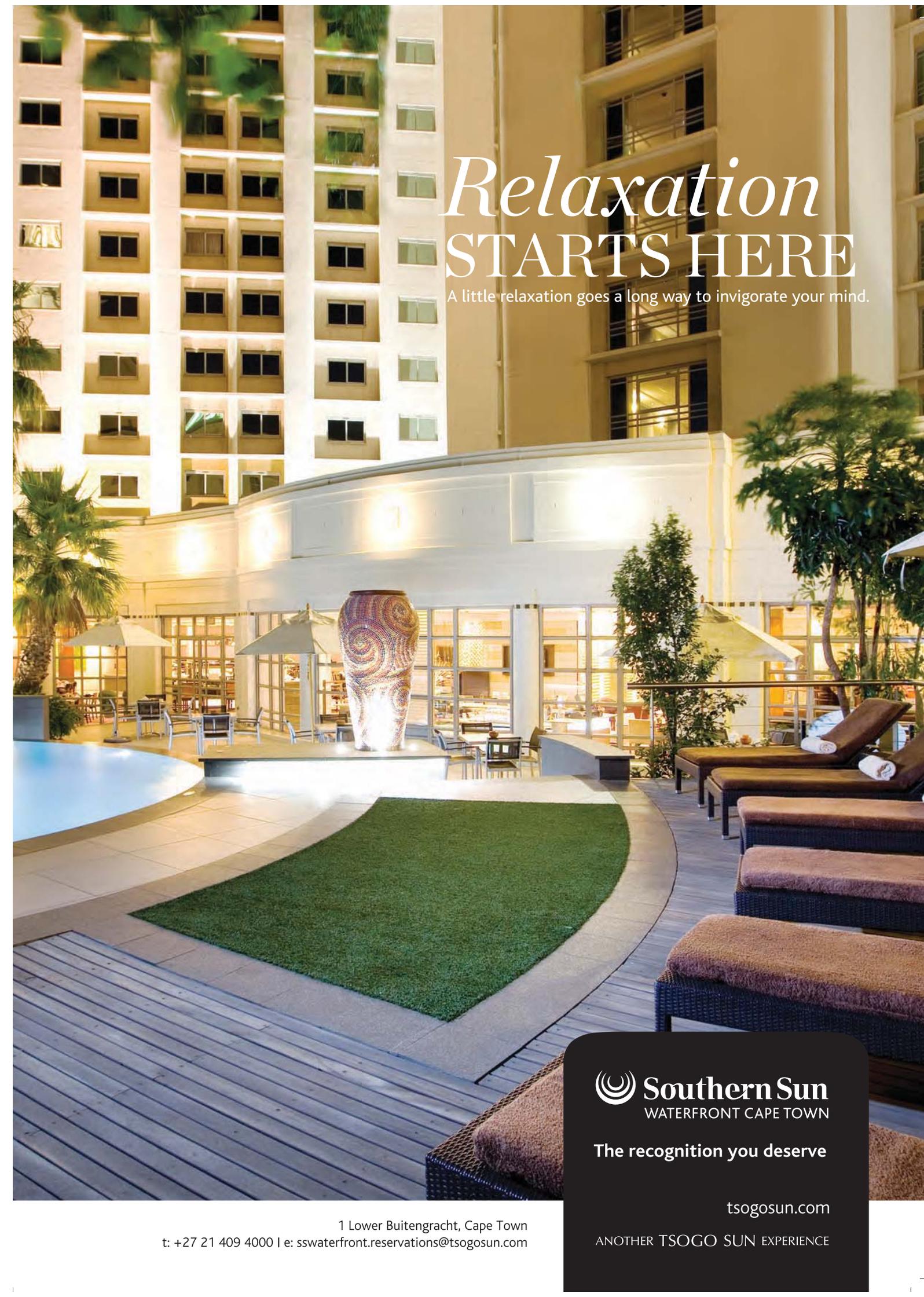
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# Youth work

## key to youth development

South Africa has just hosted a successful Commonwealth Youth Conference on education and training with the aim of finding solutions towards the professionalisation of youth work within the Commonwealth and beyond. The theme of the conference was: *Towards professionalising youth work.*

The conference was held under the auspices of the Commonwealth Secretariat and hosted in conjunction with The Presidency, the National Youth Development Agency (NYDA) and the University of South Africa (Unisa). Presentations varied from academics, youth development practitioners and young people who shared different experiences from their respectful countries.

Though youth work in South Africa is championed by political parties, it is considered a societal challenge as young people shape the future of our country. South Africa has over 20 million young people and therefore it was opportune and appropriate for the conference to take place in our country.

The Commonwealth has 2 billion people and 60% of them are under the age of 30.

Youth work can be defined as activities that intentionally seek to impact the lives of young people to realise their potential. South Africa's National Youth Policy defines youth work as: "a field of practice that focuses on the holistic development of a young person" enabling the realisation of youth development via a combination of focused strategies."

The National Youth Policy emphasises the professionalisation of youth work given the huge challenges faced by young people both locally and across the globe.

International best practices show that the professionalisation of youth work has many benefits, which include:

- strengthened capacity of youth workers to develop and deliver value-added youth development services and empowerment
- provision of professional quality services to the youth



- strengthened and sustained networks of governments and civil society
- better overall standards among youth workers, because of access to education and training.

The conference coincided with the 40th anniversary of the Commonwealth Secretariat's Commonwealth Youth Programme (CYP) which aims to professionalise youth work. This presented an opportunity to consolidate the gains made in the youth work sector over the past 40 years and to take stock of the challenges that lie ahead moving forward.

The Commonwealth is a voluntary association of countries that work together towards shared goals in democracy and development. South Africa has been a member of the Commonwealth since 1994 (after being a member from 1931 to 1961). During the celebration of Commonwealth Day on 11 March 2013, Her Majesty Queen Elizabeth II as the Head of the Commonwealth signed the Commonwealth Charter. It is appropriate that we guard and advance the core values and principles of the Charter and, in the context of the conference, emphasise the one that relates to "the importance of young people in the Commonwealth" by investing in, and promoting development of, young people.

Forty years ago it was hard to speak of youth development. Very few nationals could speak of having youth development ministries, departments, >>



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agencies, and even national youth councils. National youth policies were all but non-existent. Today these are popular and structured initiatives to develop our young people as the mainstay of our work.

The CYP has helped to build a body of knowledge, establish codes of ethics, define competency standards recognised by public service commissions and organise youth workers into professional associations. All of this has been done by building partnerships with governments, the private sector and youth worker associations.

For youth work to become a career of choice, there is a need to promote education and training of youth workers and to recognise the authority as well as experience of youth workers.

The CYP mandates all member countries to establish youth work education and training programmes and further encourages youth work practice be recognised as a profession.

The CYP delivers a Diploma in Youth Work Development through a network of partner universities across the Commonwealth. Established in 1974, the diploma was the first of its kind to provide an internationally recognised qualification in youth work. To date, over 48 institutions across the Commonwealth offer this qualification and in South Africa, Unisa has the highest number of graduates annually.

All these would not be possible without the professionalism and hard work of youth workers and academics. We salute all youth workers and look forward to creating a more enabling environment for the youth work sector to become professionalised.

We commend the Commonwealth also for the move towards establishing a Commonwealth Youth Council as a structure that will facilitate the establishment of youth councils in member governments.

South Africa has made great strides in advancing the interests of young people as it has a dedicated national agency, the NYDA, to advance the development of young people by providing support for their economic, social and educational development. South African political parties also have youth wings which allow young people to actively participate in politics and governance.

In the field of professionalising youth work, South Africa has achieved several milestones. It is one of the few countries that offers professional education and training for youth work practitioners. Another milestone is the South African Youth Policy which defines and clarifies youth work in the country. In 2006, the Department of Social Development commissioned a study which recommended that youth work be considered a profession in South Africa and institutions like Unisa and the universities of Venda and Stellenbosch provide courses on youth work.

The National Qualification Framework (NQF) Act and the South African Qualifications Authority (SAQA) Act support the course work. In South Africa, civil society also carried the torch by exploring opportunities for establishing relevant bodies such as the Professional Development of Youth Work Consortium (PRODYWoC) and the South African Youth Work Association (SAYWA). These organisations assisted in the crafting of the draft Youth Work Policy as well as the draft Code of Ethics.

South Africa with its diverse history has enjoyed the contribution of youth activists in the past. There are countless such dedicated men and women in South Africa who have worked tirelessly to see young people in a better situation and able to fend for themselves.

Government has begun with a programme of establishing youth development directorates in different government departments to ensure that youth development is championed across Government. This will also provide opportunities for graduates in this field. As Government, we also call on the private sector to consider the intake of graduates and to prioritise the development of young people as they form the key to South Africa's future.

The former President of South Africa, Mr Nelson Mandela, said: "There is no easy walk to freedom anywhere, and many of us will have to pass through the valley of the shadow of death again and again before we reach the mountaintop of our desires." This journey continues and Government will work tirelessly to achieve the professionalisation of youth work to build and empower our young people, our future.

The outcomes of the deliberations at this conference, which are still being finalised will be used to provide clear guidance to the upcoming 8th Meeting of Commonwealth Youth Ministers (8CYMM) which will be held in Port Moresby, Papua New Guinea in April 2013. The meeting will be held under the theme: *Young People at the Centre of Sustainable Development*. South Africa will present the outcomes during the Commonwealth Ministerial Meeting. ©



Othniel Collins Chabane

**Minister in The Presidency for Performance  
Monitoring, Evaluation and Administration**

# The EPCM Project Execution Model

*The EPCM project execution model is, for many organizations, the preferred contracting method for delivering major and mega capital projects. Other popular execution models used to deliver capital projects include EPCM (Engineering, Procurement and Construction) and PMC (Project Management Consulting).*

The acronym EPCM, Engineering, Procurement and Construction Management, is typically executed as a combined service offering by an Engineering Contracting (EC) company. The EPCM service provider is responsible for the overall project management and coordination of the engineering, procurement and construction efforts.

Engineering could involve an extended Front End Engineering Design (FEED) phase, sometimes also referred to as a Basic Engineering Package (BEP) that carries through to a detail design phase as part of project execution.

Procurement under the EPCM model involves goods and services related to the project in question being procured by the EPCM service provider. The procurement of goods and services is effected by the EPCM service provider for and on behalf of the customer, through the customer's books. This means that the contractual relationship for the purchase order for goods/materials provided by a supplier/vendor or the contract for providing professional services (consultant) or construction services (contractor) is held between the customer and the vendor or consultant/contractor. Most large customer organizations have vendor lists of organisations who are prequalified based on certain criteria to do certain work or supply certain goods. The EPCM service provider selects eligible companies from the vendor list, invites them to tender, assesses the bids received and recommends to the customer which tenderer should be appointed. The purchase order or contract is then concluded and signed by the customer and vendor/consultant/contractor and managed by the EPCM service provider for and on behalf of the customer.

Construction Management under the EPCM model entails the management of construction contractors; it does not mean that the EPCM service provider physically constructs anything. The EPCM service provider is responsible for managing the overall schedule, budget, quality, health and safety and other tiers of project management by managing the individual contractors. Any delay caused in the engineering, procurement, construction sequence is a risk to the project being completed on time, within budget and to the required quality standards. To delay a construction contractor on a major or mega project usually means that the construction contractor, unless mitigation is possible, is entitled to standing time which could be well in excess of R1million per day and is usually paid for by the customer.

In summary, WorleyParsons has the capability to execute EPCM projects successfully in South Africa and beyond, but are also able to advise customers on the most successful way to deliver a project. At the end of the day a customized solution should be developed on a project-by-project basis to enable effective project execution.





**T**his issue of *PSM* magazine comes out just as the 5th BRICS (Brazil-Russia-India-China-South Africa trade bloc) Summit, hosted for the first time by South Africa, draws to a close. The successful hosting of the a Summit bears testimony to South Africa's immense stature in the international arena. It is a key milestone in South Africa's ongoing efforts to prioritise countries of the South in its global outlook.

This repositioning is evidenced by our flourishing relationship with China, which has become South Africa's largest trading partner.

As we celebrate 15 years since establishing diplomatic relations with China, Bheki Langa, South Africa's Ambassador to China, writes for us about the significance of these relations and prospects going forward. This shift in our international relations comes at a time of an economic meltdown that continues to cast a shadow over our development.

Concerns that have been raised about the trade imbalance between the two countries are being addressed by a joint working group under the Bi-National Commission. But China is not to blame for South Africa's fledgling exports. This issue of *PSM* investigates how South Africa has lost its share of world exports over the past 26 years. We also look at Government's interventions to arrest and reverse this trend.

In this era of scarcity, public servants are expected to do more with less. Facing pressure to limit the use of consultants and budget

cuts occasioned by lower tax revenue, the Public Service must step up its quest for efficiency by finding new ways of doing things.

To stay relevant in the current social and economic climate, public servants are enjoined to conduct research and be innovative or face a real threat of stagnating. We report on proceedings of the Commonwealth Association for Public Administration and Management (CAPAM) conference held last month, which focused on research and innovation in the Public Service. CAPAM is a platform for Commonwealth countries to improve good governance and exchange best practice.

It is only through research and innovation that we can find better, cheaper or faster ways of providing service. In an interview with *PSM*, Deputy Minister of Finance Nhlanhla Nene confirms that only programmes which display innovation and efficiency will receive extra funding. This emphasis on innovation speaks to the need to eschew longstanding practices and structures, where they have been shown to be cumbersome.

The School of Governance, which is expected to be operational by October, is expected to address precisely this need for innovation and be a marketplace of ideas and examples of Government innovation. In our "Aerial View" feature, we look at the school and other interventions by the Ministry of Public Service and Administration to turn the Public Service into a lean, mean machine that is free of corruption. Expectations are high that the school will stimulate new ideas and bring people and ideas together around innovations in governance. ©

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

**Phumla Williams**  
GCIS: Acting Chief Executive Officer

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## ASPECTS TO BE COVERED

- Trends and developments
- Standards and regulation adherence
- Solutions to challenges in the industry
- Tyre waste and recycling
- Government involvement in the waste sector

## OBJECTIVES

- To follow up on the current trends and developments within the waste management sector
- To seek solutions to challenges in the waste disposal and tyre recycling industry
- To assess the level of regulation and standard adherence to the waste and recycle management policies

## OUR PREVIOUS CONFERENCES RELATED TO WASTE MANAGEMENT

- Medical Waste Conference - 8 & 9 September, 2010, Indaba Hotel, Fourways, Johannesburg
- Waste and Recycling Conference - 23,24 & 25 March, 2011, Birchwood Hotel, Boksburg, Johannesburg
- Medical Waste - 8 & 9 February, 2011, Sabie, Mpumalanga

## JOB TITLES

- Environmental Health Officers
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- Waste generators
- Landfill site contractors
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# We hear you!

**Dear Editor**

I recently attended a *Public Sector Manager (PSM)* Forum in Pretoria where the honourable Deputy Minister of Higher Education, Mduzizi Manana was the guest speaker.

It was indeed an insightful evening about the challenges

in the higher education sector and how

this ministry plans to tackle them.

I also think it was a good move to appoint an energetic young minister like Manana who has his finger on the pulse of the challenges faced by young people at tertiary institutions.

From his speech, it was starkly clear that in order for higher education to deliver on the requirements of the National Development Plan, we all need to play our part. The challenges vary from students preferring universities to FET colleges, a lack of funding, shortages of student accommodation and many others.

The Government Employees Pension Fund (GEPF), through its Developmental Investment Policy, has identified education as one of the key areas in which it can invest to grow the economy in the long-term and grow its investment portfolio as well.

Already, GEPF has injected R1 billion in a Schools Fund (managed by Old Mutual) to be invested in low-fee private schools in townships and in other initiatives to improve the standard of education in South Africa. These investments will also directly benefit GEPF members, thereby ensuring that they derive benefits from the fund both at present as well as at retirement.

GEPF is willing to engage with like-minded institutions to explore investment opportunities in the higher education sector.

I would like to thank you for the *PSM* Forum which provided a valu-

able engagement forum for stakeholders in the Public Sector.

– **Khaya Buthelezi, GEPF, Pretoria.**

**Dear Editor**

As an avid reader of *PSM*, I am pleased to say that the February edition, which coincided with the delivery of the State of the Nation Address, was one of my favourites so far!

My favourite article was “Stepping up the fight against inequality”. The piece was very well-written and got me thinking. Addressing the thorny issue of inequality in our country will go a long way in solving some of the socio-economic challenges faced by our people.

I don’t see why we can’t do it. Our purchasing power parity is pretty impressive. We boast copious mineral resources. Our tourism industry is booming - notching very impressive numbers.

The substantial amount of revenue derived from these areas can be channelled into various sectors/areas (such as our five key priority areas) to ensure that all South Africans benefit from the country’s resources. If we pay adequate attention to these, surely we can go a very long way in stepping up

the fight against inequality.

I also enjoyed reading the feature on SAA Express. I recently used the airline to fly to one of the country’s smaller towns and I was very impressed with the service. Thank you for profiling their work.

Keep up the good work.

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





# green outdoor gyms

## ABOUT US

Green Outdoor Gyms is a proudly South African ,100% black-owned company established in 2008. The company promotes the concept of free and accessible fitness for all with a huge focus on disadvantaged areas. We have developed a range of high quality outdoor exercise equipment (ecogyms) within the strict confines of Johannesburg City Parks regulations. Teams have been dedicated to focus on maintenance, security and on-going product development thus we have a huge focus on local job creation and skills transfer.

Although we a private owned entity we also have trust dedicated to the development and upliftment of communities (Green Outdoor Gyms Trust IT:1775/2012)

## WHAT MAKES IT UNIQUE

- It's freely accessible to the community
- Its outdoors and more exciting.
- It's a green solution and doesn't make use of electricity, instead it makes use of your body weight to operate.
- It's robust and vandal proof.
- It encourages a healthy, family oriented lifestyle.
- It encourages a family oriented lifestyle.
- It takes fitness to the disadvantaged who cannot afford commercial gyms.

## GOVERNMENT BENEFITS

- Meeting Government Objectives as stipulated by National Development Plan 2030 (page 39 in the Exec Summary)
- Promoting active citizenry as a critical requirement to strengthen development, democracy and accountability.
- Linkages between goals of the various sectors (government, public, labour and private).
- Building environmental sustainability and resilience.
- Increase accessibility and involvement in fitness activities (sports and recreation)
- Improving the quality of life through sports and recreation.
- Contributing towards the eradication of poverty, unemployment and inequality.
- Development of relevant skills and knowledge amongst youth for the growth and development of the fitness industry.
- Contributing towards fighting social ills such as drug and alcohol abuse, crime and the various chronic diseases.
- Bringing back the spirit of fun, joy and unity through sports and recreation amongst South Africans from various backgrounds



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### **Putting food on the UN menu**

The 4th Global Feed & Food Congress (GFFC) will be held for the first time on the African continent from 8 to 12 April at Sun City, Rustenburg.

The congress is organised by the International Feed Industry Federation (IFIF), with technical assistance from the Food and Agriculture Organisation (FAO) of the United Nations (UN), and is hosted by the Animal Feed Manufacturers Association of South Africa. Under the theme: *Safe Feed and Food for All*, the congress will look at the global challenge to feed nine billion people by 2050 and to do so in a sustainable manner.

The gathering is expected to attract over 700 international delegates. Last held in Cancun, Mexico, in 2010, the tri-annual congress has established itself as the leading global event of this kind.

For more information, visit: [www.gffc2013.com](http://www.gffc2013.com).

### **Freedom Day pays tribute to struggle stalwarts**

Freedom Day commemorates the first democratic elections held in South Africa on 27 April 1994. It is an occasion for the country to remember and celebrate struggle icons and honour those who continue to be committed to transformation and to building a better life for all.

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

### **WEF puts spotlight on Africa's development**

The 23rd World Economic Forum on Africa, with the support of the South African Government, will be held in Cape Town from 8 to 10 May.

Under the theme: *Delivering on Africa's Promise*, the meeting will provide a platform for key decision-makers from industry, Government, academia, the media, civil society and young leaders to understand and shape Africa's future.

The programme will focus on deepening the continent's integration and renewing commitments to a sustainable path of growth and development by addressing the following core

areas: accelerating economic diversification, boosting strategic infrastructure and unlocking Africa's talent.



### **Durban pulls out all stops for Tourism Indaba**

One of the largest tourism marketing events on the African calendar and one of the top three "must visit" events of its kind on the global calendar, is coming to town. Tourism Indaba will take place from 11 to 14 May 2013, at the Albert Luthuli Convention Centre in Durban.

It showcases the widest variety of Southern Africa's best tourism products, and attracts international stakeholders, visitors and media from across the world.

For two years in a row, the event has won the award for Africa's best travel and tourism show.

### **Calling on entrepreneurs with a flair for innovation**

InfoDev, a global innovation partnership within the World Bank, and the Department of Science and Technology will host the Global Forum on Innovation and Technology Entrepreneurship from 28 to 30 May in East London. The forum will facilitate learning, business matchmaking, strategy and knowledge sharing, with a special focus on the needs of African entrepreneurs and innovators.

For more information about the Global Forum, key programme highlights, registration, and logistics visit: [www.globalforum2013.co.za](http://www.globalforum2013.co.za).



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# Funding comes to those who plan



Deputy Minister of Finance Nhlanhla Nene.

**P**ublic officials in departments and State agencies who come up with new policy ideas or want to launch new programmes will have to back these up with solid business plans, as Government tightens its belt amid lower tax revenue and rising debt costs.

Speaking to *PSM*, the Deputy Minister of Finance, Mr Nhlanhla Nene, said the process of reprioritising Government expenditure had been underway for some time.

It involved looking at which programmes were performing and which were not, which programmes were essential and which programmes needed more resources than others.

“We had said in the Budget last year, and we repeat this stance, that no good project, despite the constrained environment in which we operate, will go unfunded,” he said, emphasising the importance of officials coming up with credible business plans to back any programmes departments planned to implement.

As it becomes important to account for every rand spent, Deputy Minister Nene says National Treasury expects deeper scrutiny of departments’ strategic plans by members of Parliament (MPs) and the Executive when they are tabled in Parliament. MPs will now be more equipped when it comes to allocating how the budget is to be spent in future years.

“Oversight must be stepped up, because it is when resources are thin that you actually make sure you get optimum benefit out of everything that you have.”

The 54-year-old Deputy Minister Nene from Kranskop, KwaZulu-Natal, should know. He spent three years co-chairing the Joint Budget Committee before becoming the chair of the portfolio committee on finance in the National Assembly until 2008, when he succeeded Jabu Moleketi as Deputy Minister of Finance.



*Finance Minister Pravin Gordhan, Deputy Minister Nhlamhla Nene, SARS Commissioner Oupa Magashule and Treasury DG Lungisa Fuzile arrive at Parliament for the 2013 Budget Speech.*

Three years after the Money Bills Amendment Procedure and Related Matters Act of 2009, the Budget Office in Parliament is finally being set up. Mohammed Jahed was seconded from the Development Bank of Southern Africa to set up the office. Speaking at the launch in February, Max Sisulu, Speaker of the National Assembly, said the process was at an advanced stage.

Deputy Minister Nene said the office would provide technical assistance and research support to appropriation committees and other committees in Parliament. It would help Parliament “when budgets need to be moved from either one department or one budget to another – because that is among the amendment powers of Parliament; being able to amend the budget within the approved fiscal framework”.

### **Tightening the belt**

In his Budget Speech in February, Finance Minister Pravin Gordhan reported that the deficit had risen to R182 billion or 5,2% of gross domestic product (GDP) – higher than the 4,8% he projected in October when he presented his Medium-Term Policy Budget Statement – and higher than the 3,9% deficit recorded in 2011/12.

The increase in the deficit was partly due to lower than expected tax collections – R16,3 billion less than expected mainly in personal income tax and corporate income tax.

Rising government debt is becoming a concern. In the last five years, Government debt has shot up from R483 billion in

2007/8 to R1,2 trillion in 2012/13, moving from 23,3% of GDP to 36,3%.

In a bid to tighten spending, Minister Gordhan said that, over the next three years, spending would rise by 2,3%, down from the 2,9% he forecasted last year.

Debt was expected to rise further to 38,6% of GDP in 2013/14 and 40,3% in 2015/16 – higher than forecasted by Minister Gordhan in October last year.

But Deputy Minister Nene stressed that if the country was borrowing for what he calls “the right reasons” – to help fund new infrastructure or build new factories, finance new schools and social grants – and if debt did not rise significantly above 40%, there would be no need for alarm.

“However, if the cost increases as a result of how we are perceived out there, in terms of the downgrades and everything else – that is what we should be working around, to make sure that as a country and as everybody, particularly in Government, we work towards being within a sustainable level!”

He also added that implementing austerity measures was not the way to go, as this would only succeed in constraining economic growth. What was needed, rather, was for Government to spend more wisely.

On this, Auditor-General Terence Nombembe sounded a warning in January that the State must increase its own capacity, with the release of a report that revealed >>

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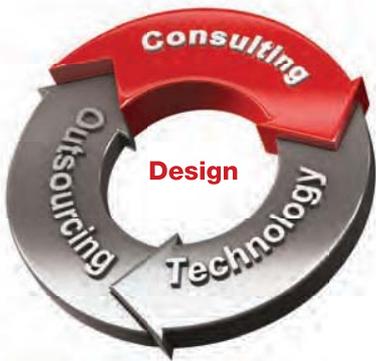


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# E<sup>△</sup>OH<sub>△</sub>

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that national and provincial departments spent R102 billion on consultants between 2008/9 and 2010/11.

National Treasury is also doing its bit and the *2013 Estimates for National Expenditure* – which provide details of spending allocations for each department's programmes – now contain specific lines of spending estimates on consultants. Deputy Minister Nene said though the inclusion of the spending line was new, National Treasury had for some years raised concerns about massive spending on consultants.

"It is not that we cannot spend completely – there are instances where it is absolutely necessary to do it. But we are saying that we must actually keep it to a minimum and use Government capacity."

There are also moves to streamline State procurement, with Minister Gordhan's announcement in his Budget Speech that plans were at an advanced stage to set up the Office of the Chief Procurement Officer (CPO) in National Treasury.

### Keeping tenders in check

The CPO is expected to help National Treasury to scrutinise tenders more carefully in a bid to crack down on corrupt officials and business people.

One of the first initiatives that the CPO is expected to tackle is to enhance the existing system of price referencing when the State buys from suppliers, which Minister Gordhan proposed in last year's budget. Deputy Minister Nene said putting in place key systems would be essential in streamlining the State's procurement system.

He admitted that one of the things the National Treasury was keen to look at is setting up an electronic procurement portal which countries like South Korea and Chile already have.

In Chile, an e-procurement implemented in 2003 (ChileCompra) has helped bring down procurement costs for the State, improved transparency in awarding and adjudicating of State bids and made State tenders more accessible and affordable for small businesses.

"It is one of the things we will be looking at ... once the CPO has been established, it is entirely up to them to make sure they take advantage of any available system that would make procurement much more transparent, cost effective and efficient," said Deputy Minister Nene.

### Paying on time

Government is also stepping up efforts to get all departments to pay suppliers within 30 days.

National Treasury issued an instruction note to accountants in departments in November 2011 to report non-compliance and reasons therefore by the seventh day of each month, and by the 15th day for provincial departments.

Several ministers have also put various measures in place to clamp down on late payments, including tracking systems and getting staff to work overtime to clear payment backlogs.

Suppliers can report late payments to the Public Sector Small, Medium and Micro Enterprises Payment Assistance Hotline run by the Small Enterprise Development Agency. Deputy Minister Nene said the blame did not only lie with departments not paying and that the Government had identified that improper invoicing by suppliers had led in some instances to late payments by the State.

Commenting on South Korea's e-procurement site – *b2b.gov.kr* – which had narrowed payments to suppliers from 14 days to just four hours, Deputy Minister Nene said this would be "an ideal situation".

Turning to spending on infrastructure projects, Deputy Minister Nene said the State had more than R3 trillion worth of infrastructure projects in the pipeline over the next 20 years. In total, Government will spend R827 billion on infrastructure projects over the next three years – with some projects having already been completed, while others are still in the planning stage.

In his Budget Speech, Minister Gordhan said the State needed to co-invest more with the private sector, pointing to the Independent Power Producers Programme in Government's renewable energy initiative as something that could be replicated in other sectors.

Deputy Minister Nene said that at times South Africans underestimated the ongoing cooperation already between the State and private sector, but added there were quite a number of instances where it was working.

Some of these joint initiatives include two telecommunication investments amounting to R14 billion this year and a R2,5 billion expansion plan in the mining sector, which were outlined by Minister Gordhan in his Budget Speech. "The fact that (Government and the private sector) are talking shows that we are all willing to get an amicable solution to the problem, because it is not only in the interests of Government, but also in the interests of business to find space to be active players in the economic environment." 

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# Fast facts at your fingertips

## Highlights from the 2013 Budget Speech

### Taking the lion's share

#### Basic education

- **R233 billion** – the budget allocation for education, sport and culture in 2013/14. The basic education sector will focus on improving numeracy and literacy, expanding enrolment in Grade R and reducing school infrastructure backlogs.

#### Higher education

- **R20,4 billion** – the transfers to higher education institutions in 2013/14. This allocation will increase to R24,6 billion in 2015/16.
- **910 000** – the total number of students currently enrolled in higher education institutions. This number is expected to increase to 990 000 by 2015.
- **R23,9 billion** – the amount made available to provincial education departments for infrastructure over the next three years. This funding includes the broader education infrastructure grant.
- **R700 million** – the allocation for the technical secondary schools recapitalisation grant. This will finance construction and refurbishment of 259 workshops and training of over 1 500 technology teachers.

#### Rolling out jobs

- **13,5%** – the increase in allocations for employment programmes over the next three years. Employment projects of non-governmental organisations and for Working for Fisheries will receive increased funding.
- **684 800** – the number of full-time-equivalent jobs to be supported by the Expanded Public Works Programme in 2013/14.

#### Health system on the mend

- **R268 billion** – the consolidated spending on health and social protection in 2013/14.
- **1 967** – the number of health facilities in different stages of planning, construction and refurbishment in 2012. In addition, 49 nursing colleges were built or improved.



#### At the coalface

- **R132 billion** – the amount allocated to local government, community amenities and housing. The largest increases go to bulk water, water treatment and water distribution projects, and allocations to the local government equitable share.
- **R4,3 billion** – money allocated to a new grant to be administered by the Department of Water Affairs, which will provide for water treatment, distribution, demand management and support for rural municipalities.
- **R820 million** – the amount received by the Municipal Infrastructure Support Agency of the Department for Cooperative Governance and Traditional Affairs. The money will be used to provide technical assistance to rural and low-capacity municipalities.

#### Accommodating the homeless

- **R26,2 billion** – the funding for human settlements this financial year. The amount will increase to R30,5 billion over the next three years, including R1,1 billion to support the informal settlement upgrading programme in mining towns.

#### More resources for nailing criminals

- **R2,5 billion** – the amount reprioritised by the South African Police Service to improve detective and forensic capability.
- **R1,2 billion** – the allocation to the Department of Justice and Constitutional Development for the criminal justice sector revamp and modernisation programme.

#### South Africa, a destination of choice

**87** – the number of new association meetings secured by the South African National Council of the Blind and its destination partners for 2013 to 2017. These meetings will contribute more than R2,6 billion to the economy. 🌐

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## Xolile George: champion of local government

**X**olile George has the daunting task of defending the collective interests of municipalities, lobbying for them to be well-resourced, while improving their capacity to deliver services.

As Chief Executive Officer of the South African Local Government Association (Salga), George is steering the transformation of municipalities to enable them to fulfill their developmental role.

While many would be intimidated by this responsibility, George takes it all in his stride.

He has been at the helm of the organisation since 2007 and his contract was renewed last year for another five-year term – a sure sign that whatever he is doing, he is doing it well.

“At the time that I assumed responsibility of Salga it was not in good shape, particularly in the area of seeing itself as an organisation that could make a positive impact.”

George says he inherited an organisation that was not properly resourced to discharge its constitutional role. Back then, Salga was also not geared to play its role effectively in terms of interpreting its mandate properly.

Since then, the organisation has made progress in asserting its role as a champion of the local government sector, representing the interests of municipalities, providing advice on policies and laws that have an impact on their day-to-day operations, and also providing guidance on the difficult task of managing relations between employers and employees.

“The Salga of today is obviously very different to the Salga that I joined. We have introduced and advocated for a lot of grant instruments that have shaped local government in the area of strengthening their ability to deliver services to our communities.

“It has tremendously changed from what it was, from a reputational risk that it faced, and from organisational challenges that it had. Salga has become a purposeful instrument of supporting the transformation trajectory of local government. It has improved its advocacy and lobbying capacity and capability.”

George says Salga now provides relevant support to members and fights for their greater recognition in the national policy landscape.

During his Budget Speech in February, Finance Minister Pravin Gordhan announced that a new formula for the local government equitable share (its share of revenue raised nationally) would be introduced in the next financial year.

The new formula will address the need to better differentiate assistance to different municipalities, including those in rural areas.

George welcomes this new formula, attributing its adoption to strong lobbying by Salga. “We campaigned strongly for the introduction of a local business tax, which is an additional form of revenue stream to local government.

“We have also pushed through public accounts committees at local government, introduced last year, as part of a greater deepening of the ability of councils to exercise oversight to drive monitoring and evaluation of municipalities.”

Salga, says George, has also lobbied for the separation of powers at municipal level. This, he says, will allow councils to set policies and laws and approve budgets. “It will allow the executive, led by the mayor, to implement and set executive decisions at the municipality. So, without going back to change the Constitution, we have put together a policy proposal to start operationalising that separation of powers and also to look at policy instruments to support that.”

### Charting the future

For the next five years, George says, the organisation will focus on seven key priorities. These are:

- accessible, equitable and sustainable municipal services delivered by local government
- safe and healthy environment and communities
- planning and economic development at a local level
- effective, responsive and accountable local governance for communities
- human capital development in local government
- financially and organisationally capacitated municipalities
- effective and efficient administration.

“For the new term of office, we have put together a new strategy for 2012 – 2017,” he says. “These goals largely mirror the national imperatives of our country in terms of ensuring that we respond timeously to improve the quality of life of citizens. So it is a progressive strategy. It seeks to consolidate the ability of local government to be responsive and accountable, which has been one >>



Salga CEO Xolile George.



GOVERNMENT OF DELTA STATE, NIGERIA



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of the hallmarks of the greater criticism that local government has been receiving.”

### Giving the NDP a local flavour

George says municipalities will play a key role in implementing the National Development Plan (NDP). The NDP is a blueprint for developing the economy and improving the quality of life of all South Africans by 2030.

George says that local government needs to align its Integrated Development Plans (IDP) to the NDP.

“We have to alter our focus areas in the IDP to speak to the key goals of NDP, and ask ourselves what role there is for local government to support the imperative of building a capable State,” he says. “We need to ask ourselves what interventions we can put in place as local government, with the resources at our disposal, to implement infrastructure programmes.”

A key challenge facing municipalities, according to George, is the dearth of skills. “Here is an unskilled workforce, so what are we going to do to assist in skilling people? What are we going to do to improve the implementation ability to have job-creation programmes at local government level, to absorb a number of people who are unemployed? How are we going to tackle the ugly face of poverty?” he asks rhetorically.

“So those conversations will require local government to move beyond the confines of competency arguments. And certainly at local government, we are starting those conversations to ask what a new IDP should look like in the context of the NDP?”

Last year, the Presidential Infrastructure Coordinating Commission (PICC) launched the intergovernmental forums of the 18 strategic infrastructure projects (SIPs).

The infrastructure programme aims to step up the construction of infrastructure that will boost economic development.

### So how does local government fit into this plan?

“All the programmes that are articulated in the SIPs, all of them bounce at local government level,” explains George. “So it calls for a much greater involvement of local government and we are quite satisfied that at the conceptual stage, at the design stage of these programmes, that local government through Salga has been brought on board.”



### Cleaning up municipal finances

In the 2010/2011 financial year, only 13 municipalities received clean audits. The Auditor-General at the time said the slow progress towards clean audits in local government was underpinned by, among other things, a lack of consequences for poor performance and transgressions at more than 70 percent of auditees and a lack of minimum competencies of officials in key positions.

In 2009, Government launched the ambitious Operation Clean Audit. It wanted to ensure that by

2014, all municipalities and provincial Government departments would achieve clean audits and develop the capacity to sustain quality financial statements and management information by that year.

George is not confident that this target will be achieved. “On the goal itself of having 278 municipalities receive clean audits, I think it is a mountain to climb because of a number of factors. The combination of skills levels, capacity levels at municipal level, and governance and leadership are some of the constraints. There are many factors. Some are easy to treat, but others are much more binding constraints that are making the 2014 target a mountain to climb.

“We have seen the outcomes of audits for the last financial year and the year before; and apart from saying we will spend time deepening the analysis of what goes wrong and why it goes wrong, we have to roll up our sleeves. >>



“We are constrained, yes, but we want to be there on the ground to provide support to identify those municipalities that are in the most critical need, the intensive care ones, those that cannot produce a financial statement.

George says Salga will set up a team to support municipalities in need.

“We want to put together a crack support team that must be able to identify these municipalities that are in the ICU and begin to provide nursing to walk with them and say ‘yes, we will deploy somebody to produce this financial statement that you cannot produce, but they will walk with you.’”

The team, says George, will visit identified municipalities and provide hands-on support to be able to improve those cases where the audits are poor.

George also expresses concern at the huge amounts that municipalities are not collecting. At least R81 billion is currently owed to municipalities for services. “It is growing and it is one of those areas where you cannot have amnesty. People have to pay, but you have to wonder of the R81 billion, how much of that is Government?”

“It will be a good injection for local government to develop systems to track those who can afford to pay but do not want to pay. Not all municipalities have the benefit of advanced systems, unfortunately.”

### Handling community protests

In recent years, service delivery protests have plagued various parts of the country.

Early this year, residents of Zamdela Township near Sasolburg in the Free State voiced their anger at the proposed merger of Metsimaholo Municipality with Ngwathe Municipality in Parys.

Tyres were burned, roads were barricaded and stores were looted as angry residents tried to get their grievances heard.

George says that while there are many avenues provided for in the law and policy for citizens to express their unhappiness, the issue is whether communities are well-versed with those avenues.

“I certainly do not think that there is a shortage of instruments to complain to or raise genuine grievances. The issue is about the effective use of those and certainly it falls more on the side of Government, which is the municipality, to be more responsive.

“Municipalities must be able to create a level platform for citizens to connect with their Government, to communicate properly and receive timely information. They must be able to engage citizens in such a way that they are able to participate meaningfully in the affairs of the municipality.”

While progress has been made in local government on various fronts, he admits that there are still many challenges. The fiscal space of local

government and the ability to raise revenue is very constrained.

“The viability of local government is a major challenge. The second critical problem is institutional capacity, your ability to have the right skills to drive programmes. We have infrastructure development programmes as a growth intervention, but we do not have skilled personnel.

“So there is a compendium of factors that undermine the ability of local government to have capacity to discharge its responsibility. Our role will be to assist municipalities in improving their systems, recruitment policies and approaches to get the right people to deliver their programmes.”

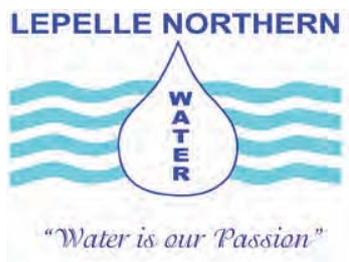
George says that Salga is implementing a battery of measures to improve the ability of local government to be accountable and provide visible leadership over their administration. “So when things do not go right and when the Auditor-General says things are not good, you want visible leadership by the mayor, the mayoral committee or the full council, saying there shall be consequences.”

Salga also sent councillors from all municipalities to Sweden on a governance and leadership programme.

“We also have programmes we are running on municipal finance leadership, a partnership with Treasury,” he says. “And we are looking at other capacity interventions, such as training councillors on their roles. We have also deployed public accounts committees. All of these are a battery of measures with which we want to improve the governance ability of local government.”

While it may not be an easy task looking after the interests of 278 municipalities, George fills you with the confidence that under his watch, municipalities are in good and capable hands. ☺

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# SA's leading *light in science*

**D**r Patience Mthunzi is one of the country's leading women in science. She is the first person in South Africa to ever receive a doctorate in biophotonics, was named one of the "20 Youngest Power Women in Africa 2012" by *Forbes Magazine*; and on top of this, she received one of the country's highest honours – the Bronze Order of Mapungubwe – last year for her contribution to the field of biophotonics.

*PSM* caught up with this remarkable woman, who is making tremendous strides as she heads up the biophotonics research group at the Council for Scientific and Industrial Research (CSIR) National Laser Centre.

Born and raised in Orlando West, Soweto, Mthunzi learnt the lessons of life from her grandmother, Alinah Mthunzi – a woman she describes as full of love but as strict as could be.

When she started high school at Reasoma Secondary School, she and her grandmother, who was growing old at the time, moved in with her aunt, Busi Nkosi. "My aunt, who was a teacher, was my world and my inspiration. I wanted to be like her, dress like her and be educated like her. She was the first person in my family to have a Master's degree and she was an independent woman with her own house and a great job – she was the dream for me."

Inspired by her aunt and instilled with a thirst for knowledge, Mthunzi went on to obtain a degree in Psychology from the University of South Africa. However, during 1996

*Dr Patience Mthunzi - a winner in every way.*



*Dr Mthunzi received a National Order from President Jacob Zuma in 2012.*

her deep love for science deflected her attention to a Bachelor of Science degree in Biological Sciences.

“As a child, I was extremely curious about science. I remember how my cousin and I, when we were younger, found a dead pigeon. With me being the inquisitive one, I decided to cut it open. At the time, I did not even know that that act was called dissecting,” she recounts, laughing. “I just wanted to see its organs and how things looked and worked from the inside.”

Not satisfied with her degree, Mthunzi went on to get her Honours in Biochemistry in 1999 and a Master’s in 2002 at the University of Johannesburg (then the Rand Afrikaans University).

“My grandmother used to say I was very hard-headed. I think I still am, because I do not let anyone talk me into things. Once I make up my mind about what I want to do, I follow through.”

One of the biggest challenges for Mthunzi was attending an Afrikaans-medium institution. At the time, she had obtained a bursary and Afrikaans was the standard medium at the then Rand Afrikaans University. “It was a huge culture shock, but I just had to make do and do the best I could.”

After graduating, she worked as a research assistant in the HIV vaccine unit of the National Institute for Communicable Diseases. However, it dawned on her that she was not guaranteed a permanent job. “I was on a

research grant at the time, with no promise of job security and I thought to myself, I had worked and studied so hard and obtained my Master’s degree, I needed to find a job that would inspire me.”

In 2004, she took up a job with the National Laser Centre based at the CSIR. For the next two years, she worked tirelessly to set up a fully-functional cell culture facility at the National Laser Clinic.

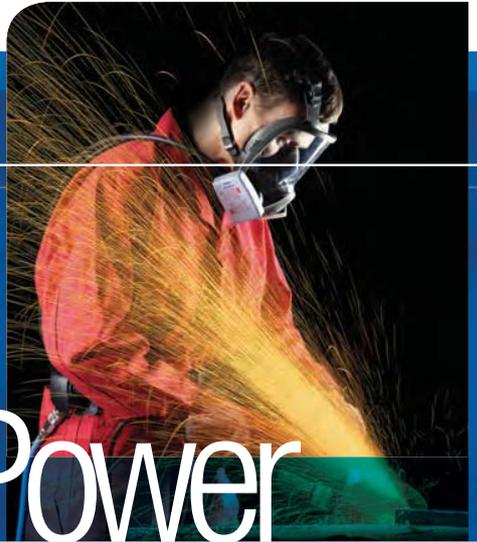
### **Flying high**

She then jetted off to Scotland to complete her doctorate in Physics and biophotonics at the University of St. Andrews from 2006 to 2010.

Biophotonics is a fairly new field of medical research that focuses on the use of laser light for micro-manipulating biological materials to carefully study their intricate processes. In essence, says Mthunzi, instead of using machines or chemicals to separate cells, a laser is used.

Living in Scotland, so far away from home, was a rude awakening for Mthunzi. “I loved it, but there were times I wanted to come home. To this day, I still say it was the most invaluable life experience I could have ever gained, professionally and personally. I learnt so much, not only academically but socially as well.”

One of the things she learnt was how to relate to foreign nationals. “I was stuck in a country not knowing anyone, with no family, and it made me realise that we have >>



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Dr Mthunzi hard at work at the CSIR National Laser Centre.

<http://www.timeslive.co.za>

delegates visiting our country all the time. We go home to our families without giving it a second thought when they are alone, so we should, as colleagues, extend that friendly arm and invite them over for dinner once in a while."

Her hard work and time away from family and loved ones have paid off. She was taken by surprise when she was recognised in *Forbes Magazine* as one of the "20 Youngest Power Women in Africa 2012" and received a National Order last year.

"To be honest, I was totally oblivious to who and what *Forbes Magazine* was all about and I did not even know that I had been nominated. Once people started congratulating me and I got a call from Metro FM's breakfast show's producer asking me to be on the show, I turned to Google to find out what *Forbes Magazine* was all about and I realised it was a big deal," she laughs.

Mthunzi also recounts her call from The Presidency about the National Orders as "quite embarrassing". "I received a call asking for my personal details, and I remember thinking there is no way I am going to give out my personal details to a total stranger over the phone. I did not even know why I was called. So I went to speak to our Centre Director at the time and he was shocked that I did not know what the National Orders were. He told me that it was the biggest accolade in the country. So now I know

and I am just humbled to have received recognition for both accomplishments. I thank God truly."

She is also instrumental in motivating youngsters to follow a career in science. The way to inspire, she says,

is to take science down to their level of understanding. "Once a person actually understands science, they either fall in love with it – and you would have unlocked a world of opportunity for them – or they realise it is not for them."

Despite her great success, Mthunzi admits there were many challenges along the way, such as paying back her study loan or being away from family. "The fear of the unknown can also prevent us from achieving our potential. To overcome this, I convinced myself that life would not be possible without taking risks, whether calculated or not."

She lives her life

according to two mantras, instilled in her by her grandmother. "She taught me to never waste time or money, as these are two things you can never replace; and to always treat others with utmost respect, as every human being matters. Whether you are educated and have the most money, if something happens to you it is not your money that will heal you, it is people. So treat each and every person you encounter like they matter." ☺



# Koogen Pillay:

a cosmopolitan  
**village doctor**

*Young, dynamic and committed – Dr Koogen Pillay.*

**D**r Koogen Pillay is an avid traveller who doesn't mind attending to sickly villagers in rural areas while he is on the road.

As a Medical Officer at the Nkonjeni District Hospital in KwaZulu-Natal, Dr Pillay routinely sees patients referred by 11 residential clinics. He is a humble caregiver with a passion to heal others.

From his formative years, Dr Pillay appeared destined for a career in medicine. As a young boy, while other children played with cars and trains, he kept a collection of toy skeletons – unusual for a child, he jokes in retrospect. The curiosity of the human body and its complex functioning fascinated him, and he knew he had to be a doctor someday.

However, the road to becoming a doctor wasn't as easy as he had hoped. After being turned down by a medical school, he decided to enroll at the University of KwaZulu-Natal in 2001 for a Bachelor of

Medical Science degree, but halfway through the year he realised that he was not ready to commit fulltime to studying. "I felt that I needed a break, so I took a year off and worked part-time."

Despite these minor setbacks, Dr Pillay says he does not regret his time off. In fact, he says, the time off made him more mature and goal-driven, and changed his outlook on life. In 2003, he returned to complete a Bachelor of Medical Science degree in Anatomy and Physiology. "I worked extremely hard with the hope that I would be accepted into medical school, so during my last year of study I decided to re-apply and a call a few weeks later changed my life forever."

Having the power to treat, heal and make people feel



better is the greatest gift on Earth, he admits. Dr Pillay currently performs medical and surgical emergencies, minor surgical procedures, anaesthetics and Caesarean sections. But being a part of the public healthcare system at a rural hospital comes with its fair share of challenges, he says, such as inadequate manpower, resources and an overflow of patients.

Despite Government pumping resources into the health sector through various initiatives, such as the implementation of the National Health Insurance (NHI) scheme, Dr Pillay stresses that more can and should be done at a grassroots level. "I believe that Government should spend more time assessing and mending problems in the health sector to the best of its ability." The planned NHI focuses on ensuring that all patients have equal access to healthcare, irrespective of their socio-economic status.

For Dr Pillay, the main problem facing doctors deployed to rural hospitals is the huge shortage of staff, late presentation of people to hospitals, and inadequate resources at hospitals. "In my view, our health system is too focused on achieving a first-world NHI system. Our Government must do more to attend to problems at grassroots level."

Dr Pillay says if working conditions are not improved for doctors, South Africa will continue to lose hundreds of young medical graduates and experienced doctors to foreign countries. "Many doctors choose to leave based on the promise of fewer patients, less working hours, more advanced treatment options, a better salary, the promise of fully resourced hospitals and less crime. Many also feel that owing to these major challenges, being a doctor in South Africa somehow feels like a chore and many doctors lose their passion for healing. These are some of the reasons why many consider working abroad."

Another challenge, says Pillay, is that many doctors want the ability to treat a patient and not just a disease. "I also believe that the doctor-patient relationship is

lacking in the public health sector, as we are faced with dealing with an overflow of patients.

"However, despite the long hours, the greatest part of my day is when a patient says 'thank you, doctor'. That in itself is priceless, and I think the best part of my day is going to bed each night knowing that I did everything to the best of my ability for every patient I saw during that day."

Aside from his passion for his patients, Dr Pillay has a huge fetish for foreign countries. "I love travelling, and being a doctor I have learnt that we all have a limited time on Earth. Anything can happen, so I try to make the most of my time and enjoy every moment to its fullest."

When asked what his favourite travel destinations are, with no hesitation he says Paris and London. "Paris for its endless beauty, history, culture, food, sights, and the unspoken charm that the city has to offer; and London for the multi-cultural population that it has and how everything works in unity.

"Travelling allows me to explore and dream, and being a doctor keeps me grounded, so in a way, it is the perfect balance."

Dr Pillay says his greatest strength is the ability to function both independently and as part of a team. The ability to make quick decisions under pressure in his line of work is also key. However, advice from a past manager – to treat every patient as if he or she is a family member – keeps him at the top of his medical game. "I think in my career, the most important lesson I have learnt is to be humble to my patients and treat them equally, with respect and patience."

Dr Pillay says he has learnt to stick doggedly to his plans in life.

"What most people do not know about me is that I never give up on my dreams. I may take longer to achieve certain goals, but it doesn't matter how long I take to get there, what matters to me is that I get there eventually."

When he has a few minutes between his medical calls, Dr Pillay is trying to finish *Conversations with Myself* by Nelson Mandela, and just like the proud historic icon Mandela, he says he is proudly South African because of the peaceful transition of our country from apartheid to democracy. He loves being part of the integration of different cultures and races in today's society. 🌍

It's been a rollercoaster ride for Deena Naidoo. Just over a year ago he was an IT specialist from Durban who loved to cook, but today is he the first-ever winner of the prestigious *MasterChef South Africa* competition and heads up his new restaurant Aarya at Montecasino, Johannesburg.

Through the incredible journey, Naidoo still exudes humility and appreciation –

the same characteristics which viewers fell in love with on the show. As part of his win, Tsogo Sun the hospitality partner for the *MasterChef SA* competition fulfilled a long-time dream for Naidoo – to become a chef with his own restaurant for two years. The restaurant is named after his 11 year-old daughter.

Naidoo has loved to cook since he could safely wield a spoon and can

remember making his first meal when he was just seven years old. His passion for food, he says, was stimulated by a desire to prepare meals to suit his own taste. Food, though, has been a self-taught venture throughout his life and he has spent years reading copiously, learning from others, experimenting, and indulging his unparalleled passion for all things culinary.

# Dining with Deena

## Cook like a *Master Chef* in your own kitchen

With a long list of mouth-watering dishes, Naidoo's famous butter chicken in a cashew and almond sauce saw him wow the judges in the competition and will surely blow your family away. He shares his recipe with *PSM*.

### Ingredients

1 kg boneless, skinless chicken breast cut into 2-cm cubes

#### For the marinade:

Lemon or lime juice

6 cloves

8 to 10 peppercorns

1 cinnamon stick

2 fresh bay leaves

3 g coriander seeds

3 g cumin seeds

3 cardamom pods,

8 to 10 whole almonds

3 g dried chilli

3 g turmeric

250 ml full-cream plain Greek yogurt

30 ml coconut cream

#### For the stew:

20 ml sunflower oil

2 large onions, finely chopped

6 plump fresh garlic cloves, chopped finely

10 g fresh ginger, finely grated

480 g can tomato puree

500 ml prepared chicken stock (you can use your own or use stock cubes)

Handful fresh curry leaves (fresh is best, but you can use dried, just a little more)

Pinch salt and sugar to taste

45 g butter

Fresh coriander leaves for garnish and flavour

### Method:

Place the chicken in a glass or plastic bowl and add the lemon or lime juice. Cover and set aside until you've prepared your spice and nut mixture.

To do this, heat a dry, clean pan over medium heat and add the cloves, peppercorns, cinnamon stick, bay leaves, coriander, cumin and cardamom seeds, and almonds.

Gently roast the spices and nuts for a few minutes until lightly toasted and aromatic, stirring frequently.

Tip the contents into a coffee grinder and grind into a powder before stirring it into the yoghurt.

If you do not have a coffee grinder, place the mixture into your processor and add the yogurt and coconut cream, then blitz.

Now add the spiced yogurt mixture to the chicken, stir well, cover and set aside to marinate for two hours in the refrigerator.

To cook the dish, heat the sunflower oil in a large pan and add the onions.

Sauté until golden then add the garlic and ginger.

Cook lightly for a few seconds then add the tomato purée. Bring to boil, then add the chicken stock and curry leaves. Once boiling, reduce heat. Simmer uncovered until the sauce has reduced considerably and thickened to your liking.

Now add the chicken and the yogurt-spice mixture to the simmering sauce and stir.

If you dislike the extreme tart taste of the tomato and yogurt combo, add sugar to taste. If the dish is not salty enough to your liking, add salt.

Now bring to a boil and cook for a few minutes just until the chicken is cooked right through. Any longer will make the chicken tough and stringy.

Finally, add the butter and stir through. At this point do not boil again, as the butter will separate from the rest of the ingredients.

Garnish with coriander leaves and serve with basmati rice, sambals and naan bread. 🍴

“My approach to food is to keep it as simple as possible.”

To book your table at Aarya and experience the menu that has kept the restaurant filled to capacity since its launch, call 011 557 7007.



# Government reinvents itself as a centre of service excellence

Writer: Albert Pule  
Photographs: GCIS



Minister Lindiwe Sisulu.

**T**he Ministry of Public Service and Administration is on a mission to transform the Public Service. The Minister of Public Service and Administration, Ms Lindiwe Sisulu, says her department is implementing various measures to deal with the challenges plaguing the service and to transform it into a machine of high productivity levels that will meet the needs of South Africans.

The ministry will, in the course of the year, establish a School of Government, introduce an anti-corruption bureau, set up e-Government to enhance service delivery, standardise the recruitment of senior managers and make induction programmes compulsory for all new public servants.

## Going back to school

Minister Lindiwe Sisulu says public servants need to go back to school. The department is expected to launch a School of Government in October aimed at proving training and development programmes for the Public Service.

"This entails designing and delivering programmes that are aimed at empowering and capacitating the Public Service to provide cost-effective, efficient and excellent service to the country. Once fully developed, the school will become the principal provider of management and professional training and development for all levels of the Public Service."

The school is expected to establish partnerships

with other institutions and will serve as a nest of ideas to reform the Public Service. "It is envisaged that the school will also serve as an incubator of ideas and catalyst for reforming and modernising the Public Service.

"The school, working with and in collaboration with similar institutions, will serve as a repository and disseminator of best international experience and practice in public service," explained Minister Sisulu.

One of the major distinctive features of the school is that it will draw its faculty mainly from former and current public servants. "Seasoned, ethical and principled facilitators and instructors that understand the Public Service will provide training in the school," she emphasised.

The school will ensure that State institutions are functioning with skilled public servants who are committed to the public good and are capable of consistently delivering high-quality services, fostering a sense of professional common purpose.

Legislative capacity-building training and development for public representatives within Parliament, provincial legislatures and municipal councils will also be part of the school's curriculum.

## Anti-corruption bureau

Lack of uniformity in dealing with cases of corruption in the Public Service, shortages of investigative and disciplinary capacity, lengthy periods of precautionary suspensions, inconsistencies in the manner in which discipline is applied and in some instances an unwillingness of managers to take responsibility for managing discipline are some of the challenges that prompted the department to establish an anti-corruption bureau. >>

# When you buy Coaching, do you know what you're buying?

These are the seven key questions you should ask yourself

**1) What is the underlying theory behind the coaching approach used by the Coach?**

Coaching as a profession is based on multiple disciplines and knowledge from learning theories, adult development, behavioural & social sciences, Neuro-sciences, Leadership management sciences, and Communication techniques. Which approach does your coach or coaching company use?

**2) Why do you need coaching? How would a coaching intervention assist your company? Is it to improve the performance of staff, improve team spirit and build high performing teams, or to change organisational culture?**

Depending on your answers to these questions your company may require performance, developmental, transformational coaching, or a combination. Performance and developmental coaching are often required for middle and junior management levels, while transformational coaching would be more appropriate at senior executive levels.

**3) Does Your Coach have credible coaching qualifications?**

The quality of the coaching engagement is dependent on the standard, consistency, and rigour of the education, development, ethics and core competencies of the coach. How do you assess whether your coach has credible coaching qualifications?

**4) Is Your Coach Equipped With Sound Coaching Models & Tools?**

A set of Models and Tools is necessary to assist the coach and the client in navigating the coaching process. The models also assist in setting specific outcomes with evidence measures that can be measured at the end of the coaching process.

**5) How does Your Coach Maintain and Improve their Coaching Skills and Competencies?**

It is important for a Coach to belong to local and international professional bodies to hold him/her accountable and uphold professional ethics and conduct. It is equally important to be part

of a Continuous Professional Development Programme to ensure that coaching skills are kept sharp.

**6) Is Your Coach Being Coached?**

Being coached is an absolute must for a coach- it ensures that the Coach "applies their own medicine to themselves" first. Amongst others it also ensures that your coach is always in a good state to coach, giving you their full presence and skill.

**7) Does your coach sell hours or a coaching package?**

Selling a coaching package ensures that the coaching intervention is outcome-based rather than time-based. It de-emphasises time spent together and emphasizes achievement of coaching outcomes.. So what does a coaching package include?

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Gloria Mbokota



Kgobati Magome



“In light of these challenges, coupled with negative reports from the Public Service Commission and the Auditor-General on the state of discipline in the Public Service, the Ministry of Public Service and Administration established an anti-corruption bureau to assist departments with investigations and disciplinary hearings of corruption-related cases. The bureau will help with cases of misconduct to ensure that the timelines prescribed in the Disciplinary Code and Procedure are adhered to.”

### Swift justice

The proposed bureau plans to deal with a challenge that Government has been facing for a long time – officials who are booked off from work for long periods of time while their disciplinary cases are underway, with many of these cases involving conflicts of interest as well as fraud and corruption.

The lengthy time it takes to resolve cases costs the State and taxpayers millions of rands a year as officials continue to be remunerated while on suspension. Often, too, the State has to pay other officials to act in their place.

Government has also battled with public officials who are found guilty of an offence and, once fired, take up positions in other Government departments or agencies.

### Movement on e-Government

In 2004, Government entered into a peoples’ contract to improve the provision of services. In an effort to improve the contract, the

department has commissioned the State Information Technology Agency to design a tool to improve service provision.

### Public Service Charter

To enhance service delivery through the Public Service Charter, the department will regulate the partnership between citizens, the State and public servants.

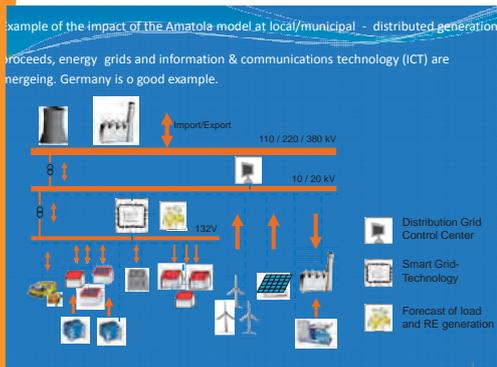
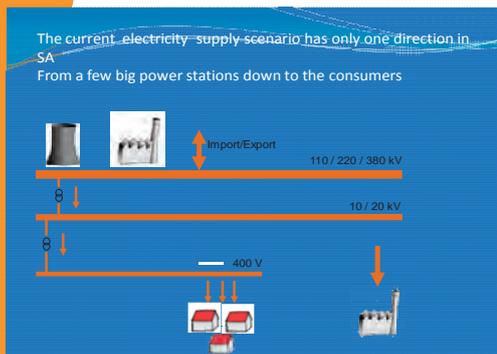
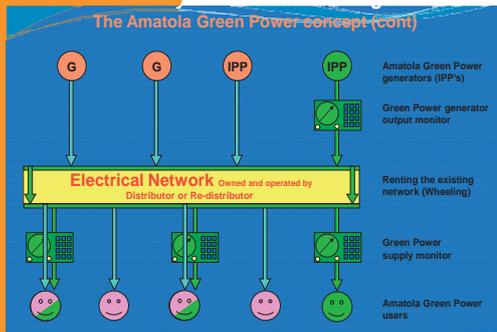
The charter is a statement of intent that enables service beneficiaries to understand what they can expect from the State and forms the basis of engagement between Government, citizens and organs of civil society. “The charter further recognises that the Public Service is there to render services commensurate with the commitments and undertakings of the Government of the day,” said Minister Sisulu.

### Compulsory induction for all new public servants

The department will help all new public servants understand the values and ethos of the Public Service by introducing a compulsory induction course. “This is central to our programmes to develop a new Public Service cadre whose only preoccupation is meeting the needs of the people.”<sup>PSM</sup>



## The Voluntary Green Power Trading Market. Driver of Local Economic Development (LED)



- Amatola Green Power is the only licensed electricity trading company in SA. Amatola operates in the voluntary market of willing buyer, willing seller
- The DME ran a successful pilot project during 2006, to illustrate that there were significant interest from generators and customers to participate in this market and that it was commercially viable.
- Generators such as Tongaat Hulett and TSB sold their excess energy to Amatola who in turn sold the energy via the City of Tshwane to Mercedes Benz at Swartkops. Eskom acted as the Market Operator.
- Amatola was awarded a license by NERSA 2009 and concluded a wheeling agreement with the Nelson Mandela Bay Metro municipality.
- The company rents networks from Municipalities and Eskom for a fee and enters into Wheeling Agreements with municipalities.
- This is the only model which allows the customer to directly buy physical green energy from local generators in order to lower its electricity bill and to reduce its carbon footprint.
- The model is viable because it makes financial sense for a customer to sign a long term (PPA) agreement with a green generator in order to get significant savings and become independent from the national energy utility.
- All the investment in the market is funded by the private sector and at no cost to the tax payer.
- The reason why the model works is because the energy prices at municipal level projected are already at the level which is acceptable to investors to invest in new generation projects.

### How Municipalities could benefit from this green economy strategy?

1. Municipal Councils need to adopt a policy to develop the green economy, to attract investment in renewable industries and create jobs.
2. Eskom already requires a 10% savings on current electricity usage by all. Rather than doing nothing a municipality can allow 10% of their energy to be traded by new businesses and customers willing to invest in the renewable industry.
3. Municipality should enter into a 20 year Wheeling Agreement with a trader such as Amatola Green Power currently the only trader to make new generation projects viable in the municipal area and Eskom areas.

### The Nelson Mandela Bay Metro is Leading the Way with the Implementation Renewable Energy Projects.

Renewable electricity generators are setting up shop in the NMBM to generate electricity and customers are willing to enter into long term agreements to make the projects viable and bankable.

Already stimulating existing investment, through travel air and vehicle hire, accommodation establishments, property purchases, lease agreements, maintenance agreements, training of existing engineers and electricians, creation of various business opportunities and Job creation.

### Embedded Generation for 100KW

NERSA now allows embedded generation of up to 100KW on the customer side of the municipal electricity meter subject to certain conditions. The NMBM has pioneered the adoption of the Embedded Generation with NERSA.

Various rooftop solar programmes are in the process of being implemented. This is the quickest route for implementation of renewable energy strategy creating investment and jobs.

Should you need assistance and advice please do not hesitate to contact us at : [elvin@amatolagreenpower.co.za](mailto:elvin@amatolagreenpower.co.za) or Elvin Fredericks 0824515709  
Debbie Meyer 0824636800

**P**ublic servants must keep abreast with the latest trends in their respective areas by conducting research and striving to be innovative.

This was the constant refrain at the Commonwealth Association for Public Administration and Management (CAPAM) conference, held under the theme: *Public service research and innovation: a quest for sustained service delivery.*

The conference examined, among other things, the gains and challenges of research and innovation in the Public Service and the role of leaders and management practice, at all levels of Government.



Professor Sipho Seepe, Special Adviser to Minister Lindiwe Sisulu, addresses delegates at the conference.

# Research and innovation keeps you relevant

Writer: Xoliswa Zulu

Photographs: Supplied by PALAMA

“At the centre of all these lies a need for research and innovation,” said Professor Lekoa Solly Mollo, Director-General of the Public Administration Leadership and Management Academy (PALAMA).

The conference, which took place in Pretoria last month, brought together academics and public servants to share ideas on issues that affect the Public Service today.

CAPAM is a member-supported non-profit association devoted to enhancing good governance and excellence in public administration across the Commonwealth. This is achieved through focused research and the delivery of expert workshops, learning programmes and thematic conferences.

Mollo emphasised that research resulted in good practice.

“A culture of research in any organisation brings about good practice,” he said. “This compels those in the Public Service to engage in a relentless study of emerging trends, new opportunities and past experiences. It fosters a need to come up with solutions that do not only address today’s challenges, but also respond to problems lying ahead in our vision map to 2030.”

He described the National Development Plan (NDP) as a catalyst for change in the Public Sector. “The NDP is inextricably linked to changes that have to be introduced in the Public Service to realise the envisaged change which all South Africans should incrementally experience towards the South Africa we seek to achieve in 2030.”

This focus on innovation, said Mollo, turns public servants into visionaries. This makes the Public Service a place filled with opportunities for visionary minds driven by inventiveness. Such inventiveness is a driver for a solution-driven research agenda within the Public Sector.

Innovation will inevitably challenge the customary way of doing things. “Innovation in the Public Sector inevitably encompasses changes in what we do, how we do it, and how our decisions impact on citizens.



Delegates who attended the CAPAM conference.

Therefore, research is fundamental, as it enriches experience and unleashes inventive orientation to innovative solutions."

Mollo expressed optimism that the School of Government, which is set to open in October, will help instil this culture of research and innovation in the Public Sector.

"I am convinced that leadership, management and innovation-oriented service delivery solutions in the Public Service will be important components in the curriculum of the School of Government." He added that the NDP, at the core of South Africa's developmental trajectory, has among its main pillars the need to create an open, responsive and accountable Public Service.

For Mollo, research and innovative thinking will help leaders of Government and public institutions navigate the complex structures, systems and processes of Government. They will also be able to document excellence in governance, improve leadership and management practices across a broad spectrum and keep capacity-building institutions credible, relevant and up to date with current trends, nationally and internationally.

"Research entails a systematic process and method of exploring, analysing, conceptualising social life to extend, correct or verify knowledge in the construction of theory or good practice.

"PALAMA, the Centre for Public Service Innovation (CPSI) and the Department of Public Service and Administration (DPSA) work in synergy to help identify and nurture innovative leadership, management and solutions in the Public Sector in a quest to improve service delivery."

Professor Dovhani Thakhathi, the Executive Dean of the Faculty of Management and Commerce at the University of Fort Hare, said that effective leadership in the Public Service needs men and women who are competent, confident and capable of influencing things to take place.

"Leading is influencing people towards a goal and getting that goal achieved. Leadership is the capacity and the ability to enable others to work willingly to accomplish their tasks well. Great leaders inspire confidence and encourage their followers to move towards achieving their strategies and goals."

Professor Thakhathi added that Public Service leaders must be aware of their powers, duties and authority that are in various legal and policy prescripts, and explained that leadership is a function and not a position.

"A leader must be known by what he does to the people he is serving and not because of the title he holds. Leaders in the Public Service must serve and embrace the principles of Batho Pele.

"The South African Public Service is in a new era," he said, "the era of democracy, transformation, reform, change and nation-building. Leaders should all unite their efforts in the search for excellent and effective service delivery; and uphold the new transformation princi-

ples of development, professionalism, accountability, equity, quality work ethic and good governance." The leaders must ensure that their employees implement Constitutional principles and values. They must also unpack new policies and develop actions plans. It is important for the leadership to show direction and prioritise key policy issues on service delivery."

Professor Thakhathi said leaders should instil a sense of love and pride for the nation by introducing a sense of care for the public by serving them well.

He added that it is up to leaders to clamp down on corruption. "Leaders must root out corruption everywhere in the Public Service. Leaders must remove the dead wood and those with negative influence. They must identify risks and plan to contain them. They must be proactive and allow renewal to take place."

Professor Thakhathi said that Government leaders have an important role to play in accelerating service delivery and transformation, adding that these two concepts form the basis of all Government activities.

"The citizens of South Africa are eagerly waiting to see profound changes and improvements. The citizens, as taxpayers, have the right to demand that such services be provided effectively, efficiently and cost-effectively. The leaders across the board must therefore strive to provide such services as required by the citizens."

Dr James Nkata, Director-General of the Uganda Management Institute, noted that the complexities of modern times demand continuous change and innovations if organisations are to be sustainable.

He said leaders should inspire and provide direction in advancing corporate strategy and added that innovation require supportive environments.

"A familiar leadership role is to lead change and innovation in organisations of whatever type and complexity. The complexities of modern times demand continuous change and innovations if organisations are to be sustainable.

"Leaders and managers must appreciate the changing context within which their functions are executed in the contemporary world."

Dr Nkata said that management development institutes (MDIs) could also play a role in leading change and innovation. "MDIs can create conditions to enable leadership to emerge at various levels, as it is these leaders who will influence public service delivery." 

# Unique partnership to close skills gap in manufacturing

The Intsimbi National Tooling Initiative (NTI) was formed between the Government and the Toolmaking Association of South Africa (TASA) to enable government and industry to cooperate in large-scale interventions to revitalise the Tool, Die and Mouldmaking (TDM) industry. Unique governance and implementation structures are in place at national and provincial levels through which project level partnerships are created for project funding and execution.

Statistics released by ISTMA (International Specialized Tooling and Machining Association) at the World Tooling Conference in Toronto, Canada, indicates that up to 50% of any manufactured component's cost competitiveness, is governed by Tooling. In South Africa the direct tooling industry represents a R15 billion market. Due to the growing skills gap, technology stagnation, a loss of capacity and competitiveness, a lack of transformation, and increased imports the South TDM sector has declined over the last 20 years from a position of 80% local supply to less than 20% local content currently.

At the core of the turn-around strategy between Government (the dti) and Industry (TASA) is a two-pronged strategic approach focusing on skills and enterprise development.

The main long term objective of the Intsimbi NTI's Skills Development Programme intervention is the incubation of new technical skills training capacity from FET college level to academic universities in support of the Department of Higher Education and Training's (DHET) new Quality Council for Trades and Occupations (QCTO) and new National Qualifications Framework (NQF) mandates.

This intervention is based on the foundation of a new "competency-based apprenticeship system" and is currently under development by industry in collaboration with international partners and local skills development stakeholders, aligned to industry needs and standards to provide a complete integrated solution. The added modularity of the system enables candidates to exit and enter the programme according to their development pace and capacity. On-the-job training throughout their study period exposes candidates to the world of work and provides them with the opportunity to find job placement prior to completion of their qualification.

The Intsimbi NTI Programme addresses three priorities of the National Development Plan, namely:

- Raising employment through faster economic growth
- Improving the quality of education, skills development and innovation
- Building the capability of the state to play a developmental and transformative role

The TDM Powered Apprenticeship Programme is the flagship skills development programme of the NTI. The programme pilot started in 2010 with the piloting of qualifications levels for the TDM sector as outlined below.

The Intsimbi NTI Programme sets out to fill the TDM skills gap by phased pilot intervention projects over the next five years to develop the required sector specific delivery capacity at selected skills development institutions across South Africa.

The following diagram gives an overview of the programme.



The following significant success has been achieved so far:

- TDM sector cluster management structures in six provinces
- Partnerships with 12 FET colleges, three universities, four international institutions (USA (2), Germany (2))
- Intake capacity of 650 students per annum
- Modular range of qualifications (one to four years)
- Large industry participation - more than 200 companies involved in on-the-job training and placement
- Competency certification against international standards
- Remedial mathematics, science, technical english, computer and life skills support programme
- High retention and qualification rates.

In terms of the Green Paper for post-school education and training (Department of Higher Education and Training, 2012) the improvement of the quality of the partner FET colleges will entail the development of industry aligned programmes; upgrading lecturer qualifications; capacity building for management and governance; improved learner support; utilising appropriate information technology systems for both learning and management; and building strong partnerships between colleges and employers in both the public and private sectors.

All of the above key success factors are already addressed by the Intsimbi NTI Programme through the following:

- Partnerships between FET colleges and Intsimbi NTI to enable the transformation of technical skills over the next few years.
- Improved teacher selection and training
- Improved learner selection and support throughout the programme
- Capacity building

The Intsimbi NTI programme seeks to expand its partnership with National, provincial and local government stakeholders and specifically seeks partnerships in the following areas:

- Student support - stipend and bursary funding
- Capacity building - technology investment at partner FET colleges

Be part of a successful partnership. Invest in the manufacturing sector in your province by building the TDM sector.

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E-mail: [info@tdmpowered.co.za](mailto:info@tdmpowered.co.za)



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# SoPAs set bullish tone for year ahead

Provincial governments have declared their readiness to lead the way in adapting their provincial economic plans to the National Development Plan (NDP). Delivering their State of the Province Addresses (SoPAs) last month, premiers of all nine provinces undertook to align their economic plans with the NDP. They also revealed their plans to strengthen the Public Service. To improve service delivery, premiers revealed plans to roll out broadband networks and to create new nodes of economic development through industrial development zones (IDZs) and to target business process outsourcing (BPO).

Focus will fall on areas where the implementation of existing policies needs to be improved. The emphasis is on building dialogue to overcome obstacles to implementation.

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

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

Government has already started a process to align the long-term plans of

departments with the NDP and to identify areas where policy change is required to ensure consistency and coherence.

## KwaZulu-Natal

KwaZulu-Natal has developed a Provincial Growth and Development Plan fashioned after the NDP, which maps out a growth path for the province to the year 2030.

Premier Zweli Mkhize said specialist project teams are in place to set up special economic zones (SEZs). “The establishment of SEZs in all districts will create new nodes of economic growth and development.”

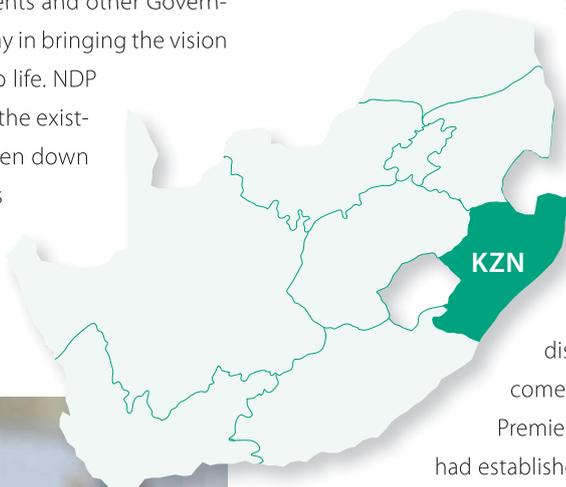
He expressed satisfaction that national Government chose KwaZulu-Natal Broadband as its pilot to commence the nationwide broadband network. “Sentech has completed site preparation for wireless backbone for 10 districts and provided Internet connection to 88 schools in 2012.”

Premier Mkhize said KwaZulu-Natal would be positioning itself as a home of BPO.

He added that the provincial Government had reduced the vacancy rate from 23% in 2009 to 7% currently. Through the Provincial Operation Clean Audit, the provincial Government will assist seven municipalities that received disclaimers to improve audit outcomes.

Premier Mkhize said his administration had established a new hotline and Ombuds-person that provided avenues for citizens to lodge complaints. The province had clamped down on corrupt officials. Of the 149 supply chain infringements investigated, said Premier Mkhize, “we have conducted 212 disciplinary hearings, resulting in 29 officials having their services terminated. We have registered 99 criminal cases with the police and 67 cases of disciplinary hearings are in progress.”

The province has taken steps to clean up the Public Service and to carefully screen new employees, the Premier added.



KwaZulu-Natal Premier Zweli Mkhize.



"We are vetting employees in Government and parastatals. To date, 5 871 government officials have undergone security screening and we continue to implement the resolutions of the 2011 Integrity Leadership Conference, where we committed ourselves to 'do right even when nobody is watching.'"



Acting Northern Cape Premier Grizelda Cjiekella.

### Northern Cape

Acting Premier of the Northern Cape, Grizelda Cjiekella said the province was already implementing some of the key programmes of the NDP. "These include the New Growth Path framework with its major infrastructure development programmes, as well as the State-led industrial policy."

She said the provincial administration had recovered from the R357,7 million overdraft it inherited in 2009. "At the end of January this year, the bank balance was R558,6 million and yesterday it stood at R527,4 million."

Acting Premier Cjiekella said the province had appointed the University of the Witwatersrand to provide technical project management services towards the establishment of a new university in the province. She said the university would enrol at least 5 000 students by 2014.

Strengthening State capacity was a prominent feature of Acting Premier Cjiekella's speech. "Key to addressing these priorities is the integration of economic growth with development, and the building of an effective developmental State, with the capacity to coordinate planning throughout Government. One of the defin-

ing features of a developmental State is the State's intervention in the economy, in favour of the needs of society as a whole."

Acting Premier Cjiekella said construction related to the Square Kilometre Array, upgrades for the Oryx Iron Ore line and the Sishen-Coega manganese line would boost prospects for the construction sector in the province. She announced that Upington would become the seat of the SEZ focused on a solar park, the electronics hub, skills development, and the manufacturing of solar and related components.

She paid tribute to Premier Hazel Jenkins, who is still recuperating after suffering a stroke a year ago. She described Jenkins as a leader who had a stabilising influence on the province.

Acting Premier Cjiekella said the Northern Cape would intensify efforts to meet the objectives of the 2014 Clean Audit Campaign. The provincial Government would give targeted support to 13 struggling municipalities.

### Eastern Cape

Premier Noxolo Kiviet said the Eastern Cape Provincial Planning



Eastern Cape Premier Noxolo Kiviet.

Commission is making progress in extrapolating the provincial implications of the NDP. The Premier said the Eastern Cape would have a Provincial Development Plan, "which cascades to the province the long-range development perspective outlined in the NDP", by early next year. She expressed satisfaction that the two IDZs in the province were working well. "The Coega >>

IDZ has operational investors on site with private investment of more than R1,2 billion. The East London IDZ has, to date, secured R2,2 billion of current investment, with a project pipeline of R12,7 billion.

She also said the provincial education department had made progress in filling vacant posts. "Critical vacancies have been filled, including those of subject advisers, education development officers and district curriculum heads. The implementation of the turnaround plan has begun to show positive spinoffs as demonstrated in the 2012 matric and annual national assessment results."

According to Premier Kiviet, the Eastern Cape has made headway in fighting corruption. "The operations of the Special Investigations Unit in the departments of education and health are beginning to bear fruit, with some officials involved in the theft of medicines and other corrupt practices being arrested."

She said the provincial government was on track to achieve clean administrations "and no amount of manipulation of public opinion will deter our resolve to emerge victorious against these tendencies."

The Premier said more municipalities in the province are getting improved audit findings. "The number of municipalities achieving weak performance ratings has decreased from 29 in 2006/07 to just eight in 2010/11." "We noted, too, that none of the municipalities received a disclaimed audit opinion in 2010/11. None of our municipalities achieved below 40%, as has been the case in past years."



Gauteng Premier Nomvula Mokonyane.

**Gauteng**

In Gauteng, Premier Nomvula Mokonyane said the Provincial Planning Commission had finalised the Provincial Growth and

Development Strategy and Plan, which is aligned to the NDP. "We have now not only mapped out our own growth path to 2030, with clear targets and interventions to guide us along the way, we also know exactly what our contribution will be for the successful implementation of the NDP."

Premier Mokonyane said the Department of Health had turned the corner following years of "maladministration, corruption and a blatant disregard for authority and rules" plaguing health institutions. The turnaround strategy entailed "restoring effective controls and systems and improving efficiencies, capacity and management in key areas".

She welcomed the approval from the Department of Trade and Industry for the creation of a "Smart City" SEZ in Nasrec.

Premier Mokonyane said the provincial government, through the Gauteng Broadband Network Link, is leading efforts to provide cheaper and faster Internet. The Gauteng Provincial Government is also doing well in terms of employment equity. "I am proud to say that 42% of our senior management are now women; an increase of 3% from last year. While Gauteng has proportionately fewer women than men, we are leading other provinces on gender equity." She said the province had strengthened its performance monitoring and evaluation, and has been quick to "identify areas of underperformance, take corrective action and improve accountability for performance. "In the fight against corruption, we have moved to tighten management controls in key areas. This has helped to more effectively identify and act against incidents of corruption such as collusion with private sector suppliers, fraudulent overtime claims and the illegal sale of land."

As a result of these measures, said the Premier, the province had "improved the resolution of cases reported through the National Anti-Corruption Hotline and enforced compliance with regulations relating to the disclosure of financial information by senior managers".

**Western Cape**

In the Western Cape, Premier Helen Zille committed her administration to start implementing the NDP. "We have been chosen by the national Government to pilot three crucial initiatives under the NDP: the reduction of red tape; the creation of an Economic Development Part-



Western Cape Premier Helen Zille.

nership to facilitate growth and jobs, and an afterschool programme to keep young people involved in productive activities in the afternoons. "We have added a fourth component: we will expand our version of the Youth Wage Subsidy to give more young people a foothold on the ladder of our economy, so that they can build their careers and move out of poverty." Premier Zille said her administration would make the environment conducive for investors to conduct business in the province. "Part of that enabling environment is policy certainty, good infrastructure, and an educated and skilled population." She added that the provincial Red Tape Reduction Unit is making it easier for new businesses to set up shop. "Of the 921 administrative bottlenecks reported since August 2011, 89,3% have been successfully cleared." To improve service delivery, the provincial Government will make Internet access faster, cheaper and more widely available. Premier Zille said the broadband project would ensure that 70% of provincial Government buildings, rural libraries and schools are connected by 2014. The province would improve people's access to service delivery by bringing Thusong centres closer to where people live. "This includes meeting our target of 83% of residents in the province being within a 25 km radius of a Thusong centre." Premier Zille said the province seeks to be a destination of choice for BPO. "The Western Cape is now the BPO centre of South Africa, and we were thrilled to be voted the United

Kingdom Destination of the Year for BPO offshoring." According to Premier Zille, the hotline piloted by the health department in the province had resolved 578 of the 594 complaints received in a period of five months.

### Free State

For his part, Premier Ace Magashule said Free State was reviewing its Growth and Development Strategy to align it with the NDP.

The revised strategy, said the Premier, would create the environment, institutions, processes and mechanisms crucial for inclusive growth, development and the Free State Vision 2030. He said the provincial Government would



Free State Premier Ace Magashule.

issue a directive to ban civil servants from conducting business with the State as instructed by the Minister of Public Service. He added that from next year, the province would adjust the performance hospitals will result in the filling of 373 posts." He praised the Matjhabeng Local Municipality for achieving the Provincial Top Performer Award in the Free State Province in the 2012 Blue Drop Assessment, with the Tswelopele Local Municipality achieving second place.

He added that the province is taking various steps to support nine municipalities achieve clean audits as part of Operation Clean Audit. He said the province would convene an implementation planning session with provincial entities and the local Government sector "to develop a comprehensive implementation plan that will give effect >>

to the projects and programmes outlined". Premier Magashule pledged that the province would strengthen the administrative and financial capability of municipalities. The Free State is also rolling out broadband infrastructure and digital migration as part of its Strategic Infrastructure Project 15, and Broadband Infraco has been appointed as the coordinator.

**Limpopo**

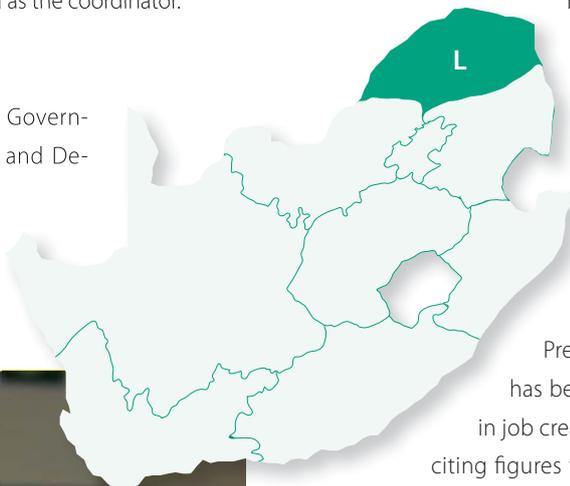
Premier Cassel Mathale said the provincial Government would align its Employment Growth and Development Plan with the NDP to ensure accelerated and sustainable shared growth. He said the province was working with the Department of Trade and Industry to



Limpopo Premier Cassel Mathale.

establish two SEZs. He added that the provincial administration was cooperating with the intervention team set up by National Treasury to stabilise the provincial finances. Five Limpopo departments were placed under Section 100 (1) (b) administration last year. "One of the critical issues highlighted by the intervention team was that there is a need to strengthen the structural capacity of the Provincial Treasury." Premier Mathale reserved a special word of thanks to public servants who work diligently under adverse conditions. "It is through the hard work, dedication and commitment of our public servants that our province has been able to scoop a number of awards at national level in this financial year." He singled out for praise officials from the Limpopo Economic Development, Environment and Tourism for their role in protecting the rhino and investigators from the South African Police Service for cracking high-profile cases. Premier Mathale said Limpopo is one of the top three provinces in

resolving the anti-corruption cases reported to the anti-corruption hotline of the Public Service Commission. "We remain committed to running an open administration that deals with fraud and corruption decisively."



He expressed pride that Limpopo is home to the best-performing matriculant in the country, the best teacher in Mathematics and Science in the country, and winner of the Lifetime Achievement Award.

Premier Mathale said Limpopo has been leading other provinces in job creation for the past two years, citing figures from Statistics South Africa to support his claim.

**Mpumalanga**

Premier David Mabuza said the Mpumalanga Economic Growth and Development Path, which is akin to the NDP, would underpin economic development in the province. The plan prioritises sectors "such as manufacturing and beneficiation, mining and energy, agriculture and forestry, tourism and cultural industries, including the green economy" as a bedrock for economic development.

Premier Mabuza expressed pride at the results of the Public Service Commission study, which released in August 2012, in which Mpumalanga "registered the highest success rate in terms of investigation and closing of reported cases".

He added that from 1 March, no public servants are allowed to conduct business with Government.

The Premier said the provincial Government handled an average of 20 cases reported to the Presidential Hotline and the Public Service Commission Anti-Fraud and Corruption Hotline per month. "In the 2012/13 financial year alone, 334 officials were charged for doing business with the provincial Government and municipalities," said the Premier. Fifty-six of these officials were charged with fraud and corruption, and many of them were dismissed, demoted or had salaries docked.



Mpumalanga Premier David Mabuza.

A key priority for the provincial Government, said Premier Mabuza, is to strengthen its capacity. "As a province, we want to ensure that we focus on recruiting appropriately qualified and suitably skilled people in key and critical positions to reduce over-reliance on consultants," he said, adding that the province would cut down on its use of consultants. The province will also intensify its monitoring and evaluation visits. "Paying service providers within 30 days will continue to be a priority area for this Administration." Premier Mabuza said the new university in the province would commence with a small intake for the 2014 academic year, but it would have the capacity to cater for 15 000 full-time equivalent students within 10 years. "As part of the process towards the establishment of a fully fledged university, we have partnered with the University of Johannesburg, the National Institute of Higher Education in Mpumalanga, and the Department of Higher Education and Training to start a Teacher Education Programme in Siyabuswa in 2013."

### North West

In North West, Premier Thandi Modise pledged to make the NDP a major driver of economic development in the province. She said her administration is supporting 11 municipalities to improve their records management audit outcomes. Premier Modise said the provincial Government is talking to mining houses to prevent a repeat of the Marikana tragedy that rocked the province last year. She called on the National Union of Mineworkers and the Associated Mineworkers and Construction Union to settle their ongoing turf wars. She added that the province had held several initiatives to raise

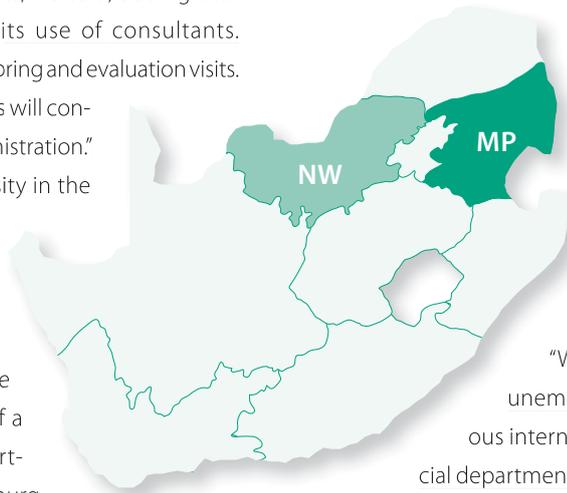
awareness and root out the scourge of corruption. "In an effort to root out corruption, two round table discussions relating to the impact of corruption on service delivery were held. "Awareness programmes relating to corruption were held in all districts. The provincial summit was also held. The commemoration of the International Day against Corruption was held in Klerksdorp to discuss measures to be put in place to fight corruption."

Premier Modise announced that CCTV cameras would be installed in Mahikeng in the next financial year.

She said the North West had revived the district intergovernmental relations forums, and meetings had already taken place. "We have identified numerous challenges. My office will also continue to provide strategic and administrative support to municipalities."

She said to improve its capacity, the provincial Government would offer 119 bursaries for scarce skills areas of town planning, agriculture, mining engineering and other engineering fields, health and accounting and finance in the province.

"We are looking at recruiting 586 unemployed graduates through various internship programmes in the provincial departments. Twenty employees have been registered in the electrical engineering learnerships to be trained as artisans to respond to the National Artisan Development Programme." ©



North West Premier Thandi Modise.

# South Africa and China celebrate 15 years of relations

**T**he 15th anniversary of the establishment of diplomatic ties between China and South Africa is a momentous occasion that will be celebrated in both countries throughout 2013. China occupies a prominent position on South Africa's foreign policy agenda.

Serving in Beijing as South Africa's Ambassador to the People's Republic of China for the past two years has been a rewarding experience, which has contributed immensely to my personal growth and enriched my understanding of the world.

China is an intriguing place, with a rich cultural heritage and history going back some 4 000 years. While on the one hand the Chinese are deeply steeped in tradition, they are at the same time at the forefront of the global drive for modernisation.

China's phenomenal performance in the economic and technological spheres has become the main topic for academics and development practitioners all over the world. Deconstructing China has become a central preoccupation of both the country's friends and enemies.

South Africa has three Confucius institutes; and over the past few months, there has been a noticeable increase in the number

of students coming to China to study Mandarin and other disciplines.

As soon as I assumed my post in Beijing, I took up Mandarin lessons. It has been a challenging yet fulfilling enterprise that has not only forced me to exercise hitherto unmoved facial muscles but also stimulated uncharted brain territory. Apart from language lessons, I am also taking piano lessons on Sundays when there is no official delegation from South Africa.

For me Beijing is the busiest place on Earth – which is a very nice problem as I have nightmares about serving at a quiet and forlorn mission. My career highlights since I assumed my post in China include the visit by President Jacob Zuma to attend the Brazil-Russia-India-China-South Africa (BRICS) Leaders Meeting in Sanya in April 2011 and most recently, the Forum for China-Africa Cooperation (FOCAC) in Beijing in July 2012.



President Jacob Zuma receives the President of the People's Republic of China, Xi Jinping on a State visit during the recent BRICS Summit held in South Africa.

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*Ambassador Bheki Langa greets President Zuma on his arrival in Beijing for the Forum on China-Africa Cooperation.*

### Chinese work ethic

To be busy is a way of life in China. Those who have been to China cannot fail to observe the strong work ethic of the Chinese.

In Beijing, Guangzhou, Shanghai – you name any city in this vast country of 1,3 billion people – at any given time of the day or night, the streets are alive with scores of small traders ferrying heavy wares on bicycles.

This strong Confucian work ethic is pervasive in China and is a veritable fulcrum for the country's remarkable economic achievements.

At the core of it all is how the children are brought up and the shape of the education system. In this highly competitive society, success is not enough. It is taken for granted. What matters is passing way ahead of others and being the best within the group of high performers.

This competitive spirit can be found everywhere: for instance, most drivers refuse to give way to others and "lose face" if somebody cuts in in front of them.

But to return to my Chinese language lessons: during a conversation in one of the lessons, I told my Chinese language teacher that I was also taking private piano lessons on weekends.

She was quite impressed and told me she thought that was a good idea and in fact was considering enrolling her nine-year old son for part-time piano lessons. I told her I thought that was a wonderful idea.

She told me that her worry was that her son was "so busy, so busy". A nine-year old busy doing what, I thought.

"He has a lot of homework from school," she said, responding to my puzzled look. I then said to her he could just do it part-time as a hobby without interfering with his "busy" third-grader schedule.

"No!" she countered in horror. "He would never do anything just for the sake of doing it. It is important that he does well in

anything he does! Just scraping through is no option! He has to be very good in everything he does!"

I realised I had touched a sensitive point. My mind reeled back to a point in time when I was working as a researcher at the University of Durban-Westville when I heard a student proudly announcing after an exam session that he had passed with only two supplementary exams to clear in the next exam session. Here I was thinking that as ambassador, I was the busiest person.

### Rapport rules supreme

One of the most vital cultural norms in China is the practice of *guanxi*, which generally refers to the importance of personal relationships. It is particularly important for people who want to do business with the Chinese to take note of this.

This principle basically says that good personal relations are a guarantee of success in business. A business relationship based on strong personal friendship is unshakable. So, when the Chinese invite you – as they always do – for lunch or dinner, this should not be taken as a bribe but rather a means to get to know you better.

But *guanxi* is not to be confined to business relations. Even in the mundane and seemingly unexciting world of politics, personal relationships play a vital role.

I actually felt this during my brief encounter with former President Hu Jintao when I was presenting my credentials in October 2010. His very body language and the way he pronounced the name "Jacob Zuma" ... in his voice there was a certain very discernible familiarity that suggested a deeper relationship and respect that went beyond the normally stiff obligatory official encounters.

China occupies a pre-eminent position in South Africa's system of foreign relations. Over the past one and a half decades, the relationship between the two countries >>

has gone through three principal stages: from a partnership in 2000, to a strategic partnership in 2004, and then to a comprehensive strategic partnership in 2010. From 2010, China became South Africa's largest trading partner. South Africa is now China's number one trading partner in Africa.

In July 2012, South Africa assumed the position of co-chair of the FOCAC and will hold this position until 2018. Quite significantly, South Africa will host the next FOCAC ministerial conference in 2015.

This relationship was given further impetus by South Africa joining Brazil, Russia, India and China as a full member of BRICS at the end of 2010 and participating in the grouping's third summit held in China's southern resort of Sanya in April 2011.

The fifth BRICS Leaders Meeting, hosted by South Africa in Durban, was a most significant event for China-South Africa bilateral relations, as it was the first official visit by Communist Party of China (CPC) Secretary-General Xi Jinping after election as the President of the People's Republic of China. This presented a good opportunity for South Africa to be introduced to the new Chinese leadership.

### **The differing political cultures**

There seems to be an understanding on both sides, based on recognition and respect of each other's core interests. The two countries are very close yet are very different in many important respects. While learning from each other, each country has to develop in accordance with its own specific historical and cultural circumstances.

In China, political power is concentrated in the hands of the CPC, which has full control over the State machinery. Given its huge population of 1,3 billion people and its enormous development challenges, China has had to craft its own way of development suited to the country's peculiar historical circumstances. The Chinese authorities have emphasised the importance of stability and cohesiveness of the country as a necessary condition for development.

The CPC realises that if it is to maintain its leadership and influence over the population, it has to have credibility and legitimacy. It is partly for this reason that the CPC has such a low tolerance for corruption within its ranks.

Corruption is seen not only as a drain on much needed resources, but also as a serious threat to the legitimacy of the party. But more importantly, the party has to deliver on the needs of the vast population to retain power and control.

It plays a leading role in economic development in China through its five-year development plans, which are implemented mainly through State-owned enterprises (SOEs). The latter are the key levers driving the party's huge economic development agenda.

Strategic pragmatism is the hallmark of the political and eco-

nomical governance system of modern China. The Chinese authorities have, over three decades, introduced a number of far-reaching reforms that have pulled millions of people out of poverty.

During the period of "reform and opening up", the Chinese leadership chose not to cling to rigid ideological positions but rather implemented policies fashioned out of the country's specific conditions.

These reforms combining elements of socialism and capitalism – termed by the leadership as "socialism with Chinese characteristics" – essentially centralise political power and control in the CPC, while allowing and promoting free-market economic relations.

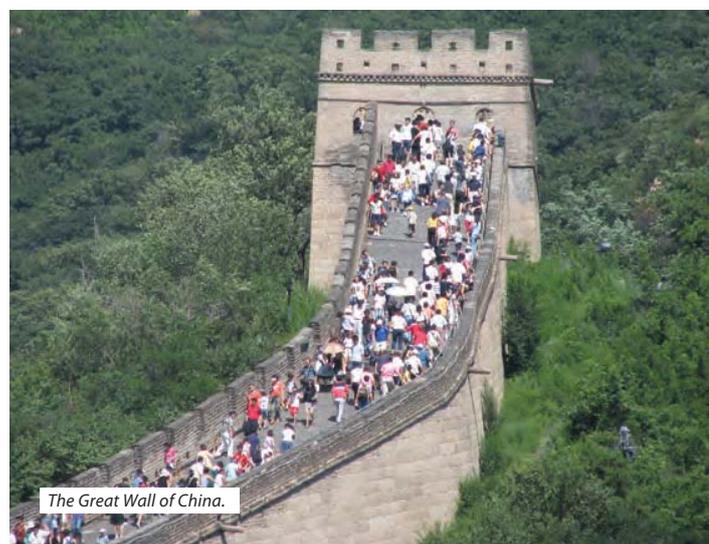
As South Africa grapples with its own development challenges, there are a number of lessons that can be learnt from China. Of particular interest is how the Chinese leadership has effectively boosted the capacity of the State to implement the country's ambitious economic development programme, with SOEs being the main instruments of delivery.

To meet its huge development agenda, it is critical that South Africa forges meaningful partnerships across the globe.

The comprehensive strategic partnership with China in terms of which a number of cooperative agreements were signed – covering areas such as trade, investment, mining, energy, infrastructure, science and technology – is a good example of what such partnerships can achieve.

It is against this background that we celebrated the 15th anniversary of the establishment of diplomatic ties between China and South Africa in 2013.®

**\* Bheki Langa is South Africa's Ambassador to the People's Republic of China.**



# NDP lays ground for tackling gender violence

One of the central aims of the National Development Plan (NDP) is to end the scourge of violence against women in South Africa, making the country a safer place.

The country's high incidence of abuse against women recently grabbed headlines, following the violent rape of Anene Booysen in Bredasdorp in the Western Cape and the death of Olympics hero Oscar Pistorius's girlfriend, Reeva Steenkamp, in Gauteng in February.

The NDP, which was approved by Cabinet seven months ago, says a safe and secure country encourages economic growth and transformation by providing an environment conducive to employment creation, improved education and health outcomes, and strengthened social cohesion. However, it points out that violence against women, such as domestic violence and rape, has not been significantly arrested.

A survey that was conducted in four provinces between 2010 and 2012 and released last year by Gender Links revealed that in Gauteng, 31% of men admitted to having raped a woman at least once in their lifetime. The survey found that between 36% (KwaZulu-Natal) and 75% (Limpopo) of women experienced physical, emotional or economic abuse by men.

Added to this a study released last year by the Medical Research Council on the murder rate of women between 1999 and 2009, showed that while homicide in South Africa is declining, murders of women remain disproportionately high in relation to increased rape homicide.

## NDP to the rescue

Among the NDP's proposals for a safer country is one for more active participation by community members to improve safety, and for municipalities to carry out safety audits or barometers with communities to inform their responses.

"These could include better street lighting, removing rubbish dumps and hazardous waste, and municipal by-laws to increase community safety and wellness," the plan reads.

Gender Links, for example, has reported that it has been working with ward councillors to develop plans to tackle gender-based violence. The organisation has come up with suggestions such as fixing broken

street-lights, thus reducing opportunities for criminals to abuse women. Active participation by community members in safety is also essential.



Government is stepping up efforts to fight the scourge of violence against women and children.

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## War on abusers

In his 2013 State of the Nation Address, President Jacob Zuma condemned violence against women. At a briefing following his address, he said a summit should be held to discuss the “moral decay” of the country and the prevailing violence. He also mooted the setting up of special courts to deal with violent crimes such as rape and murder. He said law enforcement agencies had been ordered to prioritise cases of rape and murder against women and children.

In August last year the University of Pretoria, commissioned by the Department of Justice and Constitutional Development, ran a survey of the five existing courts that have been prioritised to handle sexual offences, to determine what the additional costs would be to set up further sexual offences courts.

Gender activists have welcomed the plans to re-open the dedicated courts, which were shut in 2008, adding that there was strong evidence that these courts had helped improve the conviction rate for sexual offences. In 2011, the special director of public prosecutions for sexual offences, Thoko Majokweni, told a conference on access to justice that before the introduction of specialised courts, the conviction rates in the ordinary courts hovered at 45% and was declining.

After the specialised courts were introduced, conviction rates for sexual offenders moved to 64%, jumping to between 85% and 95% with the introduction of Thuthuzela care centres, which provide support for abused women and where victims of sexual crimes could lodge cases. But with the closure of specialised courts, conviction rates for sexual offences have fallen back to 64%.

To bolster the fight against abuse, Finance Minister Pravin Gordhan announced in his Budget Speech in February that Thuthuzela care centres would get increased funding to expand the number of centres to 55 by 2015/16.

Project Research Manager of Gender Links gender-based violence indicators, Mercy Machisa, says a key advantage of specialised and dedicated courts for sexual offences is that cases get handled with the sensitivity they require. This includes specialised training of personnel and a more victim-friendly environment.

However, she cautions that special courts could be perceived by community members as carrying less weight than ordinary courts.

>>

## The NDP calls for:

- community safety centres to be set up in those communities where women, children and the youth are most vulnerable
- community members who serve on community policing forums to be trained so that each respective forum holds its area police station to account
- the deployment of community safety volunteers in Gauteng, the Western Cape and KwaZulu-Natal to at-risk schools, health clinics, pension and grant-payment points, taxi ranks, parking spaces, open fields, areas with poor street-lighting or public congestion, and generally unsafe areas, to provide safety to the public through visibility and safety in numbers.

The NDP also calls for the effective implementation of the Domestic Violence Act, 1998, saying this requires adequate budgeting for education and awareness training as well as training of police and justice officials.

Sanja Bornman, an attorney from the Women’s Legal Centre, says police often do not respond to calls for help from women who have taken out protection orders against their partners.

She adds that officers who do arrive on the scene often try to mediate in a couple’s dispute, rather than arrest the man who has broken the protection order, as prescribed in the Act.

Dee Smythe, the director of the Law, Race and Gender Research Unit at the University of Cape Town, adds that another concern is that police often arrive at the scene to find that both partners have taken protection orders out against each other, finding themselves at a loss as to what to do.



Smythe, who also welcomes the plan to re-open sexual offences courts, adds that another concern about such courts is that magistrates and prosecutors could burn out from having to deal with graphic evidence of sexual violence day in and day out. An additional concern is that specialisation might be seen by some in the legal sector as career-limiting.

Smythe believes that the State should pick up the full tab for all crisis counselling and other support services offered to rape survivors. She gives an example of where the Western Cape provincial government only provides sufficient funding to cover 1 500 of the 5 000 rape survivors that visit Rape Crisis' offices every year.

### Focused interventions

While Government continues to run its 16 Days of No Violence Against Women campaign in line with the United Nations global campaign, efforts have been stepped up to address the incidence of gender-based violence.

This includes the setting up of an Inter-Ministerial Committee on Violence against Women and Children by Cabinet in May last year and the formation of the National Council Against Gender-Based Violence in the office of Deputy President Kgalema Motlanthe at the end of 2012.

The Minister of Women, Children and People with Disabilities, Ms Lulu Xingwana, says the council – made up of officials from the departments of justice and constitutional development, education, health, cor-

rectional services and social development as well as from the South African Police Service, the National Prosecuting Agency and various civil society organisations – will meet four times a year.

The committee is made up of the ministers of social development; justice and constitutional development; health; home affairs; police; basic education; and women, children and people with disabilities.

The Minister of Social Development, Ms Bathabile Dlamini, said in February that the committee had reviewed a number of research studies on the root causes of violence against women and children, with the view to develop new strategies to fight the scourge.

She explained that while there was strong research on men and what caused them to behave violently, there existed a strong need to focus on what was required to educate women from a young age of their responsibilities to protect themselves.

As well as calling for increased community participation to tackle crime, the plan also calls for the strengthening of the criminal justice system through the implementation of the recommendations of the review of the South African criminal justice system, demilitarising the police service and ensuring it becomes more professional, increasing the rehabilitation of prisoners, and building safety using an integrated approach.

### Raising awareness

Departments are addressing these targets in a number of ways. Jeff Radebe, the Minister of Justice and Constitutional Development, said in February that from 1 April, it would be compulsory for every inmate who is without a qualification equivalent to Grade 9 to complete a training course equivalent to an Adult Basic Education and Training of between levels one and four.

National Police Commissioner Riah Phiyega said in February that induction training for new police recruits had been extended from six months to two years, while the curriculum for trainees had been revised to offer a number of generic offerings to trainees. Police would have to spend a further two years in the service before they could be admitted to one of the police's specialised units.

She said that over 2 000 forensic social workers had been appointed to assist police with investigating crimes against children and providing expert evidence court. Forensic social workers would receive basic training in social working and receive additional skills to investigate. The social workers would also offer care and counselling. ☺

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President Jacob Zuma with Ms Tina Joemat-Pettersson the Minister of Agriculture and MEC Zoleka Capa.

# SUSTAINABLE RURAL COMMUNITIES AND FOOD FOR ALL

*The Department Of Rural Development and Agrarian Reform is aligned with the National Development Plan – Vision 2030, which encourages new approaches that treat people as active champions of their own development. This plan identifies primary agriculture and agro-processing as necessary undertakings for the economic transformation of the rural landscape and job creation.*

*Rural Development and Agrarian Reform's mandate is structured to enhance government efforts toward achieving a better life for all. Co-ordination and facilitation are essential for achieving sustainable communities, which must take care of their own development with support from government departments, state agencies, institutions of higher learning, community-based organisations, the private sector and civil society structures. Agriculture is central to accelerating rural development.*

## **AGRICULTURE INFRASTRUCTURE DEVELOPMENT**

Addressing the serious backlog in agriculture infrastructure, 1 254 km of fencing was erected in support of both livestock and crop production programmes. Stock water systems, shearing sheds, animal handling facilities and fully equipped dairy structures were installed in the area.

## **CROP PRODUCTION**

The department has embarked on an aggressive crop production project to develop land. During the first year of implementation, 8 079 hectares were developed.

## **LIVESTOCK PRODUCTION**

The department will continue to mitigate disease outbreaks through effective surveillance systems. It has also successfully introduced animals of superior genetic quality to communities. Dohne Merino rams produced by the research station have improved flock structures and sheep farmers have received rams from breeding centres managed by developing farmers.

## **YOUTH DEVELOPMENT AND JOB CREATION**

Fourteen young people received bursaries, and two completed degrees in veterinary medicine (B.VSc), which remains a scarce skill in the country. Thirty students were financially supported to further their studies at higher education institutions. The



MEC Zoleka Capa with mielies



Masiy'emasimini

department appointed 47 young experiential learners and 159 young interns. Learners were sent to the University of Free State and the University of Pretoria to study agriculture.

**AGRICULTURE AND SOCIO-ECONOMIC RESEARCH**

A research partnership with Western Australia University of Murdoch is providing know-how to rehabilitate abandoned lands in the province through the introduction of legumes – this has been of great benefit to many communities. The departmental research unit continues with its research on low cost milk production. The department remains the major source of research information in support of Mohair production in the country, through work conducted at Jansenville research station.

**RURAL DEVELOPMENT CO-ORDINATION**

The Eastern Cape Rural Development Agency (ECRDA) has been established to co-ordinate and implement high impact programmes and projects. Communities at Ikwezi, Humansdorp, King Sabata Dalindyebo and Ngquza Hill municipalities were supported with brickmaking machines as well as training. Through partnerships with the construction CETA, a brickmaking and construction project has been implemented. Youth, trained in brickmaking, are sub-contracted to work on RDP houses.

Through the provincial-wide textile and sewing programme, a number of projects received industrial sewing machines and relevant training. A partnership with the Department of Trade and Industry for quality assurance and marketing of garments and crafts has been established.

**THE DEPARTMENT AT WORK IN 2013/14**

The department has been allocated R1 714 488 billion, with R957 138 million going to Compensation of Employees (COE). The balance will be spent on service delivery. The department plans the following deliverables:

**FARM INFRASTRUCTURE SUPPORT**

Infrastructure support receives an amount of R142.7 million. Land care is one of the programmes involved in natural resource conservation and has been allocated R15.8 million.

**PLOUGHING AND CROP PRODUCTION**

An amount of R38 million is allocated to a ploughing project, which will make it possible to plant 6 263 hectares. Other organisations and departments will plant additional hectares. The Siyazondla programme will be supported with an amount of R5 million.

**IRRIGATION PRODUCTION SYSTEMS**

Revitalisation of irrigation schemes is an ongoing project and the department has set aside R6 million for this. In addition, 12 on-farm irrigation infrastructure projects are to be completed at an investment of R12.8 million.

**ANIMAL HEALTH AND PRODUCTION**

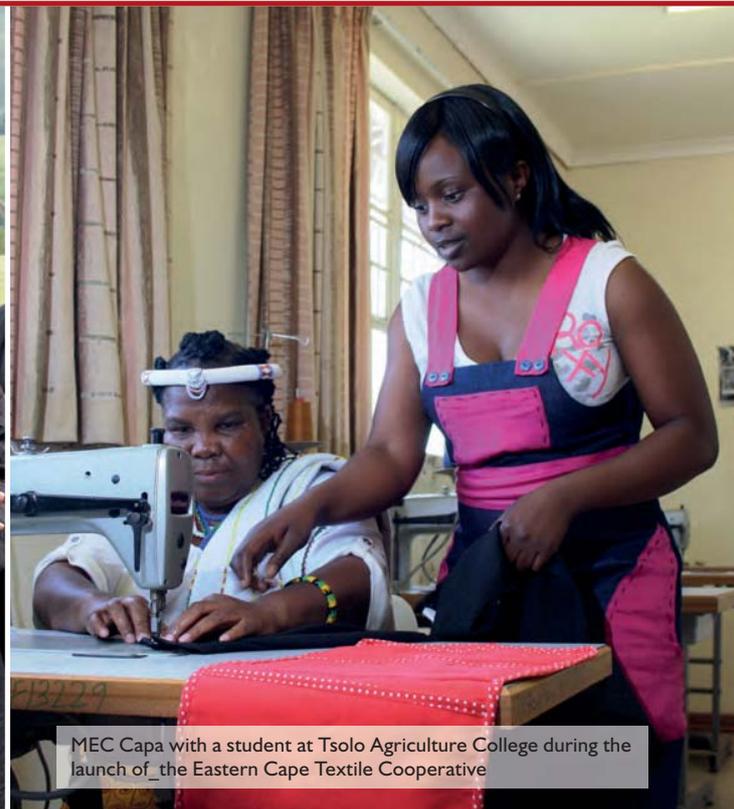
The department has budgeted R44 million towards animal health. R12 million will be spent on purchasing dipping material, R6 million on sheep scab control, and R4.5 million for mobile clinics to improve access to veterinary services in remote areas. Animal disease surveillance receives R5 million and an amount of R7 million has been allowed for the provision of improved livestock breeds.

**AGRI-BUSINESS PROMOTION**

The Macadamia Nuts project in the Buffalo City municipality continues to create jobs. An amount of R8.5 million is budgeted for this. R14.9 million is allocated toward the completion of a red meat abattoir in Chris Hani and a poultry abattoir in Grahamstown; this will enable Black farmer participation. The Ncise Essential Oils project will also receive support.



The MEC makes a point with the President



MEC Capa with a student at Tsolo Agriculture College during the launch of the Eastern Cape Textile Cooperative

**FARMER DEVELOPMENT AND CAPACITATION**

The provincial agriculture institutes remain critical for effective farmer training and development. R31 million has been allocated to Fort Cox College, which has again received accreditation of its diplomas. Tsolo Agriculture Development Institute has received partial accreditation from the Council for Higher Education (CHE) toward a three-year Diploma in Animal Health. These institutions are further funded - with R11.5 million - through the CASP College Revitalisation Plan, to transform them into Agricultural Training Institutes (ATIs). The department has allocated R8 million towards training programmes for farmers, farm workers, military veterans and traditional leaders. In addition, training programmes in building and civil construction, brickmaking, welding, plumbing, fencing and agro processing will be implemented.

**AGRICULTURE RESEARCH SUPPORT**

R5 million is allocated for research in beef, dairy, cashmere, fine wool, mohair, aquaculture and rehabilitation of degraded rangelands. Livestock

research will improve community herds through the livestock improvement scheme. Similarly, crop production projects – cropping systems, climate-smart agriculture, etc - will be supported, and R4 million has been injected into research.

**SPECIAL FOCUS ON EXTENSION SERVICES**

A budget of R6.5 million has been set aside for the capacitation of extension officers to improve overall service, with R5 million allocated toward upgrading their qualifications.

**RURAL DEVELOPMENT FACILITATION**

The Eastern Cape Rural Development Agency (ECRDA) will ensure implementation of development programmes, with R122 million budgeted for its operations. The agency will implement forestry and agro processing projects from the funds leveraged from the jobs fund. Nine commercial plantations of 100 000 hectares will be established. The department will create rural access markets in the Nkonkobe and Port St Johns municipalities, as well as at the Bhisho showgrounds and will continue to facilitate integrated spatial

development planning with a budget of R1.4 million.

**EFFECTIVE SUPPORT SERVICE**

Since 37.7% of the department's staff is above the age of 50, a skills transfer and intensive human resource development programme will be implemented. A retention policy to retain the skills of the experienced has been established.

**STAKEHOLDER ENGAGEMENT**

The department will embark on a public participation programme to increase interaction with communities. It will host an agriculture carnival where farmers can showcase their produce and voice their opinions through open discussion sessions. Senior departmental managers will interact with farmers and respond to issues raised. R2.5 million is allocated for this purpose. The Rural Development Strategy (ILIMA LABANTU) will be reviewed to enable the department to identify problem areas. All these programmes are designed for sustainable rural communities and food security for all.



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### Freedom Park honours Robert Sobukwe

Freedom Park honoured Robert Sobukwe recently at a seminar titled *Unsung Patriot: Robert Mangaliso Sobukwe*. The seminar celebrated the life and contribution of Sobukwe to the struggle for freedom. The father of Pan Africanism in South Africa, Sobukwe stands out as an iconic political figure in the struggle for a democratic South Africa.

Presentations on the life and times of Sobukwe were made by Thami ka Plaatjie, Director of the Pan African Foundation; Professor Gilingwe Mayende, Deputy Vice-Chancellor of Resources and Operations at the Central University of Technology; and Zamikhaya Xabe, author of *Serve, Suffer and Sacrifice: The Story of Robert Sobukwe*.

Born in Graaff-Reinet in the Eastern Cape on 5 December 1924 he was the first president of the Pan Africanist Congress. His message of self-reliance sowed the seeds for the Black Consciousness Movement in the 1960s. On 21 March 1960, he led a nationwide protest against the pass laws that culminated in the Sharpeville massacre which left 69 people dead and resulted in his arrest for incitement.

Sobukwe was sentenced to three years' imprisonment, after which he was subjected to the General Law Amendment Act of 1963, which allowed the Minister of Justice to renew his sentence every year at his discretion. The "Sobukwe Clause" in this legislation, which was never used on anyone else, was used to imprison him for a further six years. He was released in 1969 and banished to Kimberley, where he lived with his family and died of lung cancer in 1978.

Last year, the Minister of Arts and Culture, Mr Paul Mashatile, declared Sobukwe's grave, alongside those of Helen Joseph, Lillian Ngoyi and Charlotte Maxeke, as a national heritage site.

### Jo'burg to host 2014 C40 Mayors Summit

The city of Johannesburg has been selected to host the fifth C40 Cities Mayors Summit in February 2014.

The announcement was made by New York City Mayor Michael Bloomberg, chair of the C40 Cities Climate Leadership Group (C40), and Johannesburg Mayor Parks Tau in New York, in the United States of America (USA).

"It will be a historic moment not only for Johannesburg, but also for South Africa and the African continent," said Tau. "Hosting the event is a clear recognition of the growing role that Africa and the global South can play to find solutions to the most pressing issues facing the globe."

The C40 is, according to its website, a network of large cities around the world that are "committed to implementing meaningful and sustainable climate-related actions locally that will help address climate change globally".

During the summit, hundreds of urban and climate change leaders from around the world will join the mayors of the world's largest cities

for three days to advance urban solutions to combat the effects of global climate change.

The summit will highlight a wide range of successful on-going projects worldwide, including building-efficiency standards, sustainable transport measures and delta cities partnerships.

The event will feature a series of roundtable discussions and working sessions that will bring together C40 mayors, their staff and technical experts to discuss city-driven climate actions and their effects. The discussions will be data-driven and outcomes-focused.

"Climate change is not an issue that affects only the industrialised countries of the northern hemisphere," Tau said. "It is an everyday reality for the people of Africa, in rapidly expanding cities as well as rural areas, who are faced by the consequences of dramatic changes in weather patterns, resulting in threats to crops and livestock, and their ability to survive."



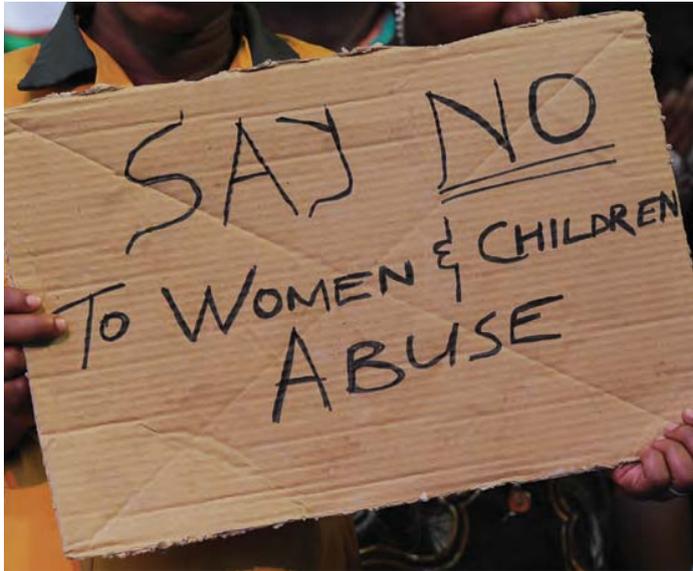
### Cape Town International rated Africa's best – again

Cape Town International Airport has been rated the Best Airport in Africa at the Airports Council International (ACI) 2012 Airport Service Quality (ASQ) Awards. This is the third year in a row the airport has received this award. The ACI's ASQ Awards are the airline industry's most prestigious accolades.

The awards recognise airports that have achieved the highest passenger satisfaction ratings in the ASQ survey, the world's benchmark measure of airport excellence. According to ACI, Durban, Johannesburg, Cairo and Mauritius were rated "top performers" in the Africa category.

The Western Cape MEC of Finance, Economic Development and Tourism, Alan Winde, congratulated the airport on its achievement. "The ACI's airport quality awards represent the highest possible accolade for airport operators

and rewards those committed to continuously improving passenger experiences. Cape Town International is a deserving recipient of this award," he said.



## Call to stop gender-based violence goes global

The United Nations Commission on the Status of Women (UNCSW) has made a global call to eliminate violence against women and girls, a global scourge that affects millions around the world.

At a recent two-week session of the UNSCW in New York, UN Deputy Secretary-General Jan Eliasson said that ending violence against women was a matter of life and death. He said the problem affected all countries, even in the most stable and developed regions.

South Africa was represented at the conference by a delegation led by the Minister of Women, Children and People with Disabilities, Ms Lulu Xingwana. The delegation also included the Minister of Social Development, Ms Bathabile Dlamini; the Deputy Minister of Correctional Services, Advocate Ngoako Ramahlodi; and the Deputy Minister of the South African Police Service, Ms Maggie Sotyu.

South Africa participated in various activities of the session, and hosted and coordinated side events on gender-based violence and the economic empowerment of women.

Eliasson stressed that it would take multiple approaches to tackle this issue, from governments implementing policies to empower victims and prosecute perpetrators, to creating a culture where gender stereotypes are dispelled by encouraging men and boys to take an equal share of responsibilities in their homes and families.

"Violence against women pervades war zones as well as stable communities, capitals as well as the countryside, public spaces as well as the private sphere. Since it is an unacceptable feature of daily life,

we have to respond everywhere and on every level," Eliasson said.

According to the UN Entity for Gender Equality and the Empowerment of Women, up to 70% of women in some countries face physical and/or sexual violence in their lifetime.

In countries such as Australia, Canada, Israel, South Africa and the USA, intimate partner violence accounts for 40% to 70% of female murder victims. In addition, some 140 million girls have suffered female genital mutilation and millions more are subjected to forced marriage and trafficking.

## Conference takes a sober look at liquor industry

It is vital for South Africa to adopt a robust policy framework, which is streamlined in all spheres of Government, to sustain and grow South Africa's liquor industry, says the Department of Trade and Industry (dti). The liquor industry was estimated to have contributed R93,2 billion to the South African economy in 2009/10.

Chief Director of the National Liquor Authority at the dti, Thezi Mabuza, said at the recent Liquor Regulators Conference the country's liquor industry had not changed in the past 10 years in terms of capital and ownership. The informal sector was still occupied by historically disadvantaged individuals. "We need to develop a cooperative and integrated regulatory framework that promotes a sustainable and responsible liquor industry that will contribute positively and in a mature manner to those issues we all need solutions to," said Mabuza.

According to the South African Liquor Traders Association (Salta), regulation and licensing procedures should be streamlined. "Legislation needs to strike a balance between the needs of players in the industry to ensure that there is healthy competition. Self-regulation must be promoted to promote development and responsible trading," said Ben Mdebuka of Salta.

The conference provided a forum for participants to share knowledge and best practices on liquor regulation; to understand the role of different departments in liquor regulations and to develop an ideal model for the synchronisation of liquor regulation to ease the regulatory burden. ☺



# SA exports take a knock

**S**outh Africa's share of world exports has slipped by over 37% in the last 26 years – at a time when other emerging market economies have seen significant gains.

This has led analysts to raise concerns over the country's falling competitiveness.

Where South Africa was once listed as the 28th largest exporter in the world in 1985 – with 0,8% of world market share, according to World Trade Organisation (WTO) statistics, in 2011 it was ranked 41st, with just a 0,5% share of the world's exports.

This while other emerging nations – including smaller ones – have increased their world share of exports (see graph on p76) – with Chile doubling its share to 0,4%; Malaysia seeing a 50% increase in its share, to 1,2%; and Argentina moving its share from 0,4% to 0,5%.

On top of this, the country is no longer Africa's biggest exporter – the honour now goes to Nigeria, which reported exports of US\$116 billion in 2011, compared to South Africa's US\$96,8 billion.

Between 1985 and 2011, Nigeria retained its share of 0,6% of world exports.

South Africa's loss in world exports is set against a significant rise in imports – with its trade deficit last year ballooning to R118 billion, up from a deficit of R17 billion in 2011, a year when the country was listed as the world's 20th biggest importer, according to WTO statistics. In 1985, it was ranked as the 29th largest importer.

The National Development Plan (NDP), approved by Cabinet in September, calls for South Africa to bolster competitiveness and investment in those sectors in which it already has comparative advantage, such as mining, construction, mid-skill manufacturing, agriculture and agro-processing, higher education, tourism and business services.



### How we lost the export edge

Iraj Abedian, economist and chief executive of Pan-African Advisory Services, attributes South Africa's slide in export performance to the country's steady fall in global competitiveness, which he says has been driven by ever-increasing labour and energy costs.

Abedian says policymakers need to look at improving the business environment. He backs State support to business sectors, but only for those sectors in which South Africa has a demonstrated cost advantage over competitor nations and for services and products in which there is a sizeable market.

Industrial policy support that consists of subsidies and tax breaks, he believes, is outdated. Policy makers should rather work to forge smarter partnerships among fellow nations and roleplayers.

As an example, he mentions the assembly of cars in the growing market of Nigeria. Here, South Africa could produce items in two sectors in which it is competitive, namely electronic dashboards and catalytic converters. Producers could then export these to Nigerian assemblers who could put the cars together for sale on the market in the West African nation.

Peter Draper, senior fellow at the South African Institute of International Affairs, says part of South Africa's decline in export performance can be attributed to a failure to take advantage of global value chains.

Writing on policy website Vox several months ago, Draper said the major growth in world trade in recent years had taken place in the shipment of intermediate products, which now represent more than half of imports of European Union countries and Mexico, among others, and close to three quarters of the imports of large developing economies, such as China and Brazil.

Draper says this new trend involves value chains spread out across the world, with a lot of smaller companies emerging to service the market. Components are then imported and then re-exported, sometimes multiple times.

He argues that the growing trade in intermediates means that countries should have open and predictable trade and investment regimes, including efficient logistics. "Old policy approaches, such as trade remedies applied to save jobs may backfire, disrupting supply chains and costing domestic jobs," he cautions.

However, Draper says South Africa has largely been excluded from this kind of activity, contributing further to the shrinking of the country's manufacturing sector.

Between 2000 and 2011, South Africa's share in manufacturing exports remained largely unchanged at 0,3%. Yet despite this, the country still slipped from being the world's 37th largest manufacturing exporter to 42nd over this period.

However, it has lost market share in key sectors such as agricultural products (from 0,6% of world exports in 2000 to 0,5% in 2011) and iron and steel (from 2% to 1,5% of world exports). The one sector, however, that has shone through is automotive components – largely on the back of the Motor Industry Development Programme (MIDP).

The programme was introduced in 1995 by the Department of Trade and Industry and effectively spurred exports of automotive components and vehicles by allowing car manufacturers to earn credits that they could then use to offset import duties.

This saw South Africa double its world market share in exports of car parts – from 0,3% to 0,6% – between 2000 and 2011, such that the country is now the 26th largest exporter of automotive parts.

The incentive came to an end last year after concerns from the WTO that it was effectively an export subsidy and it has now >>

been replaced by the Auto Industry Development Programme (AIDP). There is concern that this could result in exports in automotive parts falling, but Douglas Comrie, chief executive of B&M Analysts – who provide cluster support to the chemical, clothing and automotive sector – pointed out that the AIDP could benefit the country, as it provides incentives for those car makers who used local production.

### The hard road to recovery

Comrie argues that in building exports, what is needed are policy instruments that secure solid production for the domestic market first. He points to policies implemented by Thailand and Turkey as key lessons.

In Turkey, policy makers insist that car manufacturers who set up in the country must ensure that they can roll out a certain amount of dealerships for domestic sales, thus ensuring the domestic market is also served.

In Thailand, consumers were incentivised to buy locally-made light commercial vehicles over ordinary sedans after the Government increased duties and excise taxes on passenger vehicles.

Comrie explains how this then encouraged local manufacturers to step up production of light commercial vehicles. Once production reached significant levels, it became cost-effective for manufacturers to further step up production for the export market. Thailand is now the world's eighth largest auto manufacturer.

He notes that the one success of the MIDP is that it has helped to make South African car production competitive.

If the country is to grow its exports, these and other lessons will have to be applied to other sectors – with the central focus on improving competitiveness.

### Strategy to revitalise SA export market

Increasing South Africa's number of exporters forms a key part of the Department of Trade and Industry's (dti) National Export Strategy, which also aims to address flagging competitiveness in the country's export sector.

The strategy covers issues such as the prioritisation of markets, market access, trade information systems, export promotion mechanisms and export financing and incentives.

Hilda Moja, the department's chief director of export promotion, says a key component of the strategy – which the department hopes to conclude in the course of the 2013/14 financial year – is the National Exporter Development Programme. The programme aims to increase South Africa's number of exporters.

At present, South Africa has some export programmes, run by the Western Cape's investment agency Wesgro and the Small Enterprise Development Agency, among others. However, most of these operate only on a small scale.

Moja says the National Exporter Development Programme would primarily target small and medium-sized enterprises. The programme aims to create an export culture in South Africa, provide an effective trade information system, build capacity and training, and set up export villages to pool resources and jointly overcome challenges exporters face in entering foreign markets.

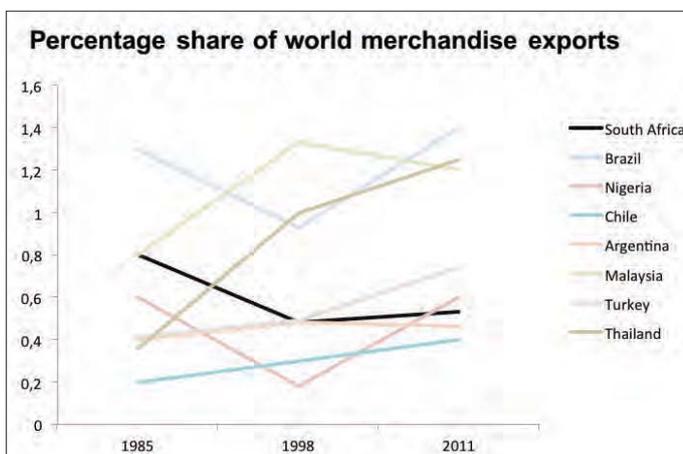
In drafting the programme, exporter development models from several countries were examined. Key stakeholders were also engaged in South Africa's public and private sector, she says.

Currently, the department assists businesses in exporting, through its Export Marketing and Investment Assistance incentive.

The incentive offers cost-sharing grants of up to 90% for business owners to help them offset accommodation, transport and other costs associated with attending trade shows and the dti trade pavilions and trade missions.

In 2011/12, the scheme awarded grants totalling R84,4 million to 920 companies to attend national pavilions and group missions – up from R75,1 million to 772 companies the year before.

Moja says in 2011/12, those companies assisted through the scheme were able to generate R6,4 billion in export sales (R2,5 billion in sales were in Africa >>



Source: Statistics drawn from the World Trade Organisation's International Trade and Market Access Data on [www.wto.org](http://www.wto.org).



and Middle East) from attending national pavilions and group missions.

This is over seven times the amount of sales generated the year before from missions and pavilions, when the figure was R904,6 million.

### Targeted markets

Moja says the dti will this year focus more intensely on Africa. In all, 75% of the national pavilions that the department organised for the 2012/13 financial year were for trade fairs in high growth emerging markets – with 30% in Africa.

Increasing China's share of high-end and manufactured products imports from South Africa is a key goal of the department.

Following the signing of the Comprehensive Strategic Partnership Agreement in 2010 by President Jacob Zuma and his Chinese counterpart, former President Hu Jintao, the department has identified 10 value-added export products that South Africa can potentially supply to China.

South African manufacturers account for just 0,3% of all China's total imported manufactured products, according to World Trade Organisation figures for 2011.

China's import of raw material in favour of finished products is not a uniquely South African challenge, as manufactured products from Brazil and Russia also make up a share of just 0,3% each.

China imports most of its manufactured products from the European Union, Japan, Taiwan and Korea.

Moja says the department intends promoting its top 10 products for export to China through the annual South African expos in China, which will also target second-tier cities.

The department will also leverage off the Memorandum of Understanding signed last year with the China Association of International Trade to promote exports of South African value-added products and services to China.

Countries such as Brazil, Russia and India, as well as countries in South-East Asia, the Middle East and South America, will also form a key focus of the department, says Moja. ☺

### How are our exports performing?

- Finance Minister Pravin Gordhan said in his Budget Speech in February that exports to the rest of the African continent make up 18% of South Africa's total exports. The Budget Review states that the Southern African Development Community (SADC) region accounts for 22,4% of SA's exports, up from almost 18% in 2009.
- Exports to China, South Africa's biggest export destination, fell by almost 5% last year amid softer growth in the Asian giant. Exports to Japan and Germany, two of the country's largest export destinations, fell by 20% and 12%, respectively.
- Mining, minerals and beneficiated products account for almost 60% of export revenue, according to the review. South Africa nets most of its export earnings in gold, followed by coal, iron ore, cars, ferrochrome, platinum and catalytic converters, according to South African Revenue Services (SARS) trade statistics for November last year.
- According to trade figures from SARS on South African exports between January and November 2012, China accounted for 12% of all South African exports by value, followed by the United States of America (USA) at 9%. A further third of all exports head to Japan, Germany, India, the United Kingdom, the Netherlands, Zambia, Zimbabwe and Mozambique. Brazil, Russia, India and China account for 17% of all South African exports.
- The world's leading exporters for 2011 were China (10,4% of exports), followed by the USA (8,1%) and Germany (8,1%), according to the World Trade Organisation. South Africa accounts for just 0,5% of the world's exports.
- Nigeria is Africa's biggest exporter, with exports totalling R1 trillion in 2011, followed by South Africa with R880 billion and Algeria with R668 billion.

Writer: *Noluthando Mkhize*  
Photographer: *Sbusisiwe Magwaza*



Mayor Elizabeth Raesetja Sefala.

# The pride of Limpopo

**F**or the past two years, the Fetakgomo Local Municipality has received a clean audit. The municipality is one of the 13 that received a clean audit, out of 343 municipalities, in the 2010/11 financial year, and one of the seven out of 237 to receive a clean audit in 2009/10. Fetakgomo is a small, rural municipality nestled in the Dilokong Corridor between Polokwane and Burgersfort in Limpopo. The municipality has 13 wards, 25 councillors, a workforce of 77 people, four traditional leaders and 87 villages. According to the 2012 *Census*

*Report*, the municipality has a population of 94 000.

Mayor Elizabeth Raesetja Sefala ascribes the municipality's achievement to a good working relationship between politicians and administrators, compliance with the Municipal Finance Management Act (MFMA), 2003 and a vigilant audit committee.

Speaking to *PSM* on the sidelines of a South African Local Government Association meeting in Tzaneen, she relates the story of how she started off as an ordinary Afrikaans and Geography teacher at the local Phahlela High School before being voted in as a councillor in 2008. She then rose through the political ranks to eventually become the mayor of Fetakgomo in 2010.

In its fertile land, the area produces large amounts of sorghum maize. It also has large numbers of goats that graze in the veld and drink from the Olifant River.

Fetakgomo is also home to the historical Mphanama Caves, reputed to have offered sanctuary to fighters during colonial frontier wars some 150 years ago. The municipality is currently looking for investors to turn the caves into a tourist attraction.

Sefala says the first step that the municipality took after receiving an unqualified report in 2008/9 was to migrate from an accounting system called Info Basics Accounting to Generally Recognised Accounting Practice. The finance department made sure that all stages of migration were followed and developed sound internal control systems.

"We have policies and procedures such as a Finance Procedure Manual, a Fraud Prevention Plan and a Supply Chain Policy. These financial management regulations are complemented by our human resource management policies.

The policies ensured that our finance control system is in order. The other element of our route to clean audit is segregation of duties in the municipal treasury department."

## **To each, a unique task**

She explains that with the separation of duties, the person who requests quotations from suppliers is not the same person who receives invoices and makes payments.

This makes it easy to maintain and keep track of good,

clean governance. On top of this, the municipality ensured that the audit committee and the internal audit division complied with the MFMA.

The municipality also invested in creating a culture of professionalism, discipline and hard work among the staff.

“Our workforce is vigorously indoctrinated into respecting the law and above all our residents. Practicality is another thing that took us to clean audits. The laws and regulations are there for everyone to implement. Some implement them theoretically, but we implement them practically.”

Sefala says it took a while for the municipality to get a clean audit because it was still grappling with the newly-promulgated MFMA. She explains that during the period when the municipality did not receive clean audits, Fetakgomo did not have an internal audit committee to advise on how finances should be managed. The municipality also did not have enough staff in its finance division.

“We had to employ interns to intensify our financial management. It took us six years after the introduction of MFMA for us to get a clean audit.”

She adds that the main purpose of internship was to give graduates practical work experience and not to use them as temporary workers. They were regarded as trainees. Permanent positions were also filled in the department, which ensured that the interns could be supervised.

To get staff motivated and ensure that they did their work,

Sefala said the municipality introduced annual performance awards. Staff do not receive money for their efforts but prizes, sponsored by local businesses. The 2012 award winner was Esther Talane, an accountant from the budget and treasury office. She was recognised for her ability to keep records and her excellent filing skills. As the overall winner for 2012, she was awarded an iPad.

### Keeping tabs on service providers

In 2011, the Minister of Human Settlements, Mr Tokyo Sexwale, appealed to Human Settlement MECs and municipalities to pay special attention to contractors, suppliers and those who are given tenders to develop housing to ensure that the allocated money was used appropriately.

He was speaking at a meeting where he handed over accreditation certificates to cities and district municipalities.

During the meeting, the cities and district municipalities were awarded Level-2 accreditation status, which gives municipalities the responsibility to approve and manage housing construction programmes and ensure technical quality assurance. In the past, this responsibility was handled by provincial governments.

Asked how the municipality monitors service providers, controls quality and ensures that the money service providers are paid matches the standard of work, Sefala says the municipality complies strictly with the MFMA.

“Their performance is monitored on a monthly basis and they are subjected to scrutiny every three months.” “We put in place strict service level agreements (SLAs) and project management systems. Where there are contraventions of the SLAs, we impose penalties. The challenge in this regard is that most of our service providers are small, medium and micro-enterprises (SMMEs); and sometimes we feel obliged to nurture and guide them.”

For the 2011/12 financial year, the municipality received a Municipal Infrastructure Grant of R18,7 million. Sefala says part of the grant was spent on building a Thusong Service Centre in Mohlaletse. Other infrastructure projects completed include the creation of ablution >>

Several rural communities within the Fetakgomo Municipality are benefiting from the well-run local authority.



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

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





facilities at local cemeteries and the building of community halls across the municipality, which also contributed to job creation. The grant was also spent on upgrading cemeteries, erecting hawker stalls and upgrading sport fields, to name a few.

According to the Municipality's Integrated Development Plan for 2009/10, the local unemployment rate was 61,4%.

"We have embarked on a number of local economic development programmes on a macro level, such as expanded public works programmes for our refuse collection and general infrastructure development and maintenance." Sefala says the municipality moved away from the tender system for some of the programmes, such as cleaning services for municipal facilities, and employed 83 people instead.

"We have also rolled out SMME programmes, especially youth enterprises and agricultural programmes. We are currently prospecting on a hydroponics business, which we hope will absorb a significant number of unemployed youth."

Hydroponics is a method used to produce crop that does not require soil.

"We are also in talks with the National Ministry of Higher Education to convert the old Sekhukhune College of Education into a training centre for various disciplines."

Sefala says the municipality has also obtained land from traditional leaders to develop a semi-urban area. "It was not easy convincing the traditional leaders to give us this land. Our town

planning division is currently working on a development project for the land."

The mayor says the municipality is in the last stages of formalising the proclamation of the land as a township. "After this hurdle, we will start with zoning the land for different purposes, such as a semi-industrial area that will be on the outskirts of the township. We are also engaging with partners to make sure that they are ready to install services once the land has been proclaimed."

Until the 2009/10 financial year, the municipality did not collect any revenue from its residents. All this changed in 2011/12, when the municipality started billing for rates to help generate revenue. According to Sefala, there are 10 000 households who pay rates and taxes. The revenue collected contributes R12 million to the municipality's budget.

The revenue is collected from property tax, refuse removal, traffic fines and rental facilities.

She also adds that the municipality has managed to connect villages in its jurisdiction to the electricity grid. "We have achieved 100% in providing electricity to all households. The challenge in this regard is post connections emanating from households emerging from new settlements. We are addressing this challenge."

In both 2009/10 and 2010/11, Fetakgomo spent 90% of its capital budget, says the mayor. "We also managed to build community halls, a sports complex and a civic centre.

"These facilities are not meant to generate any revenue. We are charging cost-reflective tariffs to cover maintenance. We apply the pre-booking deposit charge so as to mitigate the risk of our assets being vandalised."

Her advice to other municipalities is to stick to the basics of good governance and to ensure political stability.

"The council should understand that they are in the service of the residents and therefore should serve the interests of the community. Once you have political stability, it sets the tone for clean governance." 🗣️

# Afcon success boosts SA brand



**T**wo years after successfully hosting the maiden FIFA Soccer World Cup™ on African soil in 2010, South Africa can pat itself on the back for successfully hosting yet another major sporting event.

The country recently hosted an incident-free 2013 Orange African Cup of Nations, where Africa's top 16 footballing nations competed for the coveted trophy. The Super Eagles of Nigeria emerged victorious by defeating their West African neighbours Burkina Faso at the packed National Stadium (formerly FNB Stadium).

South Africa was awarded the right to host the 2013 tournament as a result of the political turmoil in Libya.

Libya will host the 2017 edition, while their neighbours Morocco will host the 2015 continental showpiece.

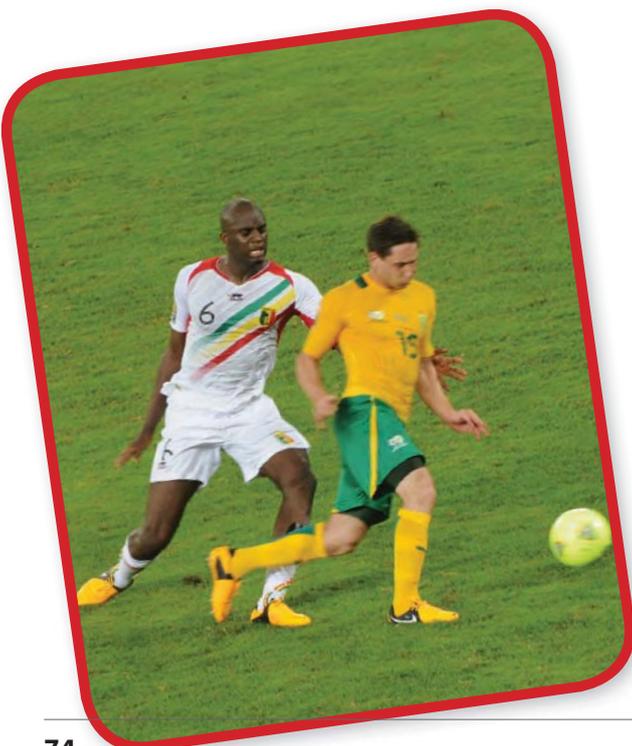
Chief Executive Officer (CEO) of Brand South Africa, Miller Matola says the successful hosting of the tournament has elevated South Africa to the next level and it has repositioned the country.

"This has taken South Africa to the next level from the unofficial "rainbow nation" positioning, which had characterised its internationally revered transition to democracy, its successful hosting of the rugby and cricket world cups, and the personalities of global icons such as former President Nelson Mandela and Archbishop Emeritus, Desmond Tutu."

Matola adds that the tournament also provided a platform for the country to tell its story and to change negative perceptions about South Africa. "Telling our own brand story goes a long way towards changing perceptions of our country and improving its image, especially by debunking negative and outdated perceptions about South Africa, our region, our continent of Africa and our place in it."

The month-long football spectacle saw an influx of well over 40 000 visitors into the country. Local Organising Committee (LOC) Chief Executive, Mvuzo Mbebe said the influx of tourists helped boost our sluggish economy. He said that "more than R920 million has been invested in South Africa" and that an estimated 2,3 billion viewers watched the tournament on television.

At the beginning of the tournament, there were concerns about the low attendance at games. However, as the tournament progressed, the number of fans attending games increased and tickets sales soared. LOC Chief of Communications Siphon Sithole said the security, accommodation, transportation and ticket sales were well-executed. He added that ticket sales exceeded their target. "The overall ticket sales were 857 473, which was way above the 500 000 target." >>



Secretary-General of the Confederation of African Football (CAF), the soccer governing body in the continent, Hicham El Amrani, said South Africa had set the bar for future hosts of the tournament, adding that CAF was satisfied with the way the country organised the tournament. "We are tremendously happy with the outcome. We had certain expectations and the LOC exceeded those."

The successful hosting of the tournament was also noticed by the Zambian government. Its Chief Government Spokesperson, Kennedy Sakeni, told the *Lusaka Voice* that the successful hosting of the tournament is a testimony that southern Africa continues to develop the necessary infrastructural capacity to host sporting events of international magnitude.

"Government also takes this opportunity to congratulate the Republic of South Africa on its successful hosting of the Africa Cup of Nations tournament at short notice after the change of venue from Libya to that country," he said.

South African Football Association (SAFA) President Kirsten Nematandani said South Africa did not disappoint and that the association was happy with the behaviour of crowds. "In terms of the size and behaviour of the crowds, standard of play, organisation and general atmosphere, the tournament has set a benchmark for future Afcon tournaments. The atmosphere at the final was electric and was beamed across the globe. It again demonstrated Mzansi's ability to host major tournaments."

Cabinet was also impressed with the hosting of the tournament. Cab-



net commended the Ministry of Sport and Recreation South Africa and the Local Organising Committee for leading a successful and historic Africa Cup of Nations 2013. Cabinet has confirmed "the tournament demonstrated South Africa's ability to organise world-class events beyond expectation".

Cabinet also commended all South Africans for the "good spirit in which they hosted the teams and visitors from across the continent".



The spectacular opening ceremony of Afcon 2013.



Freedom Park CEO Fana Jiyane.

Writer: Albert Pule

Photographer: Sbusisiwe Magwaza

**A**t the southern entrance of Pretoria, just above the Salvakop informal settlement and a stone's throw away from the majestic University of South Africa building and the historic Voortrekker Monument, lies Freedom Park.

This 52-hectare serene establishment reconstructs and retells the narrative of South Africa's painful, oppressive and bloody past, even as it celebrates the heroism it engendered, dating back over 3,6 billion years.

It is home to a wall that commemorates those who have paid the ultimate price for freedom, an eternal flame paying tribute to the unknown and unsung heroes and heroines of the struggle for freedom and a gallery dedicated to the stalwarts who struggled to set South Africans free.

Freedom Park opened its gates in 2007 and plays a central part in giving South Africans and their visitors a platform to reflect on and appreciate their past.

Above all, it acts as a beacon of hope for the future. It is regarded as one of the most ambitious heritage projects in which Government has invested and is an attempt to encapsulate the heart and soul of South Africa in a physical space.

In 1999, describing the idea of establishing a freedom park, former President Nelson Mandela said the day would come when all those who fought in the struggle for our country would be honoured. "The day should not be far off, when we shall have a people's shrine, a freedom park, where we shall honour with all the dignity they deserve, those who endured pain so we should experience the joy of freedom."

In an interview with *PSM*, Freedom Park Chief Executive Officer, Fana Jiyane, said the site is very important for the country as it fuses culture, history and spirituality in a unique way. "This is what makes this place very different to any other place or any museum."

The park came into existence following the



# Freedom Park:

a historical symbol of the triumph of the human spirit

recommendations of the Truth and Reconciliation Commission, as many of the victims of the apartheid regime did not get reparation.

"Many of the victims did not get reparation and families wanted reparation and closure. So, the recommendation from the commission was that they be given symbolic reparation. This reparation exists here at Freedom Park in the form of acknowledgment on the Wall of Names for people who died," explained Jiyane.

Jiyane says when families of the victims of the apartheid regime visit the park and see the names of their loved ones on the Wall of Names, it becomes part of the healing process. "Normally, when families come here, they find satisfaction that their loved ones are recognised for their contributions and they also find some closure through that process."

Jiyane says for one survivor of the Sharpeville massacre, a visit to the park triggered flashbacks. "He became hysterical and tore his clothes as a result of flashbacks of the massacre. We realise that at times the stories that we tell are very painful and open up old wounds.

"So, at the moment we are working on helping people through the healing process. We have a place called The Sanctuary, which is a quiet place where people can go for reflection, contemplation and healing after going on the tour."

When Jiyane took over as chief executive in 2011, he had a master plan to take the park to the top of its game by increasing its visibility and marketing it aggressively aiming to put it in the same league as Robben Island and the Cradle of Humankind.

That plan, he says, is on track, although there are challenges. "The plan is coming along nicely. Our visitor number is hovering at around 66 000 people a year. I think it grew by 3 000 from last year to this year. This is still not high enough though."

He says that he anticipates visitor numbers will increase as soon as the last element of the park is complete, as a vigorous marketing plan will then be put into action.

Jiyane emphasises that the most important aspect of Freedom Park is that it is a place of memories and history. "We are telling the history of our country dating back 3,6 billion years and covering the eight major conflicts that shaped the South Africa of today.

"We tell the story in a unique way, because we allow the voices of the people to speak. We call that emancipating the African voice. We also tell this story in a manner that challenges the western epistemologies and the stories are also grounded in indigenous knowledge systems."

## Elements of the park

The park comprises different parts that are rich in symbolism and interpretation. >>



# NYAMEKA & ASSOCIATES

## “Making a Difference”

*Building on a solid human resources background, which included working as a Psychometrist and HR Consultant at Telkom in the Western Cape, Nyameka Mqikela established Nyameka & Associates – a Management and Development Consultancy in 1998. The company has proven its sustainability and it has remained profitable over the past 5 years, despite very challenging trading conditions, due to the economic downturn. This year, 2013, marks the company’s 15th anniversary.*



A dedicated team of professionals is employed to deliver on client needs primarily focusing on:

1. Organisational development and transformation;
2. Project management; and
3. Training and skills development (Accredited and Non-accredited).

The company is accredited with a number of Education Training and Quality Assurance bodies namely:

- 1 Services SETA (Primary ETQA);
- 2 South African Board for People Practises (SABPP);
- 3 Transport Education and Training Authority (TETA);
- 4 Wholesale and Retail (W&R) SETA; and
- 5 The Education, Training and Development Practices (ETDP) SETA (pending).

Nyameka and Associates boasts a number of contributions to job creation, skills development and acknowledgement of successes namely:

- 1 Evolving from initially creating one job for the Founding Member to a total of eight in 2013;
- 2 Extending access to free training opportunities via funded initiatives from Sector Education and Training Authority (SETA) to a pool of Independent Contractors drawn on as additional capacity for service delivery on an as and when required basis;
- 3 Being named “the friend of the library” in Thembalethu, George for donating books to the library thus promoting a culture of reading among youth and adults in that community;
- 4 Provision of experiential learning opportunities through student placements for a period of six months as well as through placement of qualified graduates via an internship programme and allocating stipends as an act of goodwill – leading to an award for

more than 10 years of support received from the Cape Peninsula University of Technology (CPUT) Faculty of Business – Workplace Learning Programme; and

- 5 Making the list of 4 finalists in the Woman-owned Enterprise category of the SA Premier Business Awards 2012/13 - recognising women who have made a significant impact in business and their communities.

The socio-economic impact of the company to the broader society has further been extended by the Founding Member’s involvement on various Boards and committees. Nyameka is dedicated to the empowerment of disabled people in South Africa, particularly women and youth. For years, she served as a member of Human Resources Committee at Disabled People South Africa (DPSA), the Board of Trustees of the Disability Empowerment Concerns (DEC) Trust, where she was voted as the Chairperson in 2012.

Furthermore, she serves as a Director of the South Cape Empowerment Network (SCENE); DEC Holding Company, is a member of DEC’s Group Audit and Compliance Committee as well as the Remuneration Committee. She was also invited to serve on the Advisory Committee of CPUT Office Management and Technology (OMT) faculty as well as that of Epilepsy South Africa (ESA). She avails herself to do motivational talks at schools, mentors graduates, encourages and inspires young people in preparation to enter into the world of work.

The exceptional service rendered by the company is reflected in the repeat business it has secured, with an established client base locally, nationally and internationally. In the past six months, two projects have been concluded through Norwegian clients – one in Malawi and another covering ten countries in the Southern African Development Community (SADC) region.

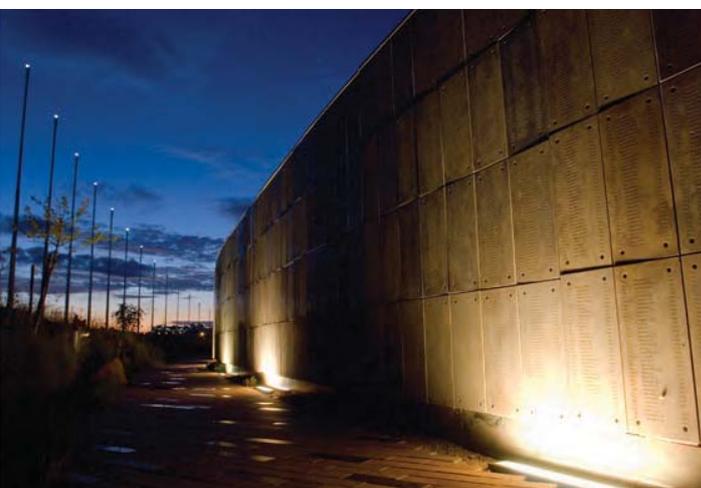
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### Isivivane

Located on the eastern side of the hill is Isivivane, a resting place for the spirits of those who died in the struggles for freedom. Isivivane is a Zulu word that refers to a concept found in a number of other African cultures. In Zulu, Isivivane literally means "throw your stone upon the pile..." and refers to rocks arranged as piles. It symbolises a form of collectively performed memory.

### Lesaka (Kraal)

To construct Isivivane, all the nine provinces of South Africa were asked to provide a boulder from a place within the province with historical significance.

Along with a boulder representing national Government and a boulder representing the international community, these boulders were used to construct the Lesaka, the burial ground where the spirits of those who died in the struggle for humanity and freedom have been laid to rest.

To emphasise cleansing and purity, the centre of the Lesaka is shrouded in mist. Religious leaders from various faiths imbued Isivivane with a deep sense of spirituality by performing a number of sacred ceremonies and rituals that lay to rest the spirits of fallen heroes and heroines.

### S'khumbuto

On the crest of Salvokop, subtly blending into the curves of the hill nestles S'khumbuto, Freedom Park's major memorial element. It stands as a testimony to the various conflicts that have shaped the South Africa of today and commemorates those who have sacrificed their lives for humanity and freedom.

S'khumbuto comprises many elements that make up the major parts of the park, including the Wall of Names, Amphitheatre, The Sanctuary and Eternal Flame.

### Wall of Names

The Wall of Names is an awe-inspiring structure (697 m in length), inscribed with the names of those who died during eight conflict periods in South Africa's history: the pre-colonial wars, slavery, genocide, the wars of resistance, the South African War, the First World War, the Second World War and the struggle for liberation.

The physical wall can accommodate 120 000 names. To date, 75 000 names have been verified for inscription. The design also allows for future generations to memorialise their heroes and heroines. More names, with additional information, such as biographical data and pictures, will be available on a virtual wall accessible via touch screen terminals.

### Amphitheatre

Embraced by the Wall of Names, the Reeds and the Gallery of Leaders is the Amphitheatre – a terraced space that can seat 2 000 people. It serves as a multipurpose venue for major events or celebrations.

### The Sanctuary

The Sanctuary is a serene environment conducive to the outpouring of emotion. Visitors are invited to conduct a ceremony or light a candle in remembrance of the victims of the struggles for freedom or simply to celebrate the life of a loved one.

### Eternal Flame

The Eternal Flame adjacent to The Sanctuary calls on visitors to remember the unknown soldiers – those unsung heroes and heroines who lost their lives without their names being recorded in history.

### Gallery of Leaders

The Gallery of Leaders pays tribute to some of the many people whose leadership qualities and achievements have been pivotal in the struggle for humanity and freedom nationally, continentally and internationally.

These leaders have been selected because of the way in which they have brought about change and development and influenced the course of history.

### Reeds

Silhouetted against the sky stands the majestic sculpture of ascending reeds. With almost 200 reeds, the tallest measuring 32 m, this spectacular sight ensures the visibility of Freedom Park from all around the capital city. The reeds signify the rebirth of the South African nation as well as a nation embracing the future. 🌱

# Being socially responsible pays dividends



**G**iven the pivotal role the mining industry could play in creating decent jobs and growing our economy, Government encourages active participation by leaders from the mining industry, organised labour and civil society in resolving economic challenges facing the country.

We have created an enabling environment to ensure that business in general, including the mining sector, is able to flourish and grow the country economically. We have also encouraged the participation of previously disadvantaged South Africans.

However, nearly 20 years into our democratic dispensation, the mining industry still evokes a strong emotional response among many South Africans.

Renowned musician Hugh Masekela's song *Stimela* recalls a painful South African reality of exploitation and forced labour in the mining industry under apartheid.

Masekela recounts the hardship of African men who made their way from different parts of the country and neighbouring states to the "golden mineral mines of Johannesburg".

His song offers a glimpse of the miners' toil, working "16 hours or more a day for almost no pay, deep, deep, deep down in the belly of the Earth".

In our national psyche, it continues to represent everything that was wrong with South Africa during the apartheid era. It is the reason why issues in the industry, ranging from strike action to retrenchments, are magnified and affect us deeply as a nation.

Recent developments in the platinum sector have reminded us of the important role mining plays in the economy and affirmed Government's approach to the industry.

## Mining as custodian of social development

The mining sector is what defines our economy and continues to be associated with our economic "brand". Our mining sector directly accounts for around 9% of our gross domestic product and about

another 19% through related activities. The sector has a turnover of more than US\$36 billion and contributes 50% of export earnings.

So how do we proceed to heal the wounds of the past in this important sector?

Perhaps the time has come for us to begin a new conversation on how mining houses can become part of our healing process and be the leaders in our transformation.

All mining companies need to have a strong social plan that supports the development of mining communities. Business has the responsibility to conduct its affairs in an ethical, sustainable and socially responsible manner. This means that business, as part of its social contract, has to account for the use of the country's natural and human resources.

As part of their social responsibility, business must place the interest and viability of the communities in which it operates on the same level as it does in pursuit of profit.

These interests include the long-term development of the community, safety, health and welfare, education, skills development and recreation.

Businesses that focus solely on profit are generally detached from the communities in which they operate. It then becomes easy to take unilateral decisions that affect the livelihood of entire communities without being mindful of the consequences.

The mining sector has earned a reputation of leaving behind a legacy of "ghost towns" when mines cease to operate. Even though mining is generally regarded as a finite activity, it should leave a lasting legacy that will ensure that mining communities are not left destitute but are able to sustain themselves well into the future.

When workers are faced with large-scale retrenchment and the accompanying impact on communities, families and dependants; we need to critically examine our response, particularly how we minimise the impact thereof.

Ideally, retrenchments should be avoided. However, when they become inevitable, business should fulfil its obligation and social undertaking to ensure workers are adequately skilled to pursue other avenues of sustainable income generation.

### **The treacherous history of mining**

If this obligation is not fulfilled, we run a risk of evoking memories of mining's treacherous history in South Africa, a past in which the discovery of gold in Johan-



nesburg and the promise of a better livelihood caused men to leave their homelands, families, wives and children to seek employment in the thriving mining industry.

The dispossession of 87% of land through the 1913 Land Act further intensified the movement of black labourers to the mines. They became cheap labourers and lived in inhumane conditions in hostels. The discriminatory and unjust laws of the apartheid Government enabled mining companies to disregard the fundamental human rights of workers and keep wages low.

At the time, it was acceptable for mines to put profits well above the well-being of their employees. The consequences of these unfair practices are felt to this day. They range from disintegration of families, abject poverty, inequalities and the resulting physical and psychological harm.

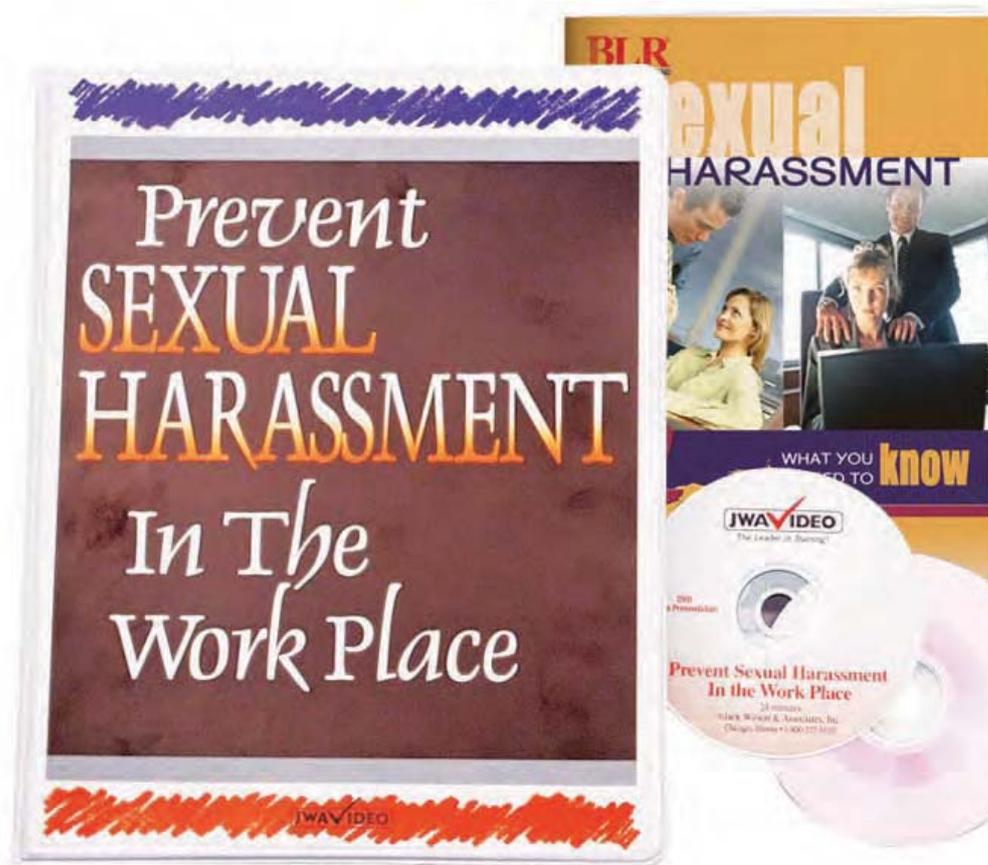
Mining companies faced no legal consequences for dehumanising their employees, nor did farmers for depriving indigenous people of land. Given the availability of cheap labour, mining and agriculture made huge profits and provided a strong foundation for the economy.

The new democratic Government inherited a legacy where it was mainly the black labour force that was unskilled, uneducated, disenfranchised; had no property, lived in abject poverty and was subject to discriminatory laws.

Since the majority of South Africans prior to the dawn of democracy were excluded from full participation in both industries, the economic structure in place advanced the interests of a select few. Government immediately sought change by enacting wide-ranging legislation to transform the mining industry.

In this current uncertain environment, it is imperative that business, particularly the mining sector, organised labour and civil society explore mutually beneficial alternatives. We need to encourage everyone to enter into a fresh dialogue that sees South Africa benefit. 🌍

# Miniskirts are fashion statements, not sexual invitations



Soon after the *Sunday Times* published allegations of sexual harassment against a young academic at the University of the Witwatersrand (Wits), social media was abuzz with people either judging the young academic or expressing opinions in mitigation.

Some people mobilised race narratives to suspect an anti-black conspiracy that might be at play in an institution suspected of holding on to its “white liberal traditions and privileges”. Others, including influential public commentators, took strong positions and called for immediate tougher action against the “sex pest”.

Mine is not a commentary about the merits or otherwise of the Wits case or the sentiments it provoked; this is a reflection on what is less said in heated discourses involving rape and sexual harassment. This is also a focus on how people in positions of power – perceived or

real – are conditioned to make, or not make, sound judgements when facing ethical temptations and moral dilemmas. Often, these judgements test our understanding and handling of gender and sexual relations in society.

## My personal story

As a 22-year-old teacher at Sibonelo and Umqhele secondary schools in Durban, I was often tempted to make advances on the learners. Female learners were mostly my age, girls I could date in the normal course of my life.

Many were attractive, assertive and fascinated by the idea of a young teacher reflecting a lifestyle and interests not unlike their own. I was under no illusion that any interest shown had nothing to do with attractiveness but with my relatively powerful position as a

teacher standing between learners and positive grades. After all, like most township youth, I wore a variety of All Star sneakers instead of the “unpolished ugly shoes from Sales House” worn by older educators.

### Fighting temptation

The boys, too, were very friendly. They addressed me as their “bra”, *ulova wase roundini* (the slick guy from the hood). Most were my age or even older than 22. They ignored my pleas to stop smoking weed on school premises. I’ll never forget a learner at Umqhele in Claremont who confronted me: “*weThisha, ubani othe siyafunda thina Friday after break?*” (Sir, who told you we take classes on Friday after break?). Another boy asked: “Why are you ignoring the student teacher, is it because *niyafanelana*” (because we make a good match)?”

For years I doubted myself for having miraculously ignored these “easy pickings”, and many others along the rutted passageway to adulthood.

At Sibonelo, I had a most unfortunate experience. Some learners started a conversation about a bash at Village Green Park we had coincidentally attended together. They happened to have gone there with acquaintances from varsity who came from the same township, KwaMashu.

There we were, substituting a history lesson for reminiscing about Village Green. This lasted two periods. Half the class joined in, sharing their weekend experiences of partying. Wait for this: one of the learners regaled others about how she had seen me recover from rejection by “scoring a varsity dropout after *bekushaye ngesitini kwenye i-yellow bone*” (being beaten to a fair-skinned woman by someone else at the party).

Younger female teachers were not spared. The boys teased them and sometimes launched sexually explicit remarks and gestures. They saw peers in these young teachers, whom they merely rated as girls from the hood.

In both schools, partly because of my under-preparedness and largely because there was no monitoring, we spent half the time discussing social issues that had nothing to do with the curriculum.

Either out of naivety, fate, fear of consequences or just being too arrogant to date girls outside my social class (varsity students, graduates or someone already employed), sexual impulses were managed.

I also deflected learners who seemed ready to pay my modest suburban apartment a visitation.

After all, my slick Kentucky Rounder (slang for the 1992 Toyota Corolla 1.8 16V) was cooler than the more conservatively styled and marketed Toyota Camrys driven by most senior teachers. I was young, not good-looking, but I had a few things going for me.

Compared to most of my peers, some of whom were my learners, I was successful and therefore appealing. Due to high attrition and repetition rates, it was usual in the mid-1990s to have 22-year olds in Matric.

On weekends I rolled with the in-guys, the type of students-cum-thugs you see on *Yizo Yizo*. We came from the same townships. We studied together. Like the Wits lecturer, I was in my prime. I had access.

Again, I suspect my running away from over-friendly girls was occasioned by a combination of naivety and delusion. Only two learners explicitly said “I like you sir” and “Can I visit you this weekend?”

Yet I laboured under a false impression that most would have agreed to date me. Such was my world, my perceptions, my existential preoccupation. In that world of delusions of grandeur – I know for sure it remains so today – women do not have to be explicit. Imagined suggestions and gestures are sufficient, at least in the eyes of those ready to pounce.

### Saved by restraint

I was “saved” by absconding. The temptation was agonising. I would not have survived it a day longer. At least at varsity you could experiment and do all sorts of things, as illustrated by JM Coetzee in *Disgrace*, SABC 1’s *Intersexions* and Fred Khumalo in *Touch My Blood*. After all, we were dealing with “equals” at varsity – not learners, where power scales are skewed in favour of the educator.

But as tutors and Student Representative Council leaders, we faced similar dilemmas. Thank God I ran away. Who knows – one could have ended up a drunk or fathering a netball team like two equally ill-equipped classmates who took advantage of vulnerable learners and ruined a number of futures in the process.

In retrospect, neither society nor the finest professors equipped us for the delicate ethical challenges that presented themselves without fair warning. In the course of a four-year degree, no module on ethics was presented. Therefore, we were not trained to navigate moral temptations and ethical dilemmas arising out of social peculiarities. No academic theory applied in this poser. It was either acting on fantasies of being desired or just miraculously exercising self-control. >>



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**Programme Leader:  
Prof. Pieter Steyn**  
PrEng, BSc(Eng),  
MBA, DCom

\*Registered with the Department of Education as a private higher education institution under the Higher Education Act, 1997, Registration Certificate No. 2000/HE 07/010.\*

I make these qualifications also to support a view that men are not predisposed to abuse women.

### The sexual trappings of power

It is the question of power, privilege, aptitude to make judgements, and the ability to handle social pressures that circumscribe sexuality. I mention society because most of the determinants of rape and sexual harassment are socially constructed – in our families, workplaces and social circles. Society applauds women who date powerful men. Hypocritically, it castigates women who openly express affection, just as it frowns upon men who turn women away. They are oddities.

It is clear that we need to reinforce education and training systems such that learners go through ethics and human rights training. Young people should be empowered to manage sexual and power relations in line with the best traditions of human rights and social justice.

We do not need genetic modification of men, since sexual assault is not their natural disposition. We need to recode gender roles, social relations and societal norms to the extent that both young men and women know how to exercise self-restraint and how to handle sexual assault.

Such training and reconstruction of social values should trickle down even to married couples, who often fail to isolate the claiming of conjugal rights from sexual assault – which explains why the police struggle to deal with sexual assault cases involving married couples. They, too, are members of a society where sex is taboo, a symbol of manhood, entitlement or even a stigma.

You, the reader of this article, may grimace. You may be mortified by this account. You may even accuse me of breaking the supposedly secret code of inter-generational dating. If you had missed references to “perceived” and “delusions”, you may even mistake this for a mitigation statement favouring iniquitous men.

Yet therein lies the challenge for society: how do we break the silence and robustly deliver strategies that empower men to make measured judgements when faced with ethical temptations and moral dilemmas?

How do we teach boys that a smile is not of itself an invitation to the bedroom – and at the same time, that some smiles are indeed invitations which then induce



### Against objectifying women

How do we build an understanding that miniskirts are fashion statements, not sexual statements? How do we teach boys to overlook younger attractive women allegedly making advances on them? Should they ignore them just because they are her supervisor, teacher or driving instructor?

How do we eradicate the pandemic inflicting the world of work where interns and junior female employees are reduced to nothingness by managers who turn them into sexual objects? After all, why would we fight other forms of discrimination and exploitation when we tolerate exploitation of juniors like interns who end up in bed with seniors in the “false” hope that they might secure permanency.

I am not searching for saints among sinners, for I am a sinner myself. I have fallen so many times in my teenage and adult life. I am most likely going to continue falling – for as long as minors are not involved, for as long as I don’t end up dating my teenage son’s peers. Neither am I making excuses for vile men. I am simply stating facts that it is our society that produces violence and so it is precisely there where we should intervene to end gender-based violence.

This is my world, my fears, my apprehension as a father. Will my boys learn to respect women as equals or will they turn out as violent as some of us became – all because of our lapses, our failure to teach them responsibility, accountability and respect for human rights?

This is your world too! Working together, conscientiously, we can change it! 🙏

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

*Marikana: A View from the Mountain and a Case to Answer*

By Peter Alexander, Thapelo Lekgowa, Botsang Mmope, Luke Sinwell and Bongani Xezwi

Dubbed the Marikana Massacre by media, the Marikana miners' strike saw the single most use of lethal force by South African security forces against civilians since the end of apartheid. Those killed were mineworkers who were pursuing a pay increase to R12 500 per month. The workers had occupied a hill and were demanding the right to speak with their employer about their remuneration when the incident occurred.

*The heart of Marikana: A View from the Mountain and a Case to Answer* is a series of interviews conducted with workers who survived the event. There is a narrative of the incident and preceding events written from the perspective of the strikers.

A list of all those who died at Marikana is included in the book, along with illustrations and maps.

"The book is an attempt to provide a bottom-up account of the Marikana story, to correct an imbalance in many official and media accounts that privilege the viewpoints of Government and business," says Professor Jane Duncan of the Highway Africa Chair of Media and Information Society, School of Journalism and Media Studies, at Rhodes University.

Royalties from the sales of this book will go to families of Marikana victims through a trust fund held by the South African Council of Churches.

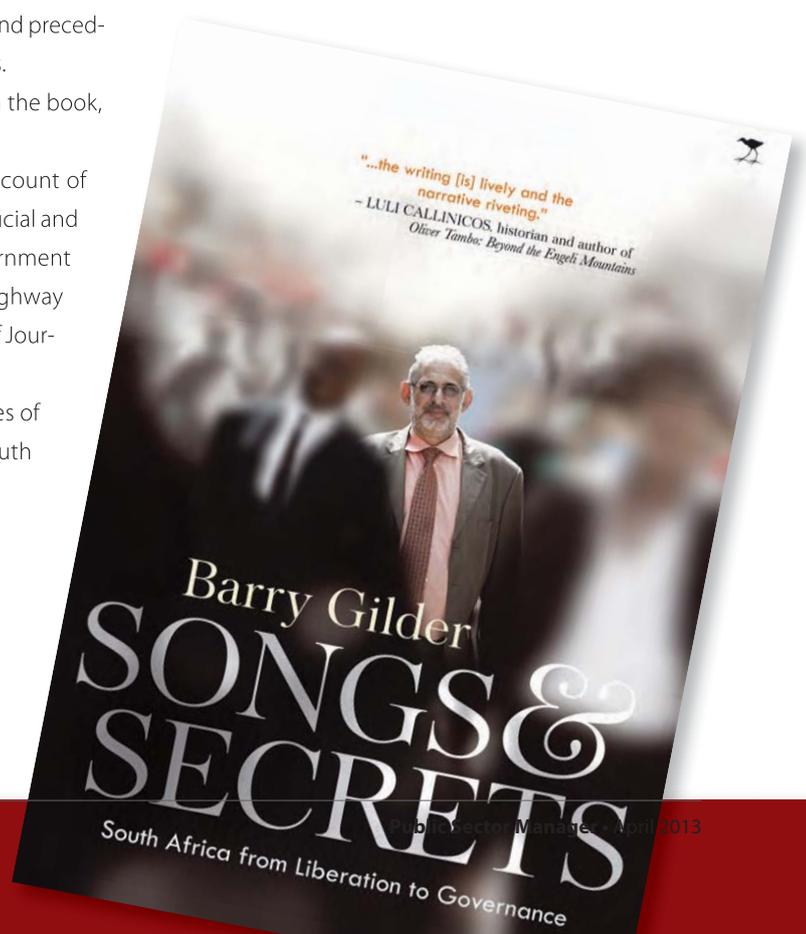
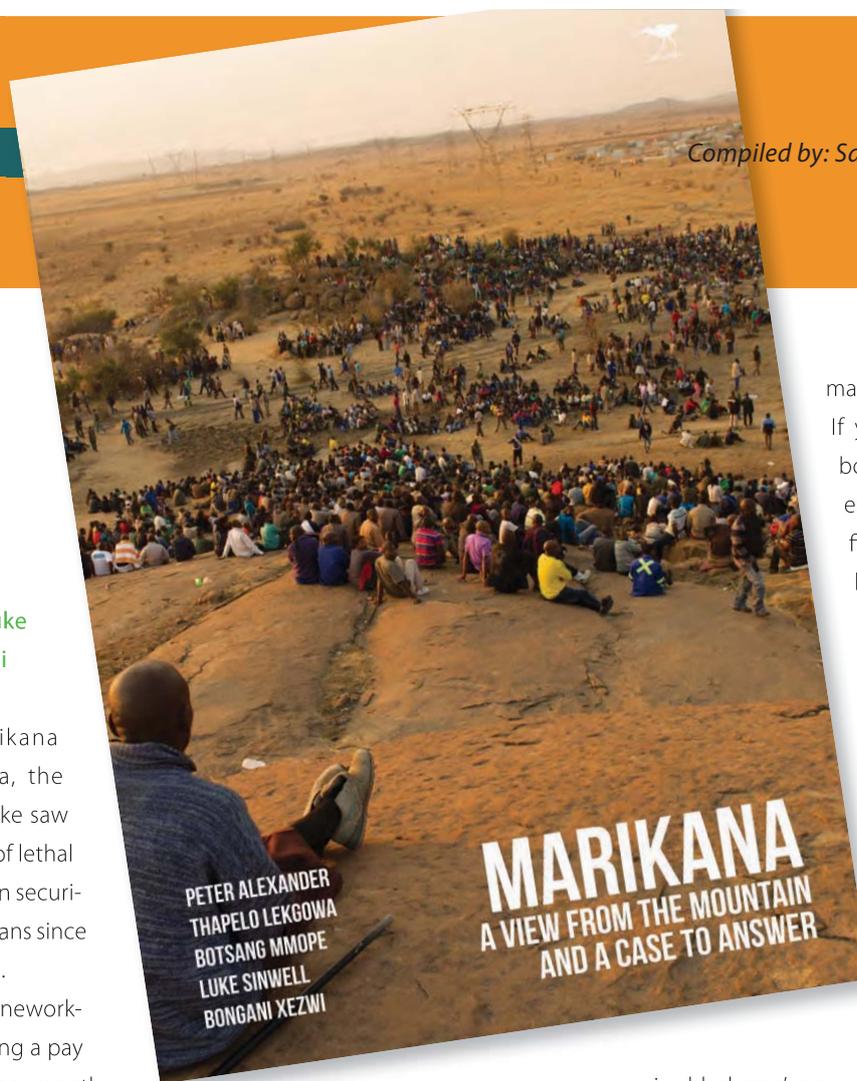
*Songs and Secrets: South Africa from Liberation to Governance*

by Barry Gilder

"If you picked up this book in the expectation of revealing in the true confessions of a disaffected spy-

master – put it back. If you opened this book in the hope of enjoying the confidences of a disillusioned cadre of the South African liberation movement – close it, put it down. If you bought this book in anticipation of a grandparents-to-grave biography of a white man

in a blackman's army – shut it now, wrap it up, give it to a friend." This is how Gilder prefaces his book. *Songs and Secrets* is a personal exploration of the ANC in its journey from liberation movement to Government. It takes the reader into the ANC's



military camps in Angola; to Moscow for intelligence training; to the underground in Botswana and into leadership positions in the intelligence services and administration of the new Government. It unpacks the oft-ignored conditions in which the ANC Government had to try to turn apartheid around. The book investigates the personal, political, psychological and historical realities that gave birth to the new South Africa.

*Songs and Secrets* is written in an anecdotal, cinematic style – providing glimpses into the small and big events that marked the author's journey through the three decades of history that led South Africa and the ANC to the challenges they face today.

Gilder was born in South Africa in 1950, and went into exile in 1976. He composed and sang struggle songs, underwent military and intelligence training with the ANC, and served in the ANC's intelligence structures until his return to South Africa in 1991. After 1994, he served as deputy head of the South African Secret Service, as deputy head of the National Intelligence Agency, as director-general of the Department of Home Affairs and as South Africa's coordinator of intelligence until his retirement in 2007. He is currently Director: Operations at the Mapungubwe Institute for Strategic Reflection.

### **Cyril Ramaphosa** by Anthony Butler

Cyril Ramaphosa is one of the most popular political and business figures in South Africa. He is widely credited with playing a major role in the negotiations that led to the democratic settlement in South Africa and crafting South Africa's Constitution.

But, after he failed to secure a nomination for Deputy



President, he left politics and became a successful businessman.

This commanding, fully-updated and revised biography tells the story of his life so far. Based on interviews with many of Ramaphosa's friends and contemporaries, it marries the historical context and the individual in a way that brings him fully to life.

Anthony Butler is a professor of Political Studies at the University of the Witwatersrand. He is the author of *Contemporary South Africa, Democracy and Apartheid and Transformative Politics: the Future of Socialism in Western Europe*. He has previously been a Fellow of Emmanuel College in Cambridge, United Kingdom; Director of the Politics and Administration programme at Birkbeck College, University of London, UK; and Professor of Political Studies at the University of Cape Town. He writes a weekly column for Johannesburg's *Business Day* newspaper. ©



**Mongezi Mnyani**  
**Chief Executive Officer (CEO): National Home Builders Registration Council (NHBRC)**

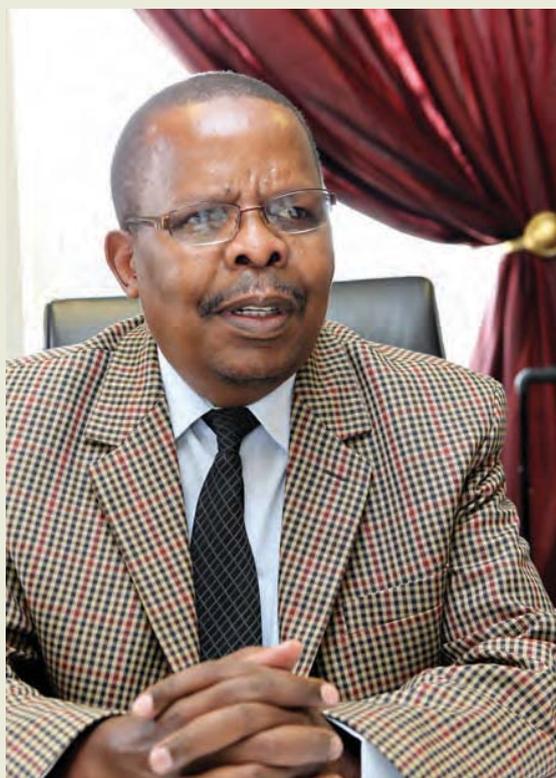
Mongezi Mnyani joins the NHBRC from the Gauteng Provincial Government, where he was the Head of Department for Local Government and Housing.

Mnyani holds a Bachelor of Arts degree and a Honours degree in Criminology from the University of Fort Hare. He has also done an Executive Course in Strategic Development and Leadership at the University of the Witwatersrand (Wits).

Since 1996, Mnyani has worked for various government departments. Before working for Government, he was a researcher at the Centre for the Study of Violence and Reconciliation, which is affiliated to Wits. He has vast knowledge and expertise in the areas of public service management, stakeholder relations and community development.

He has also served on several boards and acts as a trustee for non-governmental organisations involved in developmental issues.

As CEO, Mnyani is the accounting officer of the NHBRC and will ensure effective and efficient administration in line with the various prescripts and Treasury regulations.



**Dr Sandile Mfenyana**  
**CEO: Chris Hani Baragwanath Hospital**

The well-travelled, newly appointed CEO at the biggest hospital in Africa – Chris Hani Baragwanath Hospital – Dr Sandile Mfenyana brings with him not only international experience, but also an abundance of passion for medicine that matches his knowledge.

Dr Mfenyane left the country in 1976 to pursue his medical studies at the Bulgaria Medical Academy, where he completed his Bachelor of Science degree. Upon completion, he worked as a trainee junior medical officer at Harare Hospital.

From 1995, he served as the medical officer at Tembisa Hospital for two years. Dr Mfenyana was awarded a scholarship in 1998 to study for an Orthopaedics Diploma in Australia. In 2009, he was appointed acting CEO at Charlotte Maxeke Hospital.

In 2010, he returned to Tembisa Hospital as a medical superintendent, a position he held until his recent appointment to Chris Hani Baragwanath Hospital. As CEO, Dr Mfenyana will provide leadership and direction for the overall operation of the hospital.



### **Kgomotso Modise**

#### **Deputy Director-General: Transport, Department of Public Enterprises**

Kgomotso Modise joins DPE from Transnet Freight Rail where she was a Senior Manager: Policy and Regulation, responsible for the review of national rail policy and developing strategic policy positions into the national policy development process. She was also responsible for the development of strategic positions for rail economic regulation and developing a guiding framework for competition policy. She has previously also been involved in restructuring strategies and plans, as well as air transport policy and regulation, among other things.

Modise holds a Bachelor of Commerce degree, with majors in Business Management and Industrial Psychology from Unisa, a Masters of Business Leadership from Unisa School of Business Leadership and a Masters of Science in Economic Regulations and Competition from City University, London.

In her new role, she is responsible for the oversight of State-owned companies (SOCs) in the transport sector.

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### **Monica Newton**

#### **Deputy Director-General: Arts and Culture Promotion and Development, Department of Arts and Culture (DAC)**

Monica Newton has worked with national, provincial and local government and related Government agencies since 1997, first as a full-time employee and later as a consultant in her own business. Prior to this, she was the CEO of the National Art Council, a statutory body established to support and develop the arts in South Africa and reporting to the DAC. As the CEO of the organisation, she fulfilled the role of accounting officer, and as such took responsibility for the corporate governance, financial and performance of the organisation.

Newton holds a Bachelor of Arts degree in Industrial Sociology, a Bachelor of Arts Honours degree in Industrial Sociology and a Master's degree in Industrial Sociology from Wits. She further obtained a certificate in Guest House Management at the University of Cape Town.

She will be responsible for the overall strategic management and coordination of the Branch: Arts and Culture Promotion and Development, ensuring contribution through the arts and culture sector to job creation, skills development, entrepreneurship and inclusive growth.

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### **Eben Carstens**

#### **Deputy Director: Office Manager to the Deputy CEO of Communication and Content Management, Government Communication and Information System (GCIS)**

Eben Carstens is no stranger to GCIS. He spent the past three years in the Office of the CEO in different capacities. After matriculating, Carstens was offered the extraordinary opportunity of working in Florida and New York, in the United States of America. While in New York, he worked at the Glen Oaks Country Club, where he completed a course in hospitality management. This exposure served as a foundation for his career.

When he returned to South Africa in 2007, he joined the Western Cape's Environmental Affairs and Development Planning Department, before joining GCIS in 2010 as an administrative officer in the office of the CEO. The exposure and experience of working under two CEOs provided him with a solid grounding to his career. His key responsibility in his new position is to provide support to the responsibilities of the Deputy CEO: Communication and Content Management.



## What's the deal with sectional titles?

**W**ith more than 33 000 sectional title schemes comprising more than 850 000 units in South Africa today, sectional title living has become the choice of many. To manage a sectional title scheme to the advantage of all, a proper knowledge of this type of property is essential.

Many inhabitants of sectional title schemes find that they were not properly informed about this lifestyle, and end up disappointed. Before buying a unit, educate yourself, read up and ask others who have lived in such a scheme for a while about their experiences.

Dr Gerhard Jooste, national chair of the National Association of Managing Agents (Nama) and managing director of Pro Admin, a company providing specialised services in property administration, says trustees and managing agents are well-advised to understand that the Sectional Title Act, 1986 is not just a guideline, but is just as valid as any other law of the land.

"This means that trustees, who are in a position of trust with other owners, can be prosecuted when the management of a sectional scheme takes a wrong turn. The same is true of managing agents.

"It is, therefore, crucial that trustees have at least a basic knowledge of the law, and that the managing agent is fully informed to protect the interests of the trustees and other owners."

Mike Addison, sectional title insurance specialist and director of sectional title insurance advisers Addsure, says trustees can lessen the risk associated with the management of sectional title schemes by taking the following precautions:

- Engaging the services of a managing agent who has a fidelity fund certificate issued by the Estate Agency Affairs Board.
- Engaging the services of a managing agent who is a member of Nama. Membership of Nama is voluntary, but managing agents

who are members subscribe to a code of conduct and are obliged to be fit and proper.

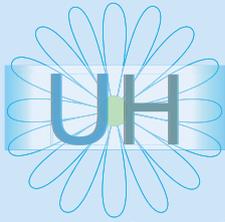
- Ensuring your managing agent holds professional indemnity and extended fidelity cover, underwritten according to strict criteria.
- Establishing how much fidelity cover would be prudent by obtaining written advice and a quotation for such cover from a specialist insurance adviser and presenting the matter to a general meeting of the body corporate. This is one of the obligations of the trustees under the Sectional Titles Act, 1986.

Owners of sectional title units must remember that trustees are volunteers who do not always have a deep-seated knowledge of sectional title law and procedures. This is why it is important to choose a managing agent who can provide guidance and steer trustees in the right direction, says Jooste.

"Should you encounter any problems with your trustees or another owner, a dispute can be declared in terms of the Sectional Titles Act, 1986. Trustees should consider terminating the agreement with a managing agent if a breakdown in the trust relationship takes place. Consult the agreement for the proper procedure in this regard."

Jooste says that in the near future, a Sectional Title Ombudsman will be appointed to whom sectional title owners will be able to address their problems and complaints. 📧





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1



# On Camera

Compiled by: Mduzuzi Tshabangu

Photographs: GCIS

## National Teaching Awards

It was an evening of glitz and glamour when the 2013 National Teaching Awards got underway on the evening of 7 March 2013 at Gallagher Estate in Midrand.

More than 1 000 educators from around the country attended the ceremony, which was broadcast live on SABC 2.

Addressing the event, President Jacob Zuma encouraged and challenged educators to help Government make education an essential service and to turn the image of the profession around.

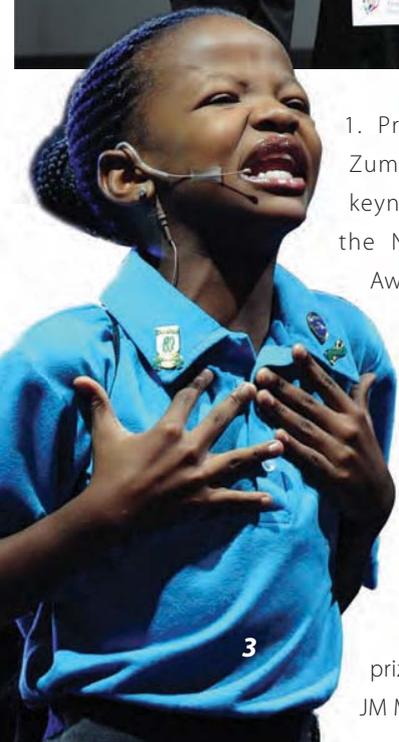
Eleven teachers scooped various awards for their dedication to the profession.

Winners included:

- Lifetime Achievement Award: Bilkes Vawda, Marlboro Gardens Combined School, Gauteng.
- Excellence in Primary School Teaching: Julie-Ann Lendrum, Winchester Ridge Primary School, Gauteng.
- Excellence in Secondary School Teaching: Ismail Teladia, Spine Road High School, Western Cape.
- Excellence in Primary School Leadership: Mmakgopi Messina Mokgope, Tsitsing Primary School, North West.
- Excellence in Secondary School Leadership: Derick Petersen, Imizamo Yethu Secondary School, Western Cape.
- Excellence in Grade R Teaching: Karin Adlem, Pietersburg English Medium Primary School, Limpopo.
- Excellence in Special Needs Teaching: Hanlie Swanepoel, Estralita Special School, Mpumalanga.
- Excellence in ICT-Enhanced Teaching: Anita van Vuuren, Universitas Primary School, Free State.
- People's Choice Award: Melanie Vandayer.
- Kha Ri Gude Top Volunteer Educator: Khetiwe Komazi.
- Kha Ri Gude Top Supervisor: Shadrack Moleko.



2



3

1. President Jacob Zuma delivers the keynote address at the National Teaching Awards.

2. The Minister of Basic Education, Ms Angie Motshekga, and President Zuma hand over the prize for the Lifetime Achievement Award to educator Bilkes Vawda.

3. Learner and poet Botlhale Boikanyo entertains the audience.

4. Minister Motshekga, President Zuma and Nombulelo Moholi hand over the prize for the Kader Asmal Award to Principal JM Melesi.

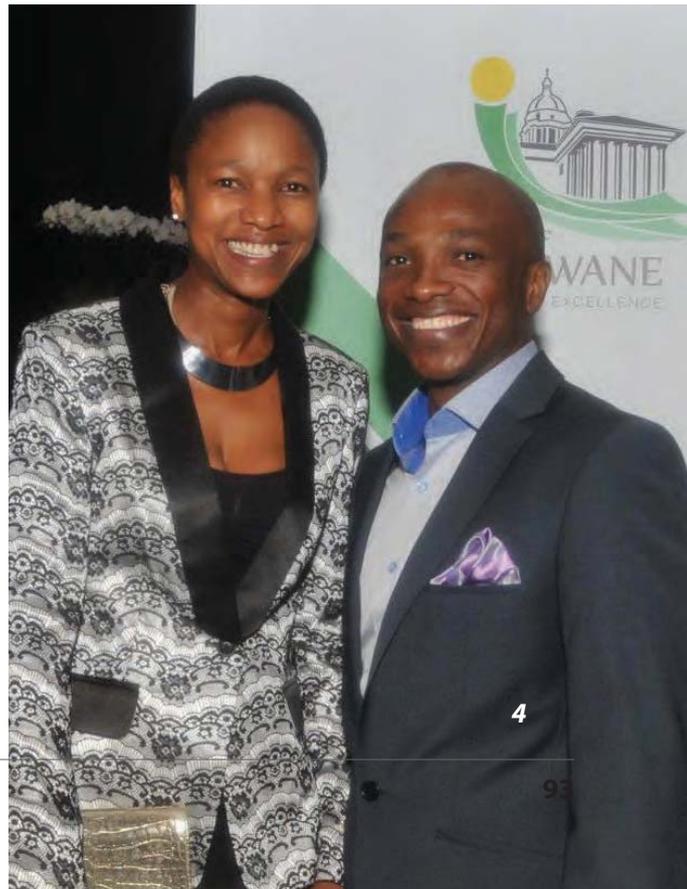
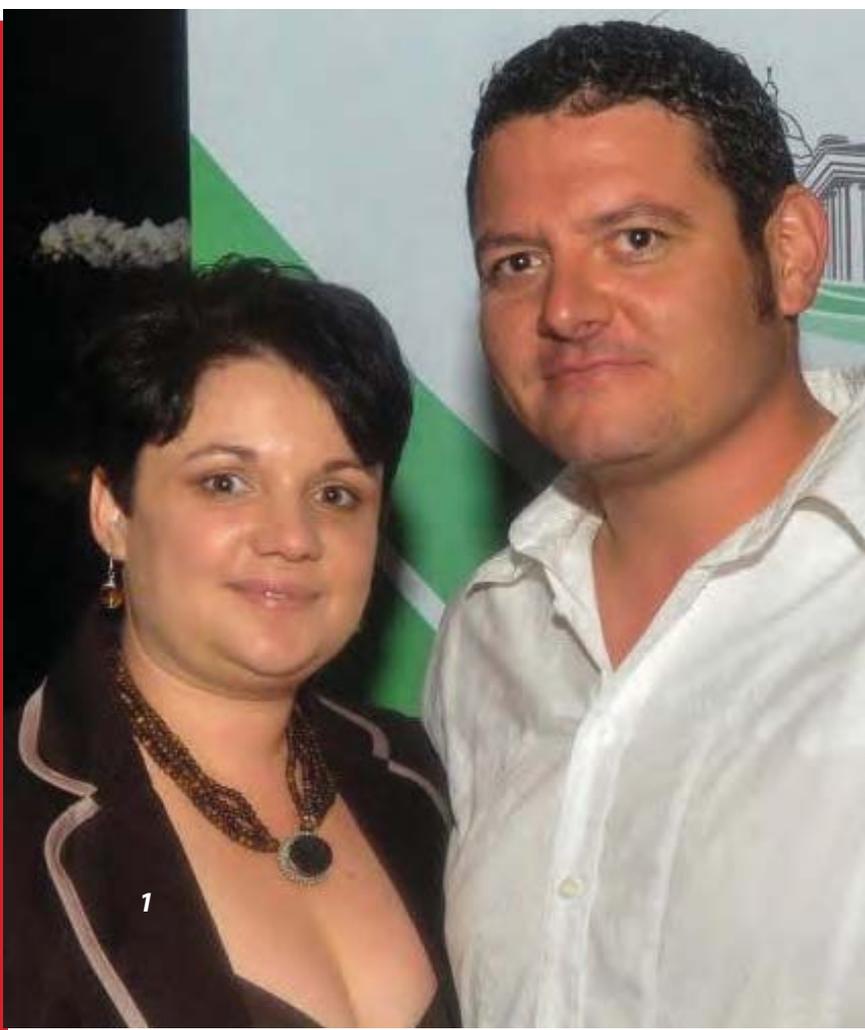


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## Tshwane Service Excellence Awards

The City of Tshwane recently rewarded employees who excelled in their fields at the Service Excellence Awards held at the Tshwane Events Centre in Pretoria in March.

The seventh Annual Tshwane Service Excellence Awards event is held to recognise employees who display excellence in providing services to communities. Nana Mthimkhulu, Director of Special Projects and Liaison, and Kgomotso Mohlala, Regional Executive Director, were awarded the Special Mayoral Award for being innovative and creative.



1. Martie (left) and Lodi Venter from City Planning attended the event.
2. Winner of the Night with the Stars staff competition, Thiathu Tshivhase (left) with colleague Kwenyama Mphahlele.
3. Spectacular entertainment at the event.
4. City of Tshwane staff Zukiswa Ntsikeni (left) and Coltrane Letswalo.



# Think yourself happy

**A** positive thinker is a happier and healthier person, at home and in the office, says Johannesburg psychologist Dr Cecile Gericke.

"Think about it. How does the world around you look and how do people react to you when you are in a positive mood? And how do matters stand when you are negative?"

"That's right: when you are positive, the world seems the same, while people react to you in a pleasant way. Take a negative approach and the same will be returned," says Dr Gericke.

"Positive thinking has a positive effect on stress and can even improve your health. Is your glass half empty or is it half full? Your answer to this question reflects your outlook on life. It reflects whether you are a positive or negative person."

Since a positive approach helps you to manage your stress levels, it also leads to better health and a higher level of success and productivity in the workplace.

## ***If you are not already one, how do you become a positive thinker?***

According to an article on [www.mayoclinic.com](http://www.mayoclinic.com), you have to understand the concept of positive thinking and self-talk.



Positive thinking just means that you approach unpleasantness in a more positive and productive way. You think the best is going to happen, not the worst. This does not mean sticking your head in the sand and ignoring life. It is rather about how you "talk" to yourself.

Self-talk is a never-ending stream of thoughts that go through your head. If these thoughts are mainly positive, you are likely to be an optimist. If not, you may just be a pessimist.

A lot of research has been done on the phenomenon, and more and more evidence points to the many benefits of optimism and positive thinking, including:

- ✓ increased lifespan
- ✓ lower rates of depression
- ✓ lower levels of distress
- ✓ greater resistance to the common cold
- ✓ better psychological and physical well-being
- ✓ reduced risk of death from cardiovascular disease
- ✓ better coping skills during hardship and times of stress
- ✓ improved immunity
- ✓ more resilience when experiencing problems.



“Who doesn’t want to be that person? Even if positive thinking does not come naturally to you, there are enough good reasons to start cultivating affirmative thoughts and minimising negative self-talk.”

Your broken car, the spilled milk, and looming deadlines can all turn your hair grey.

“Too much stress can age you long before your time. It increases the number of free radicals and ups the stress hormones in your body. You can counter that by managing your stress at home and at work by staying positive.”

The message is to stop beating yourself up, take a few deep breaths and stick your problems in the smallest box possible. If you make a mistake, don’t say: “I am an idiot, I just ruined my career.” Instead, say to yourself: “I will do better next time.”

American psychologist Tamar Chansky suggests the power of “possible thinking”, a way to switch off your internal lie detector. Chansky suggests that instead of thinking: “I am a fat person”, you should stay neutral, and say: “I’d like to lose 10 kg and I know how to do it.”

This way, you can put a better spin on things without misleading yourself.

### **So in what ways are positive thinking and self-talk good for your career?**

• **It sets the stage for career growth:** Thinking that you’ll do a great job actually helps you do well, and it can even

make you healthier.

- **Positive thinking helps you look to the future:** In the job market, it’s easy to believe that your past determines your future, but through positive thinking, you can see beyond what lies in your history.
- **Positive thinking can wipe out serious stress, at work and otherwise:** Positive thinkers focus on the good things in life, not letting negative things get to them.
  - **Building self-confidence is easier when you’re positive:** Positive thinkers tend to have a better view not just of the world, but of themselves. Thinking positively can help you feel better and more confident about yourself and your abilities. These are great qualities to have when it comes to career advancement.
  - **You can let go of the fear of failure:** The fear of failure can keep you from doing something new, but taking on new challenges is a great way to improve your career.
  - **Everyone wants to work with a positive person:** Have you ever worked with someone who is incredibly bitter? It wasn’t very fun to work with them, was it? Don’t be that person.
- **Positive thinkers miss less work:** The health benefits of positive thinking speak for themselves.
- **Positive thinking is a big part of resilience:** Resilient people are able to work through just about anything; facing change, trauma, or a crisis with strength and the power to get through to the other side.
- **Thinking positively is great for job satisfaction:** Do you view every work task as a chore? Hate to get up and go to work in the morning? With a more positive attitude, you’re better able to enjoy your job and realise job satisfaction, wherever you are.
- **Positive thinking can help you work through anxiety and depression:** Anxiety and depression can be crippling for any professional. Negative thoughts, anxiety and worry can keep you from getting your work done and positively interacting with your superiors and colleagues, and inhibit career growth.
 

There is no benefit in putting on rose-colored glasses and taking a “Pollyanna” approach to life.

Instead of ignoring reality in favour of the proverbial silver lining, positive thinking is about a belief in your abilities, a positive approach to challenges, and trying to make the most of bad situations.

Sometimes you will be disappointed or hurt by the actions of others. This does not mean that the world is out to get you or that all people will let you down. Instead, positive thinkers will look at the situation realistically, search for ways that they can improve the situation, and try to learn from their experiences. ☺

Additional sources: <http://sg.jobsdb.com>; [www.mayoclinic.com](http://www.mayoclinic.com); [www.online.college.org](http://www.online.college.org); <http://psychology.about.com>; [www.newscientist.com](http://www.newscientist.com); <http://edition.cnn.com>.

# Power wheels in production

## LEXUS introduces the new IS range in Detroit

Lexus has unveiled its all new IS line at the North American International Auto Show in Detroit. Three variants were unveiled at the show, consisting of an IS 250, IS 350 and IS 300h hybrid model. All three models will also be available in a new F-Sport variant, which offers dramatic visual and mechanical changes compared to non-F-Sport models.

In addition to a dramatic new design featuring the Lexus spindle grille, the new IS has been engineered to provide outstanding dynamic capabilities. Incorporating no less than 12 Lexus-first features and technical innovations, the new IS also showcases an all-new interior that combines all the refinement and quality expected of any Lexus.

The new IS is inspired by Lexus's LF-CC concept car, and displays its own interpretation of the spindle front grille arrangement that has become a hallmark of all new Lexus models. Overall the impression is of power, elegance and a stronger brand identity.

New for IS and in its first application, the IS 300h's full hybrid rear-wheel drive system combines a powerful electric motor with a newly developed, 2.5-litre, four-cylinder Atkinson cycle petrol engine. It features a new direct-injection, D-4S fuel injection system, dual VVT-i and a high-efficiency exhaust gas recirculation EGR system.

The powerful yet efficient hybrid powertrain will develop a combined power output of 162 kW. The system targets class-leading CO<sub>2</sub> emissions of below 100 g/km, and average fuel consumption of less than 4.3 litres/100 km.



## Corolla Furia concept hints at forthcoming new model

Toyota revealed the Corolla Furia Concept at the 2013 North American International Auto Show in Detroit. This exciting compact sedan concept hints at the styling cues consumers can expect to see on the next-generation Corolla. The concept represents an exterior styling study by Toyota designers, it builds on the brand's product development priority to develop more dramatic, expressively designed vehicles.

While very definitely just a concept, the Corolla Furia Concept is an early indicator of where compact car design will



*The new Lexus IS offers sublime performance, with a stunning new grille that promises to be a Lexus hallmark.*



*The limited edition Jeep Grand Cherokee SRT8 Alpine is a stunner. Only 95 units will be available in South Africa.*



*Toyota is polishing its image with what looks like the future of the Corolla, the new-look Furia.*

The Furia is designed around a theme of Iconic Dynamism, which uses pure and simple surface elements to create a confident, decisive and recognisable appearance appealing to more youthful consumers. It features a more provocative, dynamic interpretation of a compact sedan that displays a more stable, athletic stance: 19-inch alloy wheels pushed to the vehicle's corners with short overhangs to help emphasise its long wheelbase.

The Corolla Furia design includes a swept windshield, with a sloped roofline and pronounced fender flares, to help communicate a sense of motion even when the car is stationary. The aggressively-styled front fascia,

with a blacked-out grille treatment, helps highlight a pair of sculpted front LED headlamps, which, combined with the rear composite LED taillight assemblies, add a sense of advanced technology to the Furia's impactful exterior. Carbon-fibre accents adorn the Corolla Furia Concept's wheel wells, rocker panels and rear valance, which includes ornate metal exhaust outlet surrounds to add a sense of modern athleticism.

### **2013 Jeep Grand Cherokee Limited Edition SRT8 Alpine**

In addition to the standard Grand Cherokee SRT8 specifications, the Alpine edition, of which only 95 units will be made available locally, features unique Bright White paintwork, as well as Black Vapor Chrome finish on the standard split five-spoke, 20-inch wheels along with unique gloss black exterior appointments, including:

- a Jeep hood badge
- a Grand Cherokee door badge
- a front grille surround and inserts
- a rear light bar and step pad
- a rear liftgate SRT8 badge accent.

The Alpine Edition sets the Jeep brand's low-volume, high-performance vehicles apart, and the new and unique exterior styling cues enhance the distinct, performance-oriented looks of the most awarded SUV ever. >>

The Grand Cherokee SRT8 Alpine edition is available immediately from Jeep dealerships countrywide and will retail for R864 990.

**The Most Powerful Production Astra lands in SA**

GM Africa has added Opel's top performance Astra Opel Performance Centre (OPC), the most powerful production Astra produced to date, to its passenger vehicle range. The Astra OPC compliments the Corsa OPC in the Opel range in South Africa to offer buyers a high performance option in both the small and compact hatch sectors. This latest offering from OPC is powered by a 206 kW turbo-charged direct-injection two-litre engine, with maximum torque of 400 Nm. This enables the Astra OPC to sprint from 0 – 100 km/h in just six seconds, with an electrically governed top speed of 250 km/h.

This latest high-performance engine produces a healthy 104 kW per litre – power delivery that is in the realm of full-blown competition engines and the highest specific power output per litre of any Opel petrol production car. This is 12% more than the previous Astra OPC, with torque improved by 25%.

This sporty powerhouse of an engine is based on the latest Opel two-litre engine architecture, designed to offer more for less in



*The most powerful production Astra to date has been launched in South Africa.*

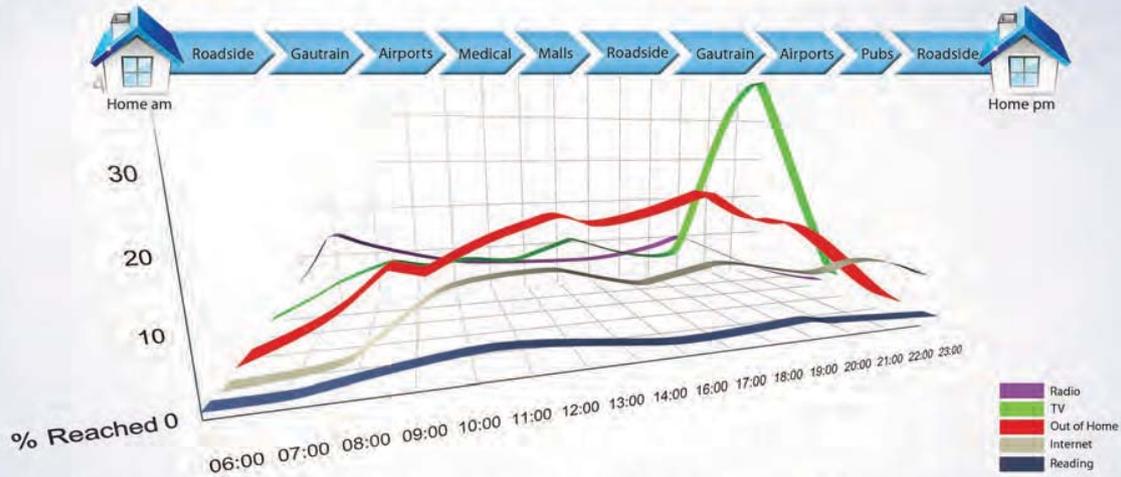
terms of engine size and performance delivery. In keeping with this philosophy, the new Astra OPC delivers its higher power and torque with fuel consumption that is reduced by 12% compared to the previous model and with CO<sub>2</sub> emissions that are 14% lower. Average fuel consumption recorded by Opel engineers in tests is just 8.11 litres/100 km – a remarkable achievement for an engine with this level of performance. CO<sub>2</sub> emissions are 189 g/km. The Astra OPC is available from R435 000. 📞

*\* Ashref Ismail is a member of the South African Guild of motoring Journalists and presenter of Bumper to Bumper.*



*The view most drivers will see: the rear of a high performance Astra OPC, moving ahead of them at a high speed.*

# Keep your brand in the media FLO°H



"Media planners need to place the brand in the media flow where the customers are stepping in, but they step in at different points on the spectrum of 'not buying' to 'buying'. The media mix must account for this so that each medium secures its place in this highly competitive environment" Hamish Pringle, co-author of "Spending Advertising Money in the Digital Age" and former Director General of the IPA, UK.

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Source: IPA TouchPoints4/ Adults 15+ / Media use – average day / \*Note: OOH is defined as travelling or somewhere else outdoors



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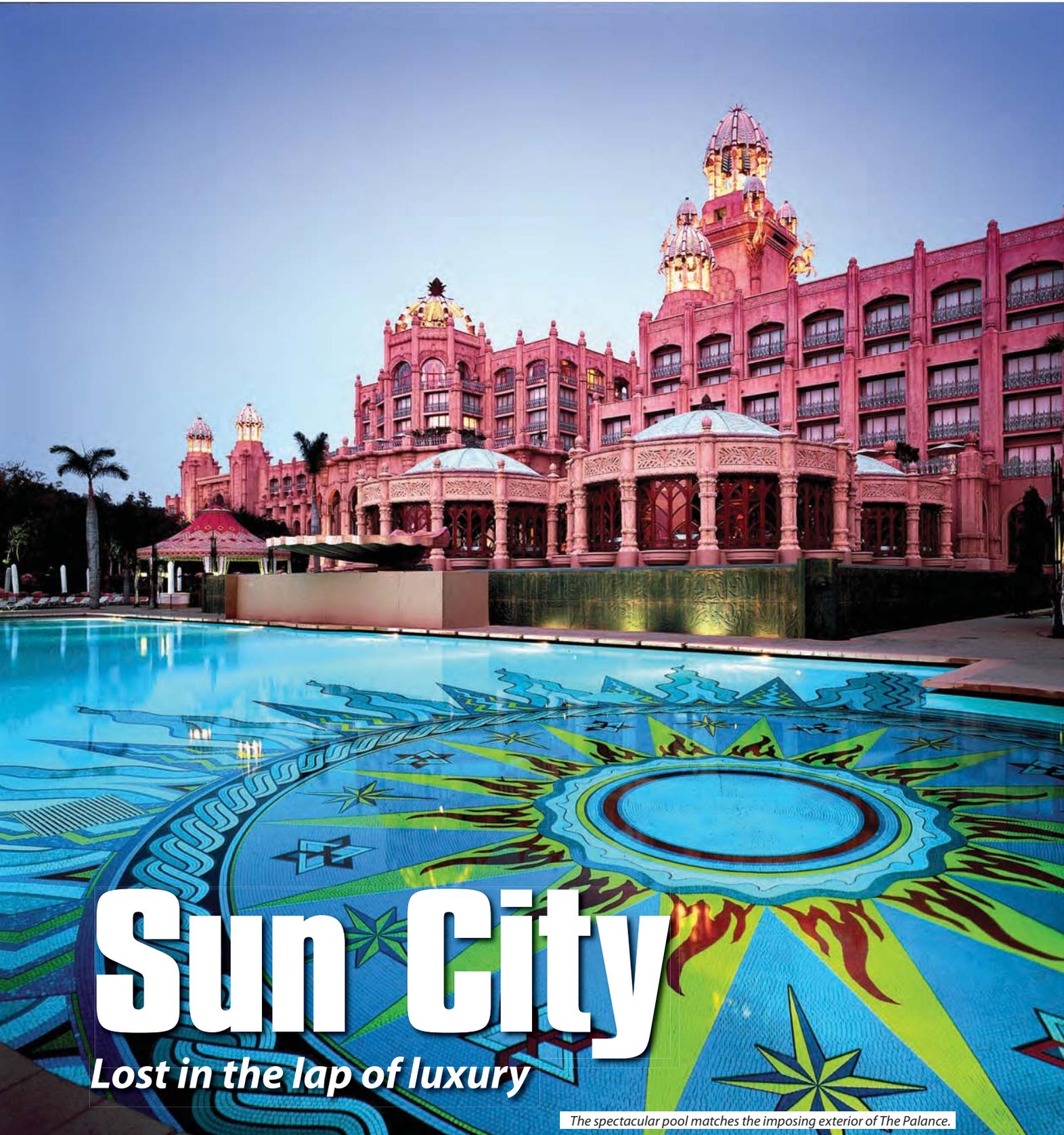


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# Sun City

*Lost in the lap of luxury*

*The spectacular pool matches the imposing exterior of The Palace.*

***“South Africa is a world-acclaimed adventure and leisure destination, offering a vast array of tourism attractions. And the jewel in the country’s national tourism crown is undoubtedly Sun City.”***

**S**outh Africa has a host of world-class holiday destinations that have become hugely popular, but Sun City, popularly known as the "Las Vegas of South Africa", takes the prize.

It is the one place most South Africans want to visit, and the "Las Vegas" tag hardly reflects the vast array of attractions at Sun City.

Visitors have a choice of over 100 activities, catering for all ages and interests. There are four world-class hotels, including the magnificent Palace of the Lost City, which can justifiably be described as "out of this world". The Lost City, brainchild of hotel magnate Sol Kerzner, was designed to look like a city buried by a volcano and rediscovered hundreds of years of later.

In former years, Sun Air offered flights to Sun City from South Africa's major cities, but the airline closed down in 1999. Nowadays, charter flights from Johannesburg are on offer to Pilanesberg Airport, which is just 10 minutes away from the ritzy resort.

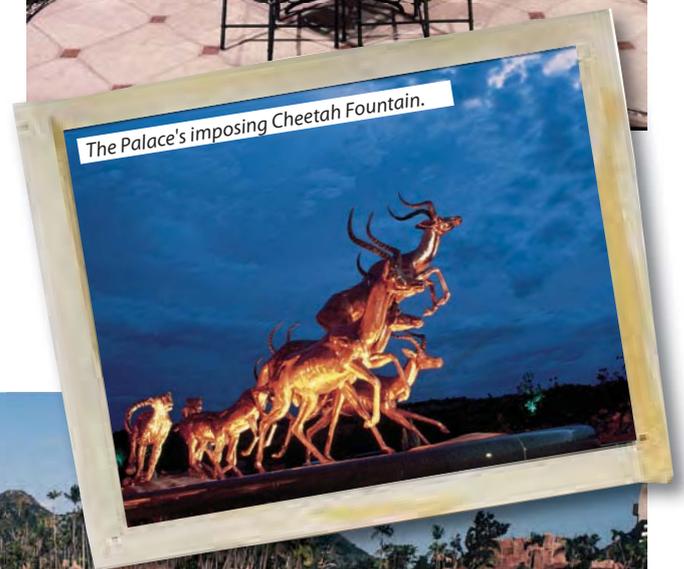
Most visitors arrive by car and those from outside Gauteng can fly in to OR Tambo or Lanseria airports. The latter is easily the closer of the two and for those who are unfamiliar with the route through the North West Province, there are shuttle transfers from the airports.

About 200 metres from the entrance to the resort is the first of the four deluxe hotels, the Cabanas. >>

***"By now, the holiday feeling would have grown on you as you pass vast lush forests and gardens ablaze with colour; and the spectacular architecture is unveiled."***



The terrace of the Crystal Court Restaurant at the Palace.



The Palace's imposing Cheetah Fountain.



Family Fun at the Valley of Waves.



The grand lobby of the Palace.

The elephant-back safari at nearby Letsatseng Park is an exhilarating experience.



The mighty Shawu elephants welcome guests en route to the Palace.

This is the least expensive of the accommodation offerings and is ideal for family accommodation. By now, the holiday feeling would have grown on you as you pass vast lush forests and gardens ablaze with colour; and the spectacular architecture is unveiled.

Neighbouring the Cabanas is the Sun City Hotel, which visitors and staff commonly refer to as the "Main Hotel". One cannot help but be touched by the ambiance at the entrance to the hotel, which is alive with round-the-clock activity. Recently, the slot machines and casinos at the Entertainment Centre and Palace of the Lost City were all moved to the Sun City Hotel

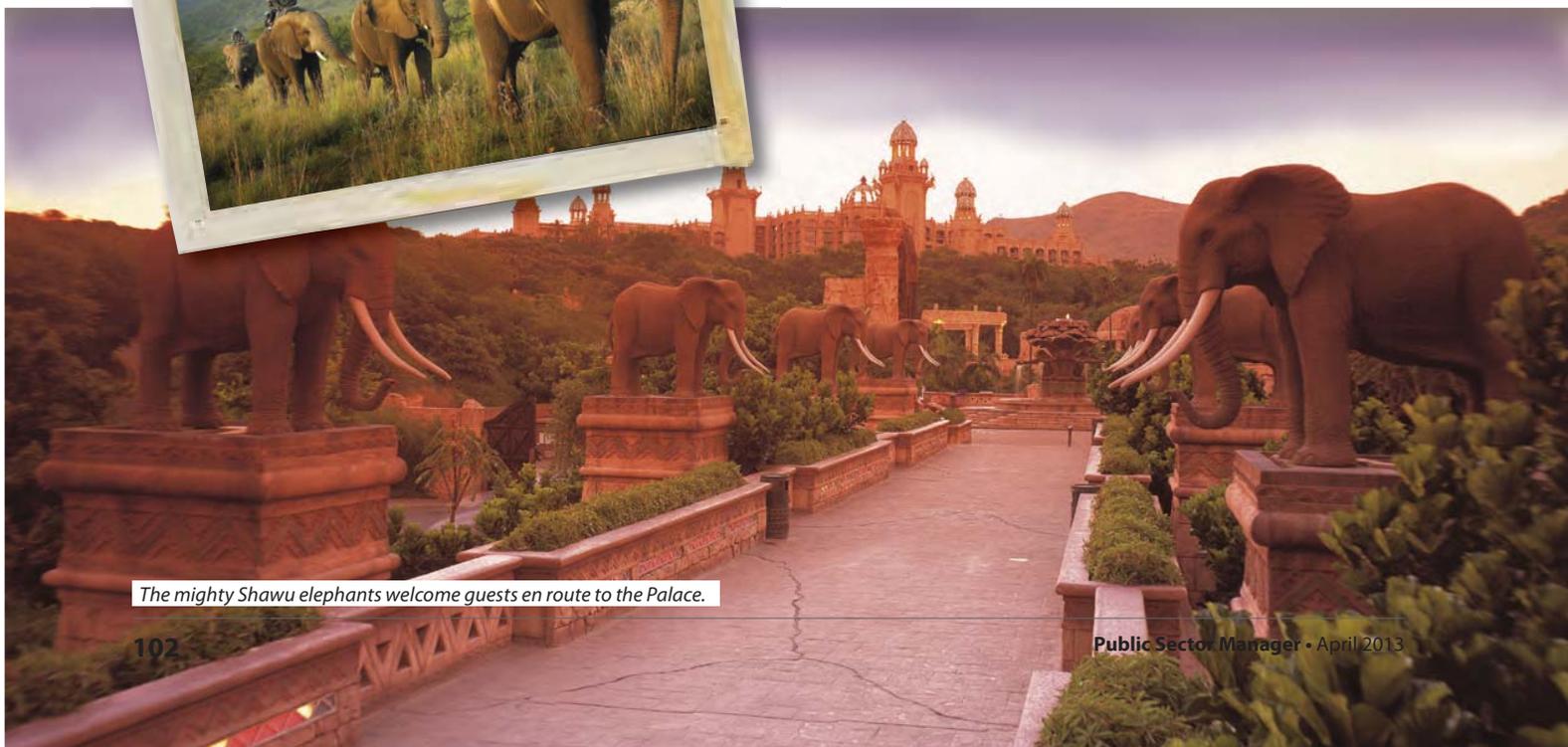
***"The Superbowl has enjoyed its share of the international spotlight, having hosted numerous Miss World pageants."***

and are now under one roof, with separate smoking and non-smoking areas.

Further on is the Entertainment Centre, home of the famous Superbowl, which has hosted many spectacular international shows over the years. The Superbowl has enjoyed its share of the international spotlight, having hosted numerous Miss World pageants. Major concerts, conventions, exhibitions and sporting events such as world title boxing matches have also been staged here.

The slot machines and casinos have been replaced by game and amusement machines, so children of all ages (and even adults) can have many hours of fun and entertainment.

The Entertainment Centre also houses the station for the Sky Train, which starts out on a monorail from the day visitors parking area near Sun City's entrance.



Directly behind The Entertainment Centre is the Cascades Hotel, which offers luxurious accommodation set in lush tropical gardens. This is the heart of "Africa's Kingdom of Pleasure", as Sun City is often referred to.

Behind the Cascades are magnificent gardens set among high flourishing forests and surrounded by a variety of water features emitting a constant cacophony of sounds from the splashing water. The landscape is designed to represent a jungle.

From the higher levels of the Cascades, you can see a leafy canopy over the forest, formed by the tops of the tall trees. For the greater part of the day, hundreds of beautifully coloured birds chirp away as they frolic on nature's majestic canopy.

At around levels six, seven and eight of the Cascades Hotel, the birds might even drop in at your room if you leave your balcony doors open!

The final hotel in the Sun City complex is the breathtaking Palace of the Lost City, one of the world's most opulent hotels and the ultimate authentically African getaway.

On your arrival, you receive a right royal welcome as bronze leopards leaping from a lavish fountain greet you. The Palace of the Lost City is fabled to be the royal residence of an ancient king from time gone by.

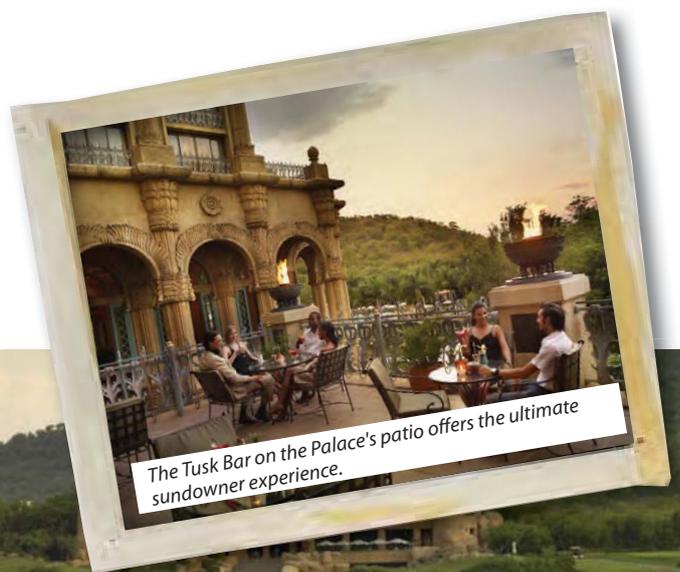
The entrance driveway is flanked by lively waterways spawned by the numerous waterfalls of varying heights located in the magnificently landscaped surroundings. Several sculptures, including life-sized ones of Africa's famous elephant Shawu, are positioned in and around the Palace. Dining at the Palace is a sumptuous affair and its gourmet offerings reign supreme. Arriving at The Crystal Court for breakfast, waiters greet you with a tray of drinks prepared from fresh fruit and vegetables, or you'll be directed to a table where varieties of well-chilled champagnes are available.

Around the outskirts of the dining hall, which houses just over 100 guests, there are some 20 stations offering a huge variety of food. And, should you wish to eat something that you cannot see on offer, a quick chat with the attentive staff will ensure that it arrives at your table within a moment or two.

Behind the Palace, streams of water lead you past restaurants and cocktail bars to the Valley of the Waves, where, incredibly, you can catch a wave in the heart of the Pilanesberg bushveld.

And for those in need of pampering, relaxation and a hair or beauty treatment, staff are at the ready to spoil you in much the same way they spoilt the likes of American rock diva Tina Turner or English model actress Elizabeth Hurley. 📸

***"The Palace of the Lost City is fabled to be the royal residence of an ancient king from time gone by."***



*The Tusk Bar on the Palace's patio offers the ultimate sundowner experience.*



*Sun City's golf course is a national treasure, luring enthusiasts from around the world.*

# Sony smartphones to hit SA

**Sony's new Android powerhouses show that the Japanese electronics maker may be down, but it is definitely not out.**



**A**lthough the announcements of Sony's new Xperia Z and ZL Android smartphones was no surprise, the devices themselves ended up being surprisingly interesting.

Rumours around the Xperia Z started surfacing in December 2012 during the lead-up to CES 2013, with a full review appearing on *mobile-review.com* as early as 18 December 2012.

Sony finally confirmed the device at the CES 2013 pre-show press day, along with its very similarly specced Sony Xperia ZL.

Both devices are good-looking and well-specced, and Sony's user-interface customisations also don't detract from the default Android 4.1 experience.

On paper there appears to be very little difference between the Sony Xperia Z and ZL, with the Xperia ZL presenting a somewhat thicker frame and bulging patterned back, offering greater grip.

Sony opted to go with a simpler, rounded rectangle form for the Xperia Z, along with a smooth flat back (which they term "OmniBalance design").

All external connections, such as the micro-USB charging port and headphone jack, are covered. According to Sony, the Xperia Z boasts IP55 and IP57 dust and water resistance so long as the covers are securely in place.

Both designs feel great in the hand, though the 5-inch form-factor may be a little large for some tastes.

However, the Sony Xperia Z seems perfect for those that have dreamed of having a large, weather-resistant smartphone.

## Camera

The camera app is a typical smartphone camera interface with three notable features:

- Sony's "Superior Auto" mode which reduces noise and blur

automatically along with the usual automatic exposure settings and adjustment

- high dynamic range (HDR) video recording
- taking 1 megapixel (MP) still photos while recording video.

## Android 4.1

One point of concern is that the Sony Xperia Z line is launching with Android 4.1 and not the latest version of Android "Jelly Bean" (4.2).

Sony has been notoriously tardy in getting updates out for its smartphones, which often take even longer to become available in South Africa.

That said, Android 4.1 remains a solid version of Android and in some cases Sony offers alternatives for features the older version of the mobile operating system lacks, such as its own type of lock screen widgets.

## Will the price be right?

Overall Sony's new line of Android smartphones look promising, and better yet, the Xperia Z has already been confirmed for South Africa.

Sony announced that the Xperia Z and ZL will start rolling out globally in the early part of 2013, and in a press release issued shortly thereafter revealed that the Sony Xperia Z is expected to land in South Africa in mid-2013.

Estimated retail pricing for the device is yet to be announced and it will be interesting to see how its pricing compares to other Android heavyweights when it becomes available later this year. ☺

**\*This an edited version of an article that previously appeared on [www.mybroadband.co.za](http://www.mybroadband.co.za).**

# Corporate meets *couture*

**A** fashion icon, a global trend-setter and a man meticulous about detail - this is Craig Jacobs, local designer extraordinaire.

A journalist by profession, Jacobs reconciled two worlds, writing and runway, a few years back, proving that he is a communicator who uses words and clothing to relay a message.

He owes his design inspiration to his cross-cultural and continental upbringing: he spent his childhood in the Cape Flats, and then lived in Australia before he returned to South Africa in 1998.

His love affair with fashion started when he realised that clothing informs our lifestyle, our tastes and our personality, describing his own sense of style as being relaxed, but obsessed with quality and craftsmanship.

Jacobs, whose designs have featured on the runways of Paris, allowed *PSM* to glimpse into his creative lifestyle as he geared up to take on the runways of Johannesburg Fashion Week by storm in April.

## **Tell us about your brand?**

My label is called Fundudzi, which is inspired by the sacred lake of the vha Venda. "Clothing with a conscience" is the mantra behind Fundudzi. In the past four years, we have expanded our retail reach and are now available in about 10 independent boutiques countrywide as well as in the Edgars SA Designer Capsule in Sandton City and Melrose Arch.

I also recently launched Fundudzi Corporate, where we service corporate clientele who want corporate clothing

and merchandise of a high quality with a designer flair.

## **What is your ideology of fashion?**

We are all naturally fashionable, but the manner in which we dabble in it is based on our disposable income. Whether you are purchasing a couture piece or a golf shirt, you make a decision based on colours that are fresh and new, detailing that interests you and perhaps the brand to which you relate. I don't think fashion should be put on a pedestal and seen to be elitist. After all, it is just clothes!

## **Is the fashion industry in SA evolving?**

I think the arrival of more and more international brands in the country is actually quite good for the industry. It opens up the public's vocabulary of design and craftsmanship and the more extensive that knowledge becomes, the more inclined people are to explore something different. South African designers are definitely offering that point of difference.

## **How are you instrumental in creating awareness of our local designers?**

I am passionate about helping to uplift and grow the local fashion industry. My label is really a laboratory for emerging talents, and I am blessed that a number of designers who have worked under me have gone on to create very successful labels of their own. I also serve on an interim steering committee member of the soon to be established Gauteng Fashion Industry



Craig Jacobs, designer and founder of fashion label Fundudzi.

Council, where I hope to help address the needs of designers in our province and to highlight how, by buying local design, you are actually helping grow our economy.

## **How can public servants translate couture into corporate wear?**

Working in Government, your passion is about growing our country and the easiest way of doing that is by supporting our home-grown artisans. Add a bit of style into your wardrobe by taking care of the details. For the guys it would mean adding a nice pair of cufflinks or a pocket square to add a splash of colour to your suit. For the ladies, try a scarf and a pair of stylish heels to reflect your personality in the office.

## **What are the biggest trends this season?**

As we slowly approach winter, colour remains a strong point of difference, and military detailing has become quite striking. Invest in wraps or cardigans as the temperature drops.

**For more information on Craig Jacobs and his work you can visit [www.fundudzi.com](http://www.fundudzi.com) or contact him on [info@fundudzi.com](mailto:info@fundudzi.com).**

# Back to basics

“While I am guilty of it myself, I think wearing an open-neck shirt in the office is not a good route to a promotion, unless you work in a more relaxed environment.”

## The crisp white shirt

A staple for guys is a crisp white shirt with a starched collar.

## A silk tie

Every guy needs a good silk tie. I am into thinner ties at the moment, but thicker ties also work great. Add a bowtie for a evening event.



## A tailored or fitted suit

All men need at least one dark, well-fitted suit. I prefer a slim-cut, two-button blazer with flat front trousers.

## Cufflinks

These are a great way of adding pizzazz to an outfit. I have a collection, including a few pairs my father wore when he was younger and I cherish them. You may have a few vintage pieces passed on from previous generations.



## Brogues

Finally, a good pair of brogues adds an edge to your wardrobe.

## WE ASK CRAIG

### Where do you shop?

You can't beat Sandton City for choice - there's Fundudzi at Edgars there, after all! But I also love trawling down Parkhurst on a Saturday morning before stopping at Melissa's for brunch. In Cape Town I love the shops on Kloof Street, especially the décor ones.

### What's the one item of clothing you can't live without?

I am a sucker for sneakers!

### What's been your most recent fashion best-buy?

A pair of Paul Smith driving shoes at Galeries Lafayette in Paris, which cost me the equivalent of about R300.



## Designer Craig Jacobs picks out essentials for the corporate wardrobe.



### ..... The crisp white shirt

Our biggest seller to business women is our concertina-pleated shirt for winter. We've added military style buttons and softened the collar.

### The LBD .....

Every woman needs a great-fitting little black dress. Make sure it sits on the knee or just below so you can wear it to work or a cocktail party, without looking like you're trying too hard to get noticed.



### ..... The perfect pencil skirt

To enhance your figure, you can't go wrong with a pencil skirt that falls on the knee.

### Blaze up a storm .....

The blazer has become the staple of every woman's wardrobe. Pick one in a lightweight material or neutral tone so that you can wear it across seasons and it won't date.



*Fundudzi by Craig Jacobs on the runway.*



*Durban Fashion Fair, 2012.*



*SA Fashion Week, 2012.*



*Durban Fashion Fair, 2012.*



“A breath  
of  
fresh air”

PROFILE OF **THULANE MADONSELA**  
CEO OF DR GEORGE MUKHARI ACADEMIC HOSPITAL

It's been a remarkable turnaround. In just less than two months the Dr George Mukhari Academic Hospital is converting from a slow paced environment, delayed procurement systems, demotivated staff and a lack of resources, to a hive of industry, purpose-driven employees and goal-oriented leadership.

At the helm of this awakening giant and national asset is a striking newly-appointed CEO, Thulane Madonsela. Born and bred in Ladysmith, KZN, he is the last of 10 children. Thulane's caring ethos motivated him to follow nursing as a career early in his life. He trained and worked in Leratong Hospital in the East Rand. His outstanding leadership abilities led to his appointment as the first CEO of colour in Potchestroom Hospital.

He was later poached to manage the Port Elizabeth Hospital Complex where he excelled beyond measure.

Some of his achievements include:

- Completion of the Accident and Emergency Unit and Isolation/Infectious Diseases Unit at Livingstone Hospital in time for the FIFA Soccer World Cup.
- New out-patients Oncology Building,

located at the Livingstone Hospital.

- The establishment of a Midwife Obstetrics Unit at Dora Nginza Hospital, that enables the hospital to provide specialised obstetrics and gynaecology services.
- Full-time (24hr) dermatology services are now offered at the PE Hospital Complex.
- Establishment of teleradiology and digital-radiology which resulted in the reduction of printing costs of X-ray films and has improved the archiving and management of X-Ray and patient records, which is linked with other institutions in the periphery.
- Increased specialists from 43 in 2009 to 72 in 2012
- Establishment of two ICU and 14 high-care beds for obstetrics and gynaecology unit.
- The establishment of the first haematology unit in the Eastern Cape.

When the search for CEOs by the Minister of Health began last year, Thulane was again spotted and appointed CEO of Dr George Mukhari Academic Hospital in February 2013. He hit the ground running, meeting with all directors and walked the entire hospital before his official appointment. He truly believes in

management by walking and a decision maker indeed, something the organisation lacked. It also became evident from day one that he does not mince his words, “the customer is king, full stop”.

Thulane is man of action. Since his appointment at Dr George Mukhari Hospital he has implemented among others:

- The filling of all vacant posts, particularly cleaning, to curb infection rate and in-line with ministerial priorities
- Has met with important role players to improve maintenance and renovation of the facility
- Has improved air-conditioning in theatres
- Improvement of security services including surveillance cameras
- Rallied all key stakeholders to a strategic planning session and sought experts and funding to conduct it
- Appointment of the monitoring and planning manager and advertised a number of key strategic positions. Thulane is reviving the “work ethos and sense of pride” in the organisation.

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## About Dr George Mukhari Academic Hospital



The hospital was established in 1973. After the Medical University of Southern Africa was built in 1976, the hospital started functioning as an academic complex but with regional hospital facilities. It provides a full range of medical care (level 1, 2, and 3), training of health professionals (both under-graduates and post graduates from all countries) and provides facilities for clinical research. It serves as referral centre for the North West, Limpopo provinces and the population of Gauteng.

Previously known as Ga-Rankuwa, the

hospital was renamed after the late Dr George Mukhari on 3 November 2003. A son of Tshwane, Dr Mukhari went beyond the call of duty and offered free medical services to people in financial difficulties such as the elderly, former detainees and freedom fighters. He risked arrest by the apartheid forces when he treated people injured by police bullets in a church because they would be arrested if they went to the hospital. Dr Mukhari was killed during a hijacking at Erasmus near Rosslyn on 1 April 1999.



## Milestones and Centers of Excellence



### Neurosurgery Department

The first discipline in the world to operate on Craniopagus Siamese twins successfully; both twins surviving the operation. The Banda Siamese twins were operated on in 1997.

### Eye clinic

Operates on more patients than any eye clinic in the country and has fewer complications.

### Communications

As a means of facilitating communication, the hospital runs an in-house radio station, the first of its kind in the province.

### First black female plastic surgeon in the country

Dr Gloria Tshukudu.

### Aortobifemoral Bypass

First in South Africa, performed by Professor Zak Koto, using newly acquired laparoscopic equipment.

### The state-of-the-art Kangaroo Mother Care Unit

The hospital is one of the pilot sites for the National Health Insurance



# Catch a break



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*Writer: Herman R Gibbs*

**F**ishing as a pastime can be enjoyed at any age and South African enthusiasts have many options, be it from the surf, a rocky shoreline or the banks of a lake, river or dam.

One of the joys of the local way of life is being able to catch a fish, clean it and then cook it – all in a matter of a short time. Nothing beats the taste of fresh fish, especially when you eat it at the place where you caught it.

Of course, not everyone is set on fixing a meal when they go out fishing. Some prefer to release the fish back into the water as the thrill of a catch, not the fish, is first prize. It's about the fun, pleasure and quality time you enjoy while out fishing.

The quality time comes in many variations, and therein lays the uniqueness of fishing.

People enjoy the fishing experience because it is a good way to relax and soothe frayed nerves while the worries of

the world seem to go away. Parents who take their kids fishing develop a good relationship, all the while with them and keeping them busy and out of trouble.

There are other spin-offs for children too. Fishing teaches young people patience and how to pay attention.

## **Hook, line and sinker**

Once you've decided you are up for fishing, it is usually a good idea to check out the area where you plan to spend your time. A visit to the area will give you an idea of the tides, if you're opting for the shoreline; or if you're inland, where it will be most comfortable.

A good look around seaside spots will also show if there is bait available such as limpets, mussels, crabs, periwinkles and the like.

Then you'll need to drop in at a nearby store that offers fishing gear. Staff are usually equipped to offer advice before you buy



© Ljupko Stokovski/Fotolia.com

basic equipment such as a rods, reels, gut, sinkers, floats or bobbers, hooks and a tackle box.

Should you feel the need for a lesson or two, the staff at the sports/surfing shop are usually well-connected to the watersports fraternity, and will point you to the relevant angling bodies. But once you're out there, you may want to tap into the know-how of other fishermen.

You may need to have a hat and sunscreen. If you know you'll be sitting for a long time, take a pillow along to prevent "boat butt." Older people should not go alone, and should have a fishing buddy. Vital medications should be handy in the tackle box.

### **Casting the net wide**

Fishing offers wide-ranging benefits, and all the while you are close to nature. Wherever you are out fishing, the environment will give you sense of well-being that helps



Roman Sigaev/123RF



Elena Knyam/123RF

to rebuild your personal reserves while you're interacting with nature.

Family and friends on an outing can interact without the usual distractions such as television and loud music. It helps to strengthen relationships.

The time spent outdoors encourages a healthier way of life, which in turn increases the quality of your lifestyle. ☺

# The unbending march of the ageing body

There comes a time when you have to say goodbye to the comforts of youth. Comforts like firm knees. For me, that time has arrived.

When I was a little girl – parading around in my mother's too-big high heels, painting my face with her lipstick, and stuffing my vest with tissues – I couldn't wait to be older. But as all adults come to realise at some point, being older is overrated.

Of course I love having a job, a car and my own place. It means I get to enjoy certain freedoms I never had at age six. It's just as well. Even though I was always a bit mature for my age, I suspect I'd have blown my fortunes on a complete collection of Hot Wheels and eaten more sugar than my little body could handle.

No, in many ways, I'm glad things turned out the way they did. But in those many talks with my mother and the other oldies, never did they tell me about the timeline of events I wouldn't be able to escape.

Up until a few years ago – pre-30 – I was still considered a youth. I could get away with very short skirts, coming home with all of my money because guys would buy me drinks, and minimal sleep wherever I chose to lay my head.

My, how things have changed. When I think about it, everything changed on the night I decided it was too cold to stand in the very long free-before-11pm queue, and decided to go home instead. Just like that, I lost my youthfulness.

One of the consequences of that fateful night is that I now need a real bed. I've been sleeping on a futon since university. I loved the

look of it and the hardness of it didn't bother me. But when you wake up stiff in the morning, it's time. When you struggle to climb out of the wretched thing, you know it's time. Each time you change position and hear your bones crack, it's time.



I'm thinking about upgrading to something king-sized and orthopedic.

Once I realised my bed was rubbish, the other thing happened as if on cue: I noticed something weird going on with my knees. They were not as firm as they used to be. One day, I noticed a slight drag on my knee skin. It's bad enough that I had to worry about what gravity was doing to my bosom ... but my knees! I was hysterical.

An older colleague calmed me down, and assured me that it was just nature's way of forcing me into an age-appropriate hemline. From now on, everything had to be below the knee, she said.

Anything shorter had to be burned in a ritual needed for closure. She said I needn't worry, as I still had at least 10 more years before they really started sagging. Just when I had calmed down, she dropped another bombshell: my elbows were next!

I knew what I needed to raise my spirits. A night of dancing. I lasted all of 26 minutes in my killer heels before my calves started cramping. And there had been no offers of drinks by cute men. In fact, there hadn't even been eye contact. Except with a geyser old enough to be my father, who had a carpet of grey hair on his exposed chest that threatened to strangle anyone who got close.

My girlfriends and I decided to leave the club to the youths, went to a nearby restaurant and bought our own drinks. I lamented my aching, aging body, and what the next chapter would hold.

In the end, we had a great time – age-appropriate hemlines and all. ☺

