

# PSM Public Sector

## Manager

### COP17 focus

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- Minister Molewa : SA's case
- Climate-smart agriculture an African priority
- Greening the economy

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## Medical scheme members 'vote with their feet'

### GEMS takes first place for the healthcare industry in customer satisfaction index

South African consumers are a great deal more proactive than what they are given credit for. That is why they tend to 'vote with their feet', says the Chairperson of the Government Employees Medical Scheme (GEMS), Mr Zava Colbert Rikhotso. "They are fully aware of their rights and will simply change their service provider if they are dissatisfied or if they feel they can get better service or value for money elsewhere."

Rikhotso says it is therefore a great honour for GEMS to have been so highly rated for its service levels by SA consumers recently. He noted that the Scheme, which provides medical cover to public service employees, was ranked first in the Medical Scheme category of the 2011 Ask Afrika Orange Index.

"The Index is a critical and independent evaluation of our service levels by consumers themselves and GEMS is delighted to have been awarded first place," continues Rikhotso. "I think this ranking is a strong indication that the Scheme is getting a great deal right when it comes to taking care of its members."

The Ask Afrika Orange Index measures customer service levels in South Africa through thousands of telephonic and face-to-face interviews with consumers. The 2011 Index involved some 10 000 interviews and covered 92 different brands and 18 industries.

Rikhotso points out that the ranking is a 'cherry on the top' of a string of successes achieved by GEMS recently. "The Scheme continues to grow at an unprecedented pace," he says. "It received more than 120 000 applications in 2010 alone and has added a further 73 341 in 2011. With over 1.6 million

beneficiaries, GEMS covers 3% of the total population and receives in excess of 8 000 new membership applications every month. These astonishing figures are in large part due to the close attention being paid to member service and to meeting and exceeding the expectations of our members."

Asked what he thought members found appealing about the Scheme, Rikhotso said GEMS provides members with value for money benefits that are unmatched in the industry. He suggests that the Scheme concentrates on providing outstanding core benefits without the frills that many other schemes offer and which tend to make medical cover less accessible.

Although the Scheme has grown rapidly, it has made sure that service levels are never compromised and are constantly improved. For example, the GEMS network of service providers has grown apace with its membership and now consists of more than 12 000 healthcare providers spanning 35 disciplines. The network includes general practitioners, optometrists, dentists, physiotherapists, psychologists and a range of other service providers.

GEMS places a great deal of emphasis on communicating effectively with its diverse membership. This is done in order to keep members informed of available services, what they are entitled to in terms of benefits, pertinent health information and special events. Everyone has a right to know how their Scheme benefits can best serve their needs, points out Rikhotso, and GEMS makes a special effort to ensure that members are kept well informed. The Scheme mainly uses SMSs and quarterly and ad hoc newsletters to communicate with members as these have proved the most effective means of reaching them.

GEMS has implemented a Member Consumerism strategy, which aims to

inform members about their benefits as well as their rights as consumers. It also seeks to help members better understand their medical treatment. This strategy is a long-term initiative and its effectiveness is monitored on an ongoing basis.

Communicating with members in their own languages is considered particularly important at GEMS. All Scheme communication material, including member brochures and application material, is translated into all of the official languages. The Scheme's call centre is also able to handle queries in all of South Africa's official languages, notes Rikhotso.

"GEMS understands that it exists for the sole reason of providing public service employees and their families with access to quality health benefits," he points out. "We therefore regard it as imperative for members to be able to actively participate in the running of the Scheme. The Scheme's third member trustee election was held in June and a record number of 113 candidates stood in the election. This bears testimony to the active participation of members in the affairs of GEMS."

Rikhotso suggests it is important that GEMS continually strives for excellence if it is to retain members and attract new ones. Surveys and other avenues of feedback from members are therefore used to constantly improve the Scheme and its services. He says that GEMS is placing a great emphasis on its performance in 2011. Indeed the Scheme's strategic theme is: "Realising a newly defined measure of excellence".

"GEMS may be a large medical scheme in terms of its member numbers, but we have managed to keep our service highly efficient and personal," concludes Rikhotso. "We offer big scheme security with small scheme service levels; and every one of our members is important to us. We believe that this is what gives GEMS the edge."

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### Publishers:

Government Communication and Information System  
Information Enquiry Service: +27 (0)12 314 2211  
Switchboard: +27 (0)12 314 2911  
356 Vermeulen Street, Midtown Building, Pretoria  
Private Bag X745, Pretoria, South Africa, 0001  
[www.gcis.gov.za](http://www.gcis.gov.za)

**Head of Editorial and Production** Vusi Mona  
[vusi@gcis.gov.za](mailto:vusi@gcis.gov.za)

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

**Managing Editor** Dorris Simpson

**Copy editors** Nina Bhaktawar  
Delien Burger  
Ongezwa Manyathi  
Jacky Hefez

**Contributors** Mbulelo Baloyi  
Ongezwa Manyathi  
Samona Murugan  
Xoliswa Zulu  
Louise van Niekerk  
Refilwe Thobega  
Nthambeleni Gabara  
Bathandwa Mbola  
Matona Fatman

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

**Designer** Tendai Gonese

**Production Assistant** Mduduzi Tshabangu

### Advertising Sales, Distribution and Subscriptions



Uhuru Communications  
(Pty) Ltd  
Tel: +27 (0)21 657 4800  
Fax: +27 (0)21 657 4860  
E-mail: [admin@uhurucom.co.za](mailto:admin@uhurucom.co.za)  
Website: [www.uhurucom.co.za](http://www.uhurucom.co.za)

#### Managing Director:

Thomas Sampson

#### Business Director:

Vusi Mashabane

#### Commercial Director:

Lebo Gunguluza

#### Sales:

#### Key Accounts Manager

Nardine Nelson

Tel: +27 (0)82 739 3932

[nardine@uhurucom.co.za](mailto:nardine@uhurucom.co.za)

#### Advertising:

#### Head Office, Cape Town

Tel: +27 (0)21 657 4800

Fax: +27 (0)21 657 4860

#### Subscriptions:

#### Subscriptions Manager

Jeremy September

**Chief Executive Officer** Jimmy Manyi  
**Deputy CEO: Corporate Services** Phumla Williams  
**Deputy CEO: Government & Stakeholder Engagement** Nebo Legoabe  
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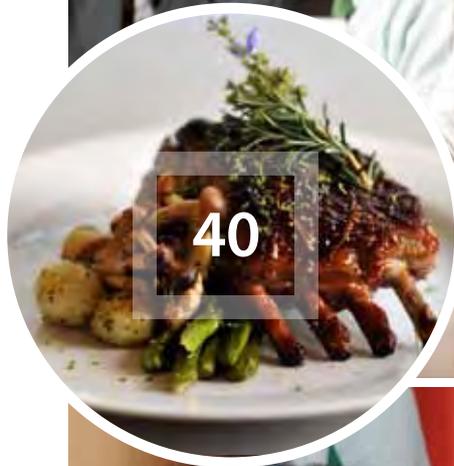
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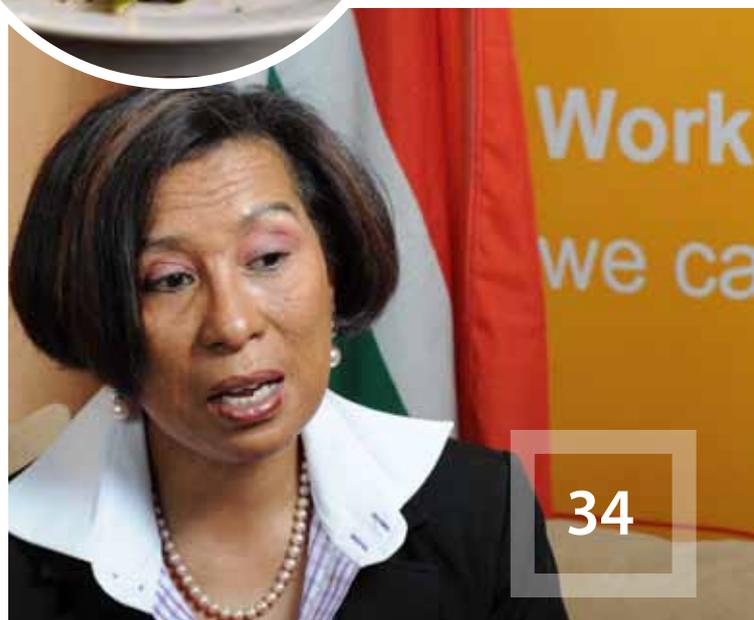
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**A**s we look at our second priority area, we are pleased that the introduction of the outcomes approach has placed greater focus on the key outputs we need to produce to achieve the outcomes we want and our people expect.

Education is central to improving the quality of the human resource base of the country and addressing poverty and inequality. To address these challenges, we need to “improve the quality of our basic education” and put all efforts into achieving this goal.

The Department of Basic Education has been working together with all stakeholders in the provinces, including unions in the education sector, towards ensuring that our education system is improved.

In the Education Delivery Agreement we strategically focus on a few sub-outputs that are cornerstones to turning the education performance, namely:

- conducting Annual National Assessment (ANA) tests
- developing and distributing national workbooks for schools
- distributing textbooks on time
- ensuring teacher and learner development.

The results of the ANA tests are living proof that a lot still needs to be done to improve the effectiveness of our basic education system. However, initiatives are afoot to turn the quality around. They also vindicate the Government’s decision to choose education as one of our priorities.

The 2011 ANA tests are a major initiative that the Education Department has embarked on, with over six million learners being assessed in more than 19 000 schools. This initiative is way bigger than the annual Matric examination project. For a long time, the country has been focusing on high school results to determine the performance of the education system. As important as the Matric results are in terms of how many learners can further develop their human capital in post-school institutions, they do not indicate how well the system is performing below Grade 12.

The tests focused on Language and Mathematics or Numeracy in grades one to six. The results confirmed there are major quality issues that the system needs to deal with if it is to increase the level of human capital in the country and develop skills needed by the economy. On average, the performance across grades three and six is below 40% – this is very low and needs to be changed if the country is to compete in the knowledge economy. It confirms other international assessments conducted in the country.

A key challenge is obviously to ensure that the ANA makes a difference to teaching and learning within schools. The ANA has made it possible for parents to hold their schools accountable, using a national standard which was not the case in the past. It has assisted school principals in determining which teachers are most in need of support and it has undoubtedly provided strong guidelines to



teachers of what acceptable levels of performance and assessments entail. The ANA has helped to drive the message home across society that improving education quality has to start at lower grades rather than solely focusing on Matric.

Another major development is the strategic focus on the development and distribution of national workbooks undertaken to improve the quality of the education system. The workbooks are explicitly designed to assist pacing within the classroom, promoting curriculum coverage. The failure to complete the curriculum is part of the reasons why learners operate at lower grades than they are attending. Like ANA, the workbooks are able to illustrate the national assessment standards that teachers should use to stretch the minds of our learners.

These workbooks were developed and distributed to all Grade One to Six public school learners in 2011 in all official languages around 12 million copies of *Workbook 1*. Copies of *Workbook 2* were distributed after June, covering the second half of the academic year. This is the boldest attempt since 1994 to influence the quality of material used within schools and to increase access to written material for learners. The workbooks cover grades one to three in 11 languages, covering Numeracy and Literacy, and grades four to six in English and Afrikaans

for Mathematics and Literacy. The national workbooks for grades one to four in English and Afrikaans have also been translated into Braille.

There were, of course, challenges with the distribution process in the first year of implementing this programme. This was also evident during President Jacob Zuma's monitoring and evaluation visit to schools in the Eastern Cape earlier this year. This was a huge undertaking and it is hoped the distribution blockages will be resolved as the department's systems evolve and are strengthened.

Access to textbooks on time is another crucial area in the quest for improving the quality of education. The school system is still experiencing challenges in receiving textbooks on time. As we pay attention to the delivery of workbooks, we also need to simultaneously address this challenge. However, distribution challenges in some provinces mean that not all learners receive their textbooks on time. This has adverse effects on learning, since textbooks are important supplements to what is being taught in the classroom.

To ensure schools use textbooks that comply with the Curriculum Assessment Policy Statements, the department has reviewed the books for grades R to three and Grade 10. To establish the extent of access to textbooks, the department is also proceeding with the School Monitoring Survey to cover grades R to 12.

All these initiatives should happen within an environment appropriate for learning and teaching. The state of school infrastructure also needs attention. During the presidential monitoring and evaluation visit to the Eastern Cape, the President found that school infrastructure in some areas was in a dilapidated condition. To deal with infrastructure challenges, the 2011/12 financial year was a watershed year in terms of the national department's level of responsibility. The Education Department's budget on infrastructure rose from around R10 million in 2009/10 to some R6 billion in 2010/11. Infrastructure spending decision-making has been centralised at national level. This will enable a coordinated effort at infrastructure delivery and allow provinces to focus on what matters most – which is what is taking place in the classrooms. As a way of

ensuring transparency in dealing with infrastructure issues, the department released a list of schools to benefit from the infrastructure programme for this financial year. The challenge remains that we should ensure that the allocated budgets are used in this financial year.

Of course, no education system can be better than the quality of its teachers. The Department of Basic Education continues to seek ways of attracting talented young people to join the profession. The Funza Lushaka bursary scheme has attracted up to 30 000 applications for 2011, which is a major change in attitudes towards the teaching profession, which was previously not attractive. Annually, the public schooling system requires an intake of at least 10 000 newly-graduated educators to sustain existing staffing levels. The drive to encourage youths to qualify and opt for teaching is encouraging and we must continue with this campaign across the country. The quality of learning will continue depending on the training provided to current teachers, and the commitment by teachers to be in class and teaching.

In terms of the basic education outcome, we are happy and confident with the achievements of the department against the set outputs. A lot of work has been done in terms of the finalisation of the teacher development plan and the development of standard workbooks in Literacy and Numeracy for grade one to six learners. Great progress has also been recorded in the roll-out of the first-ever ANA, which provided the country with a picture of the quality of learning in grades three and six. Teaching time, quality textbooks, learner workbooks and teacher content knowledge remain the linchpins for realising better education outcomes and have to be protected.

As the Department for Performance Monitoring and Evaluation, we are now at a stage of monitoring the achievements towards the outputs that are essential for our evaluation process at the later stage. The outcomes approach has clearly given government greater strategic focus to ensure that the limited resources we have are spent on critical development areas. The focus is also on the priorities that will assist the country towards achieving some of its millennium development goals.

We are also particularly pleased with the efforts of collaborative governance emerging out of the processes and they are proving to be more effective when all stakeholders agree on what needs to be done. Certainly, these efforts will lead our country onto the right path of development. Working together we can definitely do more! 

***As the Department for Performance Monitoring and Evaluation, we are now at a stage of monitoring the achievements towards the outputs which are essential for our evaluation process at the later stage.***

  
Omm Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration



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



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

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

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

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

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

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

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

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

**A**gainst the background of probably one of the most important events on South Africa's calendar of engagements with the international community, this issue of *Public Sector Manager* has adopted the theme of climate change.

From 28 November to 9 December, Durban will host the 17th meeting of the Conference of Parties (COP17) of the United Nations Framework Convention on Climate Change (UNFCCC) and the seventh Conference of Parties serving as the meeting of the Parties (CMP7) to the Kyoto Protocol.

The Minister of International Relations and Cooperation, Maite Nkoana-Mashabane, will serve as President of COP17, which will draw delegates from 194 member states. The Minister of Water and Environmental Affairs, Edna Molewa, will lead the South African delegation to COP17. In this issue of *Public Sector Manager*, we provide insight from both ministers with regard to their particular mandates in relation to the conference.

Hosting COP17 indicates South Africa's commitment to addressing the global threat of climate change, which is a reality that affects every one of us and poses serious threats to various aspects of our existence.

Government has adopted a proactive approach to formulating policy on climate change in anticipation of having to meet greenhouse gas emission targets that will inevitably be imposed on developing countries such as ours.

As senior Public Sector managers, many of you know that government's efforts in response to climate

change cut across departments, involving the National Planning Commission, the departments of performance monitoring and evaluation and administration, and those of energy; agriculture, forestry and fisheries; mineral resources; science and technology; transport; communications; trade and industry; and economic development.

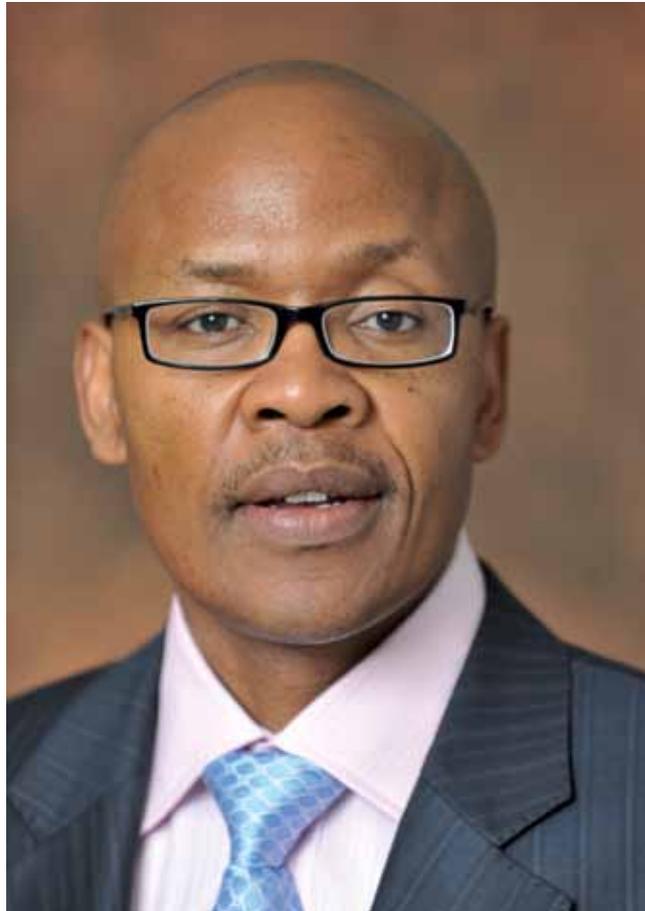
For this reason, this issue of *Public Sector Manager* explores the green economy and its potential to create jobs. We also report back on the African Ministerial Summit on climate-wise agriculture and food security – a challenge that affects every one of us.

On a different note, are you Proudly South African? It's more than mere emotion – it's about supporting local brands so that we can grow our economy and be part of government's drive to create much-needed jobs, says the man in charge of Proudly

South African, the highly successful Advocate Leslie Sedibe. Read the interview with this deeply focused and committed leader.

What makes Sedibe, a man who has travelled the continent, Proudly South African, is that we live in a beautiful country.

Speaking of our beautiful country: why not get to know your country better by taking short breaks in South Africa? Especially at this time of year, when our energy levels might be flagging and the thought of getting away from it all is highly appealing. Don't miss the piece on Sho't Left, which encourages South Africans to take short breaks at home and offers information on places to go and deals available. Be Proudly South African – take a lekker local holiday this summer! 🇿🇦



A handwritten signature in black ink, appearing to read 'Manyi'.

**Jimmy Manyi**  
GCIS: CEO  
Cabinet Spokesperson



LETTERS TO THE EDITOR

# We hear you!

**Dear Editor**

Last month, I watched the presentation that GCIS made to the Portfolio Committee on Communications on television and I was impressed. I was in the middle of studying for exams but found myself watching the whole presentation. No regrets – it was worth it.

Thanks for the lessons in good financial management, good governance and accountability, and your understanding of the different responsibilities you have as individuals and as a team. The previous day, I had written exams at Unisa on Fraud Detection which focused on the King III Report, computer-assisted auditing techniques (CAATs) and red flags that might point to the misappropriation of assets; so I was listening attentively and was proud that you got a clean audit from the Auditor-General.

I still want to read your report at my leisure to broaden my understanding on some of the issues. Well done to GCIS!

**- Edwin Ntjana, Cape Town**

**Dear Editor**

The October edition of PSM is the first issue I read and I must admit, I was impressed that it actually was created by government for government.

Usually when you hear “government magazine”, you picture verbose jargon with very little understanding, but I found it a great read. The articles are very informative and give us an insight into what various departments are doing to meet government’s plan of action. It is always great to get an inside view from the heads of departments themselves.

Your cover story with Advocate Sandile Nogxina was very well done; hats off to the writer for an inspiring and well-written piece.

In future, maybe try to diversify your interviewees to add balance, but other than that keep it up, GCIS; looking forward to seeing many more editions.

**- Farrah Ahmed, Cape Town**

**Following President Zuma’s reshuffle of his Cabinet, here is what some citizens had to say:**

The decision by the President to reshuffle his Cabinet was long overdue. I am confident that the President has silenced those who perceive him as an indecisive leader. Well done, Msholoz!i!

**- Alan Buthelezi, Durban**

The decision by President Jacob Zuma to fire two of his Cabinet Ministers clearly shows that no-one is indispensable or above the law. In the interest of good governance, I personally welcome these changes and developments. Also, the decisions to appoint commissions of inquiry into the arms deal and the alleged conduct of the National Police Commissioner should be welcomed. One would love to see the commissions doing their work independently and without any political interference.

**- Simon Nsika Nzimande, Nelspruit**

Great move by the President and congratulations to Minister Dina Pule, the first minister born and bred in Mpumalanga.

**- Lamech Sibande, Pretoria**

These changes (to Cabinet) mean nothing for the man in the street. I will congratulate the President once he manages to narrow the gap between the rich and the poor. The struggle continues!

**- Mzukisi Matrose, Richards Bay**

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Thembelani "Thulas"  
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Administration:  
Obed Bapela



Rural Development and  
Land Reform:  
Lechesa Tsenoli



Women, Children and  
People with Disabilities:  
Hendrietta  
Bogopane-Zulu

# Changes to Cabinet

*Writer: Mbulelo Baloyi*

**A** new National Executive is in place to lead government's delivery on the national priorities of security, health, employment, education rural development, following President Jacob Zuma's recent reconfiguration of Cabinet.

President Zuma announced the changes to Cabinet almost a year to the day after the October 30 2010 reshuffle.

In the recent restructuring, the President announced that he had released two Ministers from the National Executive two ministers and had done away with the position of Deputy Minister in Public Works.

The President also announced a new Deputy Minister portfolio for Women, Children and Persons with Disability.

Those released from the National Executive were former Public Works Minister Gwen Mahlangu-Nkabinde and Cooperative Governance and Traditional Affairs Minister Sicele Shiceka.

Former Rural Development and Land Reform Minister Thembelani "Thulas" Nxesi is the new Minister of Public Works former Public Service and Administration Minister Richard Baloyi is the new Minister of Cooperative Governance and Traditional Affairs.

Former Deputy Minister of Public Works Hendrietta Bogopane-Zulu is the new Deputy Minister for Women, Children and Persons with Disability.

President Zuma also announced that former Communications Minister Roy Padayachie would step into Public Service and Administration and that Communications would now be led by former Deputy Minister of Performance Monitoring and Evaluation and Administration Ms Dina Pule.

The new Deputy Minister of Communications is former communications portfolio committee member Ms Thembisa Stella Ndabeni.

Former Deputy Minister for Communications Obed Bapela has been appointed new Deputy Minister for Performance, Monitoring and Evaluation as well as Administration.

Former chairperson of the portfolio committee on cooperative governance and traditional affairs Mr Lechesa Tsenoli has been appointed Deputy Minister for Rural Development and Land Reform. ®

# IDC – a new path to development

Since 1940, the Industrial Development Corporation, South Africa's largest development finance institution, has helped to build the industrial capacity that fuels the country's economic growth, by funding viable businesses.

As the government's key partner in revitalising the economy, the IDC focuses on priority economic sectors that offer the greatest potential to unlock job opportunities.

## Our vision

To be the primary driving force of commercially sustainable industrial development and innovation to the benefit of South Africa and the rest of the African continent.

## Our mission

The Industrial Development Corporation is a national development institution whose primary objectives are to contribute to the generation of balanced, sustainable economic growth in Africa and to the economic empowerment of the South African population, thereby promoting the economic prosperity of all citizens. The IDC achieves this by promoting entrepreneurship through the building of competitive industries and enterprises based on sound business principles.

## What we do

Through partnership, the IDC provides funding in support of industrial capacity development by:

- Proactively identifying and funding high-impact projects
- Leading the creation of viable new industries
- Using our diverse industry expertise to drive growth in priority sectors
- Taking up higher-risk funding in early-stage and high-impact projects

## What we offer you

The IDC assists start-up and existing businesses with a minimum funding requirement of R1 million and a maximum of R1 billion. Funding is offered across its mandated sectors under the following Strategic Business Units:

- Agro-Industries
- Chemicals and Allied Industries
- Forestry and Wood Products
- Green Industries
- Healthcare
- Information and Communication Technology
- Media and Motion Pictures
- Metal, Transport and Machinery Products
- Mining and Minerals Beneficiation
- Strategic High Impact Projects and Logistics
- Textiles and Clothing
- Tourism
- Venture Capital

Special **funding schemes** are available that address transformation and entrepreneurial development (TES); topping up equity contributions from entrepreneurs (TES & RCF); and sector-specific schemes (horticulture, forestry, clothing and textiles, hospitals). The IDC Gro-e-Scheme provides funding for projects from R1 million to R1 billion at prime less 3% for up to five years.

The IDC's business support programme addresses non-financial support to entrepreneurs. Assistance is provided with capacity building to improve project viability.

If you have a project that can contribute to building South Africa's industrial capacity and creating jobs, visit [www.idc.co.za](http://www.idc.co.za) to find out how the IDC can help build your opportunity.

# Fast facts at your fingertips



## The Presidential Hotline

The Presidential Hotline celebrated its second year of operation on 14 September 2011. The hotline's 75% case resolution rate demonstrates that it is effective, has been well received and is used by South Africans at large.



## The New Growth Path (NGP)

The Industrial Development Corporation (IDC) plans to invest R102 billion over the next five years in sectors prioritised in the NGP. The institution approved R8,6 billion in funding for South African-based developments in the financial year that ended in March 2011.



## Gautrain use increases to 28 000 passengers a day

Operator Bombela confirmed that the Gautrain is currently carrying an average of 28 000 passengers a day and has exceeded its punctuality target despite interruptions due to cable theft. The Tshwane-Johannesburg link of the system achieved train punctuality of 97,8% in the first 50 days of operations, which was above the 95% target.

## HIV and AIDS

A total of 14,7 million people have taken the HIV test, as part of the HIV and AIDS Counselling and Testing Campaign that was launched in April 2010.

## Making roads safer

From 31 August to 18 September, 127 625 public-transport vehicles were stopped and checked; 210 scholar-transport vehicles, 210 buses, 395 mini-buses and 159 trucks discontinued from use; 27 908 fines issued for various public-transport offences; more than 430 public-transport drivers arrested, including 67 for drunk driving, 20 for excessive speed, 13 for reckless and/or negligent driving, 50 in connection with public-transport permits and 391 for overloading.



## Jobs

- The Expanded Public Works Programme created 308 384 work opportunities in the second quarter (1 April 2011 to 30 June 2011) as compared to the first quarter of the 2010/11 financial year which stood at 198, 001 (April 2010 to June 2010).
- Current plans for large-scale developments such as electricity plants, rail and road upgrades and water management, will sustain between 50 000 and 100 000 jobs in construction up to 2015.
- Over 300 cooperatives have been established under the Comprehensive Rural Development Programme. The Department of Trade and Industry cooperatives incentive scheme has generated more than a 1000 direct permanent jobs.
- The Community Work Programme provided job opportunities for more than 80 000 people.
- To boost skills development, a ground-breaking Skills Accord was finalised, committing business and the State to enrol at least 30 000 artisan trainees over the next 12 months in training programmes.
- Business agreed to make at least 17 000 internship places available for young people who need work experience as part of obtaining their formal qualifications.

## R198-million boost for maternal, child healthcare

The Ministry of Health has secured an additional R198 million from the Department for International Development in the United Kingdom (UK) to help the country strengthen maternal and child healthcare service delivery. This support from the UK Government will enable South Africa to make progress towards achieving the millennium development goals of reducing child mortality and improving maternal health.

## Services for all

- 95% – the number of households with access to water.
- 82% – the number of households with access to sanitation.
- A total of 72% have access to refuse removal and 83% have access to electricity.
- More than 80 000 work opportunities were created under the Community Work Programme.
- 2 074 work opportunities created through the establishment of 36 new cooperatives.
- Municipalities completed 54 500 new electrical connections from February to the end of August 2011, while Eskom completed 34 045 new connections. The target is 150 000 connections per year.
- 120 000 households were supplied with access to water between January and September this year.
- The Informal Settlements Upgrading Programme exceeded its target by providing services in 52 383 sites against a target of 27 054 sites.

## MATTER OF FACTLY

In the September edition of *Public Sector Manager* magazine, it was reported that World Tourism Day, which is commemorated on 27 September each year, was celebrated in Limpopo. This was incorrect: the celebrations took place in Clarens, Free State. We apologise for any inconvenience caused.



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Minister of Water and Environmental Affairs Edna Molewa

## Leading SA's case at COP17

As head of the South African delegation to the upcoming United Nations Framework Convention on Climate Change (UNFCCC) Conference of the Parties (COP17) in Durban, the Minister of Water and Environmental Affairs, Edna Molewa, is entrusted with the responsibility of pursuing the country's interests. Amid her busy schedule, she finds time to share her thoughts with **Mbulelo Baloyi**.

*Photos: Zibuse Ndlovu*

**T**he Department of Environmental Affairs has been given the task of coordinating the country's mandate and issues related to the negotiations in general and is working with various departments on the country's position for the conference.

These include the Department of Performance Monitoring and Evaluation and the National Planning

Commission, both in The Presidency.

Other departments involved have their own mandates to implement measures intended to address climate change. These include the departments of energy; agriculture, forestry and fisheries; mineral resources; science and technology; transport; communications; trade and industry; and economic development.

"In our mandate, we also work with various environmental ministries in the developing and developed world, and the dynamics of the

negotiations inform what South Africa does," says Minister Molewa.

At the core of South Africa's approach to the forthcoming conference later this month is the implementation of the Bali Road Map, ensuring comparability of efforts among developed countries and transparency of the emission-reduction actions of developing countries.

After the December 2007 UNFCCC in Bali, Indonesia, the participating nations adopted the Bali Road

Map as a two-year process to finalising a binding agreement for the climate change conference held in Copenhagen in 2009.

Minister Molewa says the deadlines set for 2009 were not met and a political agreement called the Copenhagen Accord was adopted. The accord had a December 2010 deadline in Cancun to complete negotiations on new emission-reduction targets for developed countries for a second commitment period beyond 2012.



*Alf Wills, South Africa's chief negotiator on climate change, and Minister of Water and Environmental Affairs Edna Molewa.*

Map as a two-year process to finalising a binding agreement for the climate change conference held in Copenhagen in 2009.

The Bali Conference encompassed meetings of several bodies, including the UNFCCC COP13 and the third Meeting of the Parties to the Kyoto Protocol (MOP3 or CMP3).

"You will always hear us talking about the Bali Road Map. We went to Copenhagen, Denmark, in 2009. The process went to Cancun, Mexico, the next year, where we had some movement forward, and that is what we would like to see happening on in Durban. The discussions in Copenhagen were effectively turned into an agreement in Cancun and so we have a kind of two-year discussion that

Minister Molewa says the deadlines set for 2009 were not met and a political agreement called the Copenhagen Accord was adopted. The accord had a December 2010 deadline in Cancun to complete negotiations on new emission-reduction targets for developed countries for a second commitment period beyond 2012.

She argues that some of the undertakings made by countries which are signatories to the Kyoto Protocol have not been achieved. This, despite an agreement that such undertakings should be met by December 2012.

They include Japan and Russia, which have argued that the Kyoto Protocol was unfair when it came to the obligations imposed on developing countries.

Minister Molewa says small islands within the developing world are already affected by rising sea levels and melting glaciers, but feel ignored by the current regime of climate change talks because developed nations are only focusing on their own interests.

“In our climate change negotiations, we have the difficult task of ensuring that the international negotiations stay on track, and that we continue pursuing a global solution to the climate change challenge that nations of the world face.”

Minister Molewa says South Africa is seeking a global regime that will ensure that climate change does not reach dangerous levels, while recognising that the priority for developing countries is to address poverty and socio-economic development.

She adds that South Africa’s position on climate change insists that developed countries lead emission reductions while developing countries do their fair share with the necessary support in finance, technology and capacity-building from developed countries.

“If we appreciate that climate change unfairly affects the poor more, as they do not have the means to respond to shocks from natural disasters, it is imperative that we build resilience and ability of our communities to deal with changes in climate.”

In light of the ongoing discussions before the conference later in November, Minister Molewa says there are two emerging dynamics for Durban.

“Vulnerable countries (Africa, small islands, developing states, least developed countries and some Latin Americans) say the climate change regime must be a legal obligation on all countries to ensure that there is mitigation of greenhouse gas emissions at a level to prevent dangerous climate change. They also say there has to be a comprehensive international adaptation to support vulnerable countries. Lastly, these countries are saying the climate change regime agreed upon must provide financial, technological and capacity-building support to those nations that are still lagging behind when it comes to implementing

new mitigating measures for climate change.”

The effects of climate change, says the Minister, are real. “As a developing country, we call on the developed world to ensure that they heed the call made by the developing countries and the small state islands which feel the brunt of climate change effects more.”

She says some of the challenges for the Durban Conference include finding a balance between the conclusions reached in Bali and Cancun, as well as a balance between the Kyoto Protocol and the UNFCCC.

“As a country, we have deviated from Business as Usual (BAU). In terms of the Cancun Agreement, we have submitted our commitment to reduce emissions relative to BAU by 34% by 2020 and 42% by 2025, with international finance, technology and capacity-building support delivered through an enabling multilateral, rules-based framework.”

These figures are based on long-term mitigation scenarios, the Integrated Resource Plan for the Electricity Sector (IRP) of December 2009 and activities in the Clean Technology Fund Investment Portfolio.

“We are presuming that with international support, all the above actions can be achieved. We need to ensure alignment and integration with other processes such as the Industrial Policy Action Plan, the Intergrated Resource Plan as well as with climate policy processes.”

Minister Molewa concludes that South Africa is approaching COP17 with three possible achievements in mind:

- the development, compilation, approval and lobbying of the South African COP17 negotiating position
- the coordination and implementation of projects that reduce or offset the impacts of COP17 and leave a lasting legacy
- the Public Climate Change Outreach and Mobilisation Programme that is aimed at engaging as widely as possible with all South Africans, and a common resolve to achieve what the conference theme sets out to secure: *Working Together to Save Tomorrow Today.* 

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## UPCOMING EVENTS

### **G-20 brings world economic powers together, 3 to 4 November**

The Group of Twenty (G-20) of finance ministers and central bank governors was established in 1999 to bring together systemically important industrialised and developing economies to discuss key issues in the global economy. The main goal of G-20 is to promote open and constructive discussion between industrial and emerging-market countries on key issues related to global economic stability. The G-20 Summit will take place in Cannes, France.



### **Empowering Africa, 11 to 14 November**

The Department of Labour will host the International Labour Organisation's 12th African Regional Meeting in Johannesburg. The theme of the conference is *Empowering Africa's Peoples with Decent Work* and the meeting will be attended by four Heads of State, including President Jacob Zuma, who will officially open the meeting.



### **Celebrating reconciliation, 16 December**

The Day of Reconciliation came into effect in 1994, with the intention of fostering reconciliation and national unity. Previously, 16 December was commemorated as the Day of the Vow – also known as Day of the Covenant or Dingaan's Day – a religious holiday commemorating the Voortrekker victory over the Zulus at the Battle of Blood River in 1838. It is also the anniversary of the 1961 founding of Umkhonto we Sizwe (Spear of the Nation), the armed wing of the African National Congress.



### **Making (air)waves in 2012, 23 January to 17 February 2012**

The World Radio Communication Conference 2012 (WRC-12) will take place in Geneva, Switzerland, from 23 January to 17 February 2012. The conference will review the international treaty that governs radio communications and radio regulations.

A major focus of the WRC-12 will be on finding appropriate mechanisms for sharing the radio-frequency spectrum that is being freed up by the move from analogue to digital television broadcasting and to increase security for maritime and aeronautical transport.

### **Wear your red ribbon this World AIDS Day, 1 December**

World AIDS Day has become one of the most recognised international health days. The day is seen as a key opportunity to raise awareness, commemorate those who have passed on, and celebrate victories such as increased access to treatment and prevention services. Show your support and wear a red ribbon for the month of December and participate in activities aimed at commemorating World AIDS Day in your area. 

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# Addressing the global threat of climate change

## DURBAN, SOUTH AFRICA



*Minister of International Relations and Cooperation Ms Maite Nkoana-Mashabane, with UNFCCC Executive Secretary Ms Christiana Figueres during a press conference after the Pre-COP17 Ministerial meeting.*

*Writer: Clayson Monyela\**

*Photo: Jacoline Prinsloo*

**W**e have all witnessed acute changes in weather patterns around the globe.

Internationally, there have been devastating floods in Pakistan and the crushing power of a tsunami in Japan. In Africa, we witnessed the helplessness of humanity when confronted by nature's destructive power, as evidenced in Somalia.

Here at home, we have experienced some of the coldest winters on record throughout the country, and changing rainfall patterns in the Eastern Cape. These climatic challenges certainly have an impact on both our way of life as well as on our ability to feed our societies.

While our Earth's climate has always changed,

flowing through a series of warming and cooling cycles, recent large-scale anthropogenic influences have led to dramatic changes within this system.

As a result, the Earth has entered a warming cycle at an unprecedented speed at a time when it should be cooling. With the increases in knowledge, innovative communication and mobility within our globe, the international community could not ignore these unprecedented changes our planet is undergoing.

Hence, in 1988 the United Nations General Assembly (UNGA) and its specialised agencies acknowledged the planet's increasing climate change and its reciprocal effect on the world as a common concern for all of humanity.

The UNGA recognised that an urgent need

... continued on page 24



**LIMPOPO**  
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REPUBLIC OF SOUTH AFRICA

# Limpopo Promotes Participatory Democracy through the Public Participation Programme (PPP)



Before

*Ngwasheng's home.*



After

*Ngwasheng's family house as provided by collaboration of Government and business sector.*

Face-to-face communication between government and the communities in Limpopo proves to be the best interactive process where community members directly hold Government accountable about service delivery matters.

In his state of the Province address, the Premier of Limpopo Province, Mr Cassel Mathale reiterated the commitment to entrench participatory democracy by creating a platform for interaction between Government and various communities in the province through the Public Participation Programmes (PPP). It is through the PPP that Government is able to directly make speedy interventions to the service delivery challenges experienced by the communities. The Provincial Government conducts the PPP monthly and visit different areas of the province.

Recently the visits were at Motantanyane in Lepelle-Nkumpe, Madombidzha in Makhado, Thoto in Makhuduthamaga, Clermont in Mogalakwena, Ngwanallela in Aganang municipality and Matiko-Xikaya in Ba-phalaborwa local municipality.

Direct intervention during the PPP is also provided in infrastructure upgrading. Families in dire need get assistance right at the spot. Esther Lelengwa of Thoto saw her family of 12 members getting a house during government visit to the area.

Mosese Ngwasheng( 23) stays with his two sisters in their home in Ngwanallela village of Aganang Municipality in Capricorn district. Their parents passed on years ago and they remain surviving only on grandmother's old age grant staying in a two roomed shack.

“ I do not believe my eyes. We suffered for many years but today I like to thank the provincial government for changing our lives for the better” said Moses when receiving keys to a new and fully furnished house. He added that he used to hear people on radio thanking government and never thought it will come to his family.

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existed for governments and intergovernmental and non-governmental organisations to collaborate in a concerted effort to prepare a framework convention on climate change. Many discussions and processes were undertaken, which eventually culminated in the United Nations Framework Convention on Climate Change (UNFCCC), which came into being on 9 May 1992.

The UNFCCC was a negotiated process among member states in response to the scientific evidence of the dangers posed to humanity by the increased concentration of greenhouse gases (GHGs), principally carbon dioxide, methane, Chlorofluorocarbon and nitrous oxides, in the atmosphere.

The effect of these gases on the world's climate was found to lead to increases in sea levels and temperatures, and other far-reaching consequences that would ultimately threaten humanity's existence.

The UNFCCC consists of 194 member states as parties which meet annually at the Conference of the Parties (COP). Under the convention, member governments commit to:

- gather and share information on GHGs, national policies and best practices
- launch national strategies for addressing GHG emissions and adapting to expected impacts, including the provision of financial and technological support to developing countries
- cooperate in preparing for adaptation to the impacts of climate change.

South Africa ratified the convention in 1997, at which stage the convention became binding. This means that South Africa is obliged to adhere to all the obligations imposed on it in terms of being a party to the convention. It also means that we can now benefit from provisions in the convention, for instance by accessing international funds dedicated to mitigating climate change.

South Africa is classified as a developing country in terms of the Convention and is not obliged to adhere to the more demanding commitments placed on developed countries.

However, related South African policies such as the policy on integrated pollution and waste management place emphasis on cleaner technology and production and a shift

to sustainable development. This, accordingly, supports a proactive approach in formulating a climate change policy.

In addition, a proactive approach, including early mitigation action, adaptation plans and improvement of knowledge may have some advantages, including helping to reduce the global problem proactively, giving South Africa more time to prepare for meeting GHG reduction targets when eventually they are imposed on developing countries.

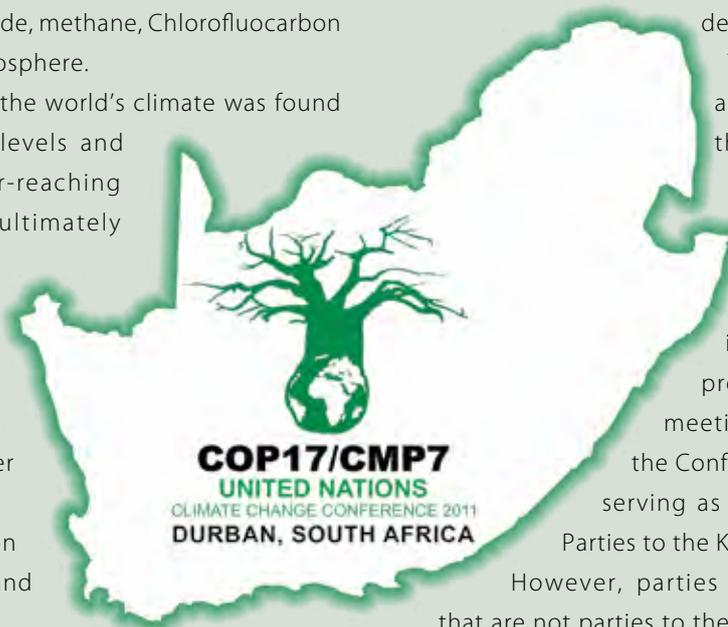
The COP also serves as the Meeting of the Parties (MoP) to the Kyoto Protocol, which adopts decisions and resolutions on the implementation of its provision. This annual meeting is referred to as the Conference of the Parties serving as the meeting of the Parties to the Kyoto Protocol (CMP).

However, parties to the convention that are not parties to the Protocol are able to participate in the CMP as observers, but without the right to take decisions.

The Kyoto Protocol, linked to the UNFCCC, is an international agreement that was adopted in Kyoto, Japan, on 11 December 1997. The Marrakesh Accords, which detailed the rules for the implementation of the protocol, were adopted at COP 7 in Marrakesh in 2001.

The major distinction between the protocol and the convention is that while the convention encourages industrialised countries to stabilise GHG emissions, the protocol commits them to do so. Further, a key component of the Kyoto Protocol is that it lays down binding targets for 37 industrialised countries and the European community for reducing GHG emissions.

The Protocol also affirms the principle that developed countries have to pay billions of dollars and supply technology to other countries for



climate-related studies and projects. South Africa acceded to the Kyoto Protocol in 2002, since the protocol, like the convention, is designed to assist developing countries to adapt to the hostile effects of climate change.

From 28 November to 9 December 2011, South Africa will host the UN and 194 world nations in Durban, KwaZulu-Natal, for the 17th Meeting of the Conference of Parties of the UNFCCC (COP17), which also serves as the seventh meeting of the parties to the Kyoto Protocol (CMP7).

Given that the Kyoto Protocol is expected to expire in 2012, COP17/CMP7 is considered a significant gathering of nations to commit to the second period for countries to cut their GHG emissions. The Minister of International Relations and Cooperation, Maite Nkoana-Mashabane, will serve as President of COP17.

One of the key priority areas government will address at COP17/CMP7 is to achieve a balanced outcome and will, among other things, require the operationalisation of the Cancun Agreements, as well as commitments to deal with the unfinished business from the Bali Roadmap and Action Plan.

The hosting of COP17/CMP7, as a developing country, indicates South Africa's commitment to addressing the global threat of climate change. The country aims to lead the world in forging a common consensus in terms of addressing the adverse affects of climate change.

South Africa will ensure that the process upholds rules-based multilateralism and will aim to facilitate an outcome that is fair, transparent and inclusive, and which upholds the convention's principles of common but differentiated responsibilities and capabilities.

The negotiations in Durban will be a party-driven process, with South Africa playing an enabling role for parties to find agreement on the salient issues of climate change. South Africa will not seek to impose a solution of its own, as the UNFCCC is governed by its own processes and rules of procedure, which strengthen multilateralism and the legitimacy of the whole process.

Since climate change is one of the greatest threats to sustainable development and the broader wellbeing of humanity, COP17/CMP7 is considered the most important climate change conference gathering of our time as the effects of climate change,



if left unchecked, will undo all the modern advancements made by the global community to eliminate the harsh realities facing the people of the world.

Government is confident that COP17/CMP7 will rally the international community towards ensuring our existence and the planet's survival is not threatened by our actions and inactions to address the adverse effects of climate change.

For more information, visit: [www.cop17-cmp7durban.com](http://www.cop17-cmp7durban.com) <sup>®</sup>

**\*Clayson Monyela is the Deputy Director-General: Public Diplomacy at the Department of International Relations and Cooperation.**



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# Proudly South African

## targets government with buy-local drive

Writer: Xoliswa Zulu  
Photo: Kopano Tlape

I'm on my way to interview the newly-appointed Chief Executive Officer of Proudly South African, Leslie Sedibe, with a tinge of nervousness tugging at me.

Nervous, because this is the man who was at the helm of the South African Football Association (Safa) and played a major role in ensuring that South Africa produced a world-class and memorable 2010 FIFA World Cup™.

He also ran the South African Music Awards, which brought together some of the country's top musicians, and supervised the career of the legendary Brenda Fassie.

Plus, he is married to one of South Africa's most beautiful women, actress Sonia Sedibe, who plays the bubbly Ntombi Dlomo in highly-rated *Generations*.

But, there was no reason to be edgy about the suave Sedibe whose glamorous persona is on point today: in a dark suit and red tie with a splash of white to match his perfectly pressed white shirt, Sedibe greets me with a warm smile and immediately puts me at ease.

Sedibe's journey to the top of key institutions in South Africa has been marked with great success thus silencing the inevitable chorus of naysayers doubting his abilities, especially in the football world.

He has proved that he is more than capable of doing a job well.

His stint as Safa CEO was met with a bit of resistance from some quarters. Questions were asked about what a lawyer knew about soccer, but he quickly proved the sceptics wrong.

When he left the association, Bafana Bafana was ranked prominently in both the *Fédération Internationale de Football Association* (FIFA) and Confederation of African Football rankings. Before his appointment as Safa CEO, Sedibe served as the Head of Legal for the Local Organising Committee.

"I'm very happy that I left behind a well-motivated Bafana Bafana. We took a team that nobody gave a chance and we used them to rally the people of South Africa behind the World Cup, which ultimately was a huge success," he explains.

FIFA President Sepp Blatter gave South Africa nine out of 10 for organising a successful World Cup. Several records were achieved during the 30-day event, including unprecedented television viewership figures. The number of people who attended the 64 matches at stadiums stood at just over 3,1 million, the third highest figure in the history of the World Cup.

Leslie Sedibe



“One of the key reasons why we hosted the World Cup was to rebrand the country and the continent, and I think we succeeded. We spoke to a number of people, and their perceptions about South Africa have changed completely. What now needs to happen in the country is for us to sustain the momentum of the World Cup by being good citizens.”

A year after the country was rebranded, it is fitting that Sedibe now heads Proudly South African, a “buy- local” campaign launched in 2001 by government to boost job creation and pride in local products by promoting South African companies and their homegrown products and services.

For Sedibe, Proudly South African is more than just a campaign;

it is about encouraging South Africans to get behind South African brands so that the country’s economy can grow.

The distinguishing factor, he adds, has to do with the fact that this campaign focuses more on job creation and the need for people to get behind South African products.

“It is a huge honour and privilege to serve in this capacity, as it is a campaign that is more geared towards the people of South Africa. It is about job creation; it is about lobbying South Africans to get behind their own. It calls for a deep sense of

... continued on page 30

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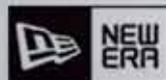
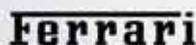
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patriotism and I think that with the experience that one has gained over the years, one would contribute towards making South Africa a better country to live in.

"I believe very strongly in this brand. There is a lot of equity in this brand and I think the challenge for us is to realise the value that resides in it. Part of the challenge for me as CEO is to make sure that we raise enough money to be able to have a strong consumer drive."

consumables in support of the National Buy Local Campaign's members.

This will go a long way to ensuring sustainable job creation and to meet government's objective of creating five million jobs by 2020.

"The Homegrown Awards recognise local businesses that have done well and my vision is that we need to recognise individuals who have

done well in sport, music, the arts and fashion. So, we are also going to build and grow the profile of the awards in the future.

"At the Buy Local Indaba, we talked about the need to support local industries. Our members got an opportunity to exhibit their products. What we want to do is to create a platform for the people of South Africa and South African businesses to interact with other businesses and also members of the public, to say these are the services that we have locally."



In September, Proudly South African celebrated and honoured its members at the Homegrown Awards. The awards recognised the contribution made by its members to the country's economy by supporting and promoting everything that is Proudly South African.

In the same month, it hosted the Buy Local Indaba & Expo to get commitment and buy-in from all state organs and businesses in South Africa, to align their procurement policies and daily

Sedibe's appointment as from September 2011, comes at a critical time when government's Industrial Policy Action Plan 2 and the New Growth Path are being actively implemented and "buying local" is becoming part of South Africa's biggest push in the race for job creation.

In recent years, there have been arguments that goods manufactured in South Africa are

more expensive than those produced in China, for instance. But, Sedibe says, while it might be cheaper in the short term to buy or source goods from countries like China, in the long term we will pay the price.

"Industries like the manufacturing industry are haemorrhaging because there is no support, and if there is no support people will not invest in that business. So, it is really up to you and me, ordinary South Africans, to make sure that we support our own brands so that in the end we have sustainable jobs."

Proudly South African has 1 180 members, but Sedibe believes that there is a need to grow and retain its membership. He stresses that for one to qualify and retain one's membership, core values and standards need to be adhered to. There is a team that conducts compliance monitoring to ensure that standards are observed.

"Local content and quality is very important ... Fair labour practice and being environmentally sensitive is also key."

"We are going to build research capacity within the organisation so that we are able to measure the impact of this campaign," he explains.

He says he wants to reposition the brand so that every South African recognises it and understands its purpose. "It is incumbent upon us to popularise the brand and to be able to do so we need to have partnerships."

He is also structuring relations with provinces and engaging stakeholders.

"I have met with the MEC for Economic Development in Gauteng, who is very happy to get behind the campaign. I have also had discussions with the premiers of North West and the Northern Province.

"We will be engaging other provinces, like the Western Cape, Limpopo, and the Eastern Cape. In KwaZulu-Natal there is a draft Memorandum of Understanding already in place, and we have already been to the Free State. We will cover the lengths and breaths of this country, building relationships."

He adds that he would like government

departments to always show a natural bias towards local suppliers.

"One needs to address the issue of liquidity in this organisation, the funding. You can have all the plans in the world, but if you do not have the money, you have a problem. We also want to make Proudly South African relevant to its members."

Sedibe has been in the spotlight throughout his career. Some would find the public scrutiny rather daunting, but the one thing that he has never allowed himself to feel is fear; for it to get in the way of his dreams and ambitions.

So what makes Sedibe Proudly South African?

"I have travelled the continent and I can tell you we live in a beautiful country," he says. "We have our own problems, but we generally live in a stable country, a stable society; and it is a beautiful country. That is what makes me Proudly South African – that and the resilience of the people of South Africa. We have come a long way." 🇿🇦



# TRAIL



**Name:** Lize McCourt

**Designation:** Chief Operating Officer, Department of Environmental Affairs

**Qualifications:** BA Honours Degree, majoring in Geography and Afrikaans (University of Pretoria)

**My job entails** ... Overseeing the operations of the department to ensure that all our business processes run smoothly, complement each other and contribute to the department's goals. In practical terms, I oversee the work of the department related to intergovernmental relations, governance, communication, financial management, information management, sector coordination and so on.

**My greatest strength is** ... That I am a strategic thinker who leads vision through relationships.

**The best advice I ever received was** ... Professionally: stay calm, take a step back, think and then act decisively! Personally: it takes time to love ...

**My motivation comes from** ... God, my love of people and passion for the environment.

**The highlights of my career to date are** ... There are many highlights – but if I think about it, it either relates to contributing to ecological sustainability by leading systems improvement (regulatory and other) or to the empowering of people (individuals or teams) to function at their full potential.

**The most important lesson I've learnt during my career is** ... Never to get so busy in the doing that you lose sight of why you are doing it. Keep your relationships at work, at home, with God and with yourself strong – only if you are anchored can you be an anchor.

**Right now I'm reading** ... *The Next Level: What Insiders Know About Executive Success* by Scott Eblin. I am also reading *Principle-Centred Leadership* by Stephen R Covey and *The Girl who Kicked the Hornet's Nest* by Stieg Larsson – I am always busy with more than one book at a time!

**To unwind, I** ... Write, read, bird-watch or play with my child.

**What most people don't know about me is** ... That I am quite good at acting and, in my youth, won some accolades for acting on stage.

**I'm proudly South African because** ... Of the beauty of the land and her people.

# BLAZERS



**Name:** Themba Lawrence Dube

**Designation:** Senior Manager: Climate Service, South African Weather Service

**Qualifications:** Master's Degree in Science, specialising in the climatology aspects of Geography and Environmental Science (University of KwaZulu-Natal), Doctor of Philosophy Degree, specialising in Geography and Environmental Science (Zululand University)

**My job entails** ... The management of Climate Service, a department comprising four business units, namely Climate Data, Climate Information, Climate Observations and Air Quality.

**My greatest strength is** ... I am a team player. I have used this strength to help empower others to realise their true potential. I have a structure of what I want to achieve on a daily basis, and check if indeed these goals were achieved at the end of the day. Poor planning can be costly.

**The best advice I ever received was** ... Be bold and face darkness, and natural forces will come to your aid. It is only when it is dark that you see the stars. When you have been rubbed up the wrong way, stay focused on the job at hand. Never raise your voice – improve your argument strategically and professionally.

**My motivation comes from** ... Within me, from successes of the past which provide me with a driving force to accomplish more.

**The highlights of my career to date are** ... The air quality responsibility, better known as the SAAQIS (SA Air Quality Information System) project we have been tasked by government to deliver on. Air quality has an immediate impact on people. To be able to monitor, model and forecast it for the benefit of South Africa is a challenge.

**The most important lesson I've learnt during my career is** ... Formal education has played an important role in my life – it paved the path for my career. The motivation I received from my family and from the community I grew up in on the outskirts of Durban provided me with the will to succeed despite the odds.

**Right now I'm reading** ... The Non-governmental International Panel on Climate Change Report. This is a skeptic's view on climate change.

**To unwind** ... I enjoy working in the garden to reflect on things. In fact, some of my best ideas were born while gardening. If I need to shut down and revitalise my mind, I visit my home village in Durban, the Drakensberg or the Kruger National Park. My favourite programmes on television are National Geographic and Animal Planet.

**What most people don't know about me is** ... I am the handyman in my house. I like DIY jobs – they are physical and you get results in a relatively shorter period of time than at the workplace.

**I'm proudly South African because** ... I believe this is the best place for me and my family to live productive lives. During a six-month stay in the United States in preparation for my PhD 15 years ago, I was asked by fellow students if I would consider working and living there. My answer was simply: "I love South Africa and would love to give my service to my country." 🇿🇦



Virginia Peterson

## The importance of family – in **Sassa** and in society

The South African Social Security Agency (Sassa) has been riddled with challenges over the years. To restore its tainted image, the agency required a leader who not only understood the value of the organisation, but was serious about changing the lives of the poor. Appointed earlier this year, Sassa Chief Executive Officer (CEO) Virginia Peterson has grasped this challenge with both hands.

*Writer: Ongezwa Manyathi  
Photographer: Kopano Tlape*

**“**I am a proud public servant, I am a proud South African,” says Peterson as she makes herself comfortable on the couch in her spacious office.

Her energy is infectious and her passion to help others is evident.

As CEO of Sassa – an agency tasked with providing comprehensive social security to protect South Africans against vulnerability – Peterson has her work cut out for her.

She is taking it all in her stride though, because with just over 100 days in office, she has achieved a list of goals she set for herself when she took up her position – including collecting enough evidence to develop a project plan for Sassa for the next three years as a minimum and five years as a maximum.

“During my first 10 days in office, I realised that there was a lot more work than I was told. There

was a lack of standardisation in the different offices and there was no corporate culture. I went out to the provinces to look at our best and worst offices and paypoints.”

So unacceptable were the conditions that Peterson had some changed within 36 hours. Since taking office, she has also cut the social security grant application forms from an incredible 20 pages to five. This has ensured that processing, capturing and payments are done much faster.

All these achievements are no surprise, because aside from having a project-planning management style, she has always been a leader and a results-oriented person. “Leadership, for me, is having the facts, making a decision and taking action,” explains Peterson. She believes that with these components, any organisation can be a success.

Her journey to becoming CEO of an agency that

provides social security to 15 million South Africans started at an early age. It is not just over 30 years of experience in the field that makes her qualified for the job; it is also her family-centred values and the desire to bring change to the lives of the poor that makes her more than suitable.

"I always aspired to be in the 'helping' profession. I had seen poverty even though I did not grow up poor."

Peterson's social consciousness can be traced back to her days in school, where she actively collected things for the less fortunate. She also developed a keen interest in children with disabilities through the work she did with a school for the deaf, which was across the road from her high school.

"I think those are the things that led me to become a social worker."

This passion for bettering the lives of others can be attributed to the calibre of women who contributed to the woman she is today.

She describes her mother, who is 84, and her late grandmother as strong female leaders. Both were entrepreneurs who did what they could to support their families. "My mother only completed Grade Eight, but she never let that challenge her. She made a decision to work for herself and provide for me in partnership with my father. So I come from a strong, bonded family in that way."

It is these family values that Peterson tries to pass on to her staff. She believes that if the staff at all Sassa offices realise the importance of family, they will have greater insight into the kind of communities they serve.

"We are the largest government instrument that deals with poverty. To me that is a privilege. I see working and leading this team as a calling."

She insists that staff should see beyond the files and the names and rather see people and families. This will hopefully encourage them to provide a much better service to communities. "I always tell people to be conscious of the person they talk to on the phone, or write a letter to," she says.

Peterson, who counts Professor Vivienne Taylor, Head of the Department of Social Development at the University of Cape Town (UCT), as one of her mentors, believes that social security goes beyond just giving money.

It is about forming relationships with communities and providing service with dignity. It is this kind of service that she hopes will be evident at the 1 200 offices and 9 000 paypoints across the country. "The values of life for me are still family strengthening and service to the people. To be able to serve people is a gift from God."

Family is important to Peterson and although she lost her husband Neil in 2009, it is the support from



family that keeps her going. It is this loss and that of her mother-in-law, closest friend and best cousin all within 18 months that taught her to value time and life. Her face lights up when she talks about her two children, who were taught to be socially responsible from a young age.

She has a 24-year-old son who is studying law and about to become a father; and a daughter who is 21 and doing her third year towards a Bachelor of Education Degree. "I call her tishalakazi (teacher) because she is very fluent in isiXhosa, English and Afrikaans."

Peterson studied at the University of the Western Cape, obtained her Master's Degree in Social Science at UCT and is currently doing her Doctor of Philosophy (PhD) at UCT.

"Nobody forced me to do a PhD, it is my personal goal. It keeps me sharp, because it forces me to read," she says.

She believes strongly in developing and empowering young people, and mentors two young people – one who is doing her Master's Degree in Psychology and whom she has mentored from being an intern in a previous work environment. She's also mentoring and grooming a young manager at Sassa.

Peterson hopes to grow the culture of mentoring within the organisation, especially for young people who show potential.

Her advice to young women entering the public sector is to understand human capital management, financial management, and their specialist field. "Set yourself a goal, work your way up, plan your career path and stay focused," she says.

Peterson also stresses that people should not apply for jobs for the sake of applying; that it is important to know one's capabilities and value-add.

During her tenure as CEO she, together with her staff, hope to build a world-class Sassa and make the greatest difference in the lives of the poor.

It is the end of the interview and Peterson must rush off to her next meeting. "I forgot to mention that I do not sleep. My day starts at 4am!" It is hard to believe she has been awake for so many hours; her positive energy and bubbly personality suggests otherwise. As I drive out of the Sassa building, I imagine what the Public Service would be if more of us had the same attitude and drive. ☺

# Rustenburg

Local Municipality



## Vision

“A successful Rustenburg for the benefit of all”

## Mission

To enhance quality of life by providing affordable services equitably and facilitate economic growth and encourage community participation.”



Rustenburg Local Municipality Executive Mayor  
**Clr Mpho Khunou**



Missionary Mpheni House  
Cnr Beyers Naude & Nelson Mandela Drive  
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# DDGs: SELF-IMPOSED CEILING?



*Writer: Dumisani Hlophe\**

**M**any deputy director-generals (DDGs) prefer to remain at this level. Despite the fact that being the Head of Department (HoD) is the summit of public sector senior management, many DDGs shy away from this position.

Most DDGs do not apply for the position of HoD within their own departments when the post becomes available. This is the case despite some of these DDGs having been in a department for more than five years.

In most cases, these are DDGs who carry substantive knowledge and institutional memory of the department. This self-censorship is unfortunate, and an indictment on succession planning and management in the Public Service.

The biggest reason for this self-imposed ceiling is distrust in the objectivity of the political executive in filling an HOD post. Many DDGs' primary consideration on whether to apply for an HoD post is not whether they can effectively discharge the task, but rather who the reporting Minister, Member

of Executive Council (MEC), Premier or President is.

Then the DDG has to determine his/her relationship with the political executive authority in the political space. The primary DDG's reflection here is, "am I in the Minister/MEC/Premier/President's political inner circle?" Alternatively, "am I perceived to be in the camp of the political executive or not?"

The answer to these questions, rather than the DDGs' own perception of their capabilities, will determine whether they apply for an HOD post or not.

Predominantly, the arrival of a new political executive is accompanied by the following questions: "Is the current HoD staying or leaving?" Or, "is the new political head bringing his or her own person?"

There is sufficient evidence that the arrival of a new political head has largely been followed by a change in HoD. In certain instances, the reasons are purely of a professional nature, while in others, there are merely generic differences such as personality clashes. All these add to DDGs lowering their ceiling to below that of the HoD position.

In other instances, DDGs might have witnessed an acrimonious relationship between the political executive and the HoD to such an extent that being an HoD becomes a "no-go area".

Here, the reasons are merely self-preservation. The DDGs reflect on the strenuous relationship between the departed HoD and their political executive and conclude that for their well-being and a stress-free life, they are content to remain a DDG.

They prefer to have a buffer between themselves and the political head; someone to absorb the pressures from the political head.

In the main, this is a DDG who is permanently employed and would not like to reduce that to a five-year contract tied to a political head who could be deployed, or even recalled at any moment. The DDG in this instance has concluded that being an HoD is a high-risk position; leaving a secure, permanent one is not worth it.

This self-imposed ceiling is a reflection of the poverty of succession planning and management within the public sector. There is no systematic means of ensuring individual growth at senior management level – in the main, from the position of the Chief Director upwards. The system here becomes very fluid, and at times it weighs heavily on factors other than performance considerations.

In most departments, human resource delegations such as the appointment of chief directors and DDGs is the preserve of the political head. While such appointments are motivated to the political head by both the DDG and the HoD for chief directors, the system is very vulnerable. Nevertheless, the succession plans and management must dispel the myth that those who become HoDs do so because it has been predetermined in certain political quarters.

After 17 years of democratic governance, a significant number of DDGs carry valuable knowledge, experiences, and institutional memories. They are no longer “capacity-building” material but crucial resources of the public sector.

Therefore, it is important to build a succession planning and management system that inspires confidence among DDGs so that they can aspire to be HoDs and

that the system is objective enough for them to stand a good chance based on their abilities. In short, succession planning and management must eliminate the current bulk of uncertainty and unpredictability and instil objective confidence.

Secondly, there needs to be a conscious systematic approach to ensure that the relationship between the executive and the administrative heads is positive. Political HoD's must be great leaders, while the accounting officers must be great managers.

The relationship between the two must inspire confidence among DDGs, so as to inspire the latter to aim even higher. Quite often, an acrimonious relationship between the HoD and the political executive impacts negatively on DDGs. Thus, it is important that even when the political and administrative heads differ, they do so when they meet one-on-one, and not among the rest of management.

Thirdly, the State should consider identifying DDGs and deploying them to various departments, as required. The DDGs’ self-imposed ceiling might produce complacency, especially for those who have been in the same position and department for too long.

Given the limitations that not all DDGs can become HoDs, it may be important to rotate them strategically across departments. Perhaps those who have shown massive skills and competence could be deployed to departments that require capacity-building and turnaround programmes.

They can even be deployed to municipalities. In other words, succession planning and management for DDGs should be innovative to ensure continued enthusiasm and maximum state benefit.

Finally, succession management at the level of DDGs must ensure that this layer of public sector capacity is maintained, sustained and evolves! 🌐

***\*Hlophe is a Deputy Director-General at the Gauteng Department of Roads and Transport.***

***After 17 years of democratic governance, a significant number of DDGs carry valuable knowledge, experiences, and institutional memories. They are no longer “capacity-building” material but crucial resources of the public sector.***

# PALAMA's Monitoring & Evaluation Courses

A number of government departments and institutions have their respective roles to play in Monitoring and Evaluation. Key imperatives includes encouraging and building a Monitoring and Evaluation culture in government and improving PM&E management and technical capabilities and systems as the basis for improving performance, service delivery and accountability.

PALAMA's role is to contribute to these imperatives by ensuring that it offers public servants relevant learning programmes targeting both the strategic and operational levels that helps to build a PM&E capacity, culture and ethos within government.

To this end PALAMA has designed and developed a number of courses which were piloted and reviewed by representatives from various Departments to ensure that it meets the criteria of good learning programmes as well as speak to the needs of government:

**An accredited programme for M&E practitioners consisting of seven courses:** Learners who successfully complete this programme will be awarded a Certificate of Competence with 20 credits.

## Assessment Approach

This programme follows an integrated assessment approach, comprising:

- Formative assessment: will be done through various class activities where learners will be given the opportunity to demonstrate their previous and newly acquired knowledge and experience. These activities will enable learners to handle the assignment at the end of each course or module.
- Summative assessment: at the end of the programme, learners will be required to complete an integrated final assignment and stage a presentation.

*These courses can also be offered as stand-alone courses.*

Course Name	Duration
Course 1: Orientation to Monitoring and Evaluation <b><i>This course is also offered online</i></b>	3 days
Course 2: Use of indicators for managing performance in government	3 days
Course 3: Quantitative research methods for Monitoring and Evaluation	4 days
Course 4: Information management for Monitoring and Evaluation	3 days
Course 5: Qualitative research methods for Monitoring and Evaluation	2 days
Course 6: Data analysis and presentation methods for Monitoring and Evaluation	2 days
Course 7: Report writing for Monitoring and Evaluation	2 days

**A Monitoring and evaluation course for managers in the public sector.** This is a non-accredited course and learners who have successfully completed this course will be awarded a Certificate of Attendance.

Course Name	Duration
Introduction to Monitoring and Evaluation	3 days

This course aims to provide managers in the South African Public Sector with an introduction and overview of the key monitoring and evaluation initiatives currently underway in the South African government with a focus on using evidence to improve performance as well as the insights to critique and improve their own Departments' Monitoring and Evaluation systems. Monitoring and Evaluation is seen as an integral part of planning, reviewing and reporting activities and therefore, managers should have some of these responsibilities.



**palama**

Public Administration Leadership  
and Management Academy  
**REPUBLIC OF SOUTH AFRICA**

Direct all enquiries to the PALAMA  
contact centre as follows:

Tel: 012 441 6777

Fax: 012 441 6054

E-mail: [contactcentre@palama.gov.za](mailto:contactcentre@palama.gov.za)

Website: [www.palama.gov.za](http://www.palama.gov.za)

Chef Danie du Toit is a food whizz, whether he's in a kitchen in Dubai or at home. Danie, who studied at the Institute of Culinary Arts, started his own personal chef recruitment company called Dan Dee Chefs. Cooking has always been a part of his life and he revels in the joy it gives people. "That is why I started my business – to give people a chef so they can have quality of life; to enjoy the time with their families, with food being the glue keeping them together," he says. He shares some of his signature dishes with us.



# Light summer cuisine

## Salmon, goat's milk cheese and rocket roulade

### Ingredients

- 150 g salmon
- 75 g rocket
- 100 g goat's milk cheese

### Method

Spread the pieces of salmon on a piece of cling film. Place a layer of rocket over the salmon, leaving a 2-cm strip of salmon on either side of the rocket leaves. Spread the cheese over the rocket and carefully roll up the roulade, making sure that the rocket and cheese remain in the middle with the salmon on the outside. Remove the cling film. Place the roulade in the fridge for half an hour and serve sliced on a bed of rocket.





### Soy rack of lamb with brunoise potatoes

#### Ingredients

1 lime  
10 g fresh ginger  
2 tbsp brown sugar  
75 ml soy sauce  
1 rack of lamb  
1 medium potato  
25 ml olive oil  
1 sprig of rosemary, chopped  
Asparagus  
Enoki mushrooms (preferable, although any mushroom variety will do)  
1 tbsp butter  
Garlic

#### Method

In a bowl, grate the zest of the lime and squeeze out the juice. Add the ginger, sugar and soy sauce. Pour the mixture over the lamb to marinate for approximately two hours.

Preheat the oven to 160°C. Peel the potato and slice into 1-cm blocks. Place these in an open ovenproof dish with the chopped rosemary and drizzle with olive oil. Place the rack of lamb in the oven dish and cover with the leftover marinade. Roast for 50 minutes.

Fry the mushrooms and asparagus in the butter and garlic and serve.



### Almond biscotti

#### Ingredients

- ½ cup butter or margarine, softened
- 1¼ cups sugar
- 3 eggs
- 1 tsp vanilla extract
- 2 cups cake flour
- 2 tsp baking powder
- Salt
- ½ cup chopped almonds
- 2 tsp milk

#### Method

In a mixing bowl, cream butter and one cup of the sugar. Add eggs, one at a time, beating well after each addition. Stir in vanilla extract. Combine dry ingredients and add to creamed mixture. Stir in almonds.

Line a baking sheet with foil and grease. Divide dough in half and spread into two rectangles on foil. Brush with milk and sprinkle with remaining sugar. Bake at 180°C for 15 to 20 minutes or until golden brown and firm to the touch.

Remove from oven and reduce heat to 160°C. Lift rectangles with foil onto wire rack and allow to cool for 15 minutes. Place the baked dough on a cutting board and slice diagonally into 1-cm thick slices. Place slices with cut side down on an ungreased baking sheet. Bake for 10 minutes, turn slices over and bake for another 10 minutes. Turn the oven off, leaving slices to cool in oven with door ajar. Serve with cheesecake.



### Baked rooibos cheesecake

#### Ingredients

- 100 ml water
- 3 rooibos teabags
- 250 g plain cream cheese
- 125 ml fresh cream
- 125 g castor sugar
- 2 eggs
- 20 ml flour
- 10 ml vanilla essence

#### Method

In a pot, place teabags in water and bring to the boil. Remove the pot from the heat. In a blender, mix the rest of the ingredients. Lastly add the strained tea. Line four ramekins with cling film and pour in the mix. Bake at 150°C for 25 minutes and then cool in the fridge. Garnish with fresh strawberries or seasonal fruit. ☺

# Our future is green.

As South Africa hosts the COP17 Convention in Durban between the 28th of November and 9th of December 2011, 194 countries will commit to cutting their emissions. South Africa aims to cut emissions by 42% before 2025, through sustainable energy initiatives and green projects. It doesn't stop there though, because we all have a part to play in building a sustainable green economy. For instance, we can recycle, we can switch to solar in our homes, we can turn off geysers, lights and any unused electrical appliances. Because it's only when we all start making small changes, will we get huge green results.



# A leader with a vision

Writer: Mbulelo Baloyi

**S**outh Africa's longest-serving Director-General, Advocate Sandile Nogxina, proved an inspired – and inspiring – choice for the second *Public Sector Manager* (PSM) Forum in Pretoria recently.

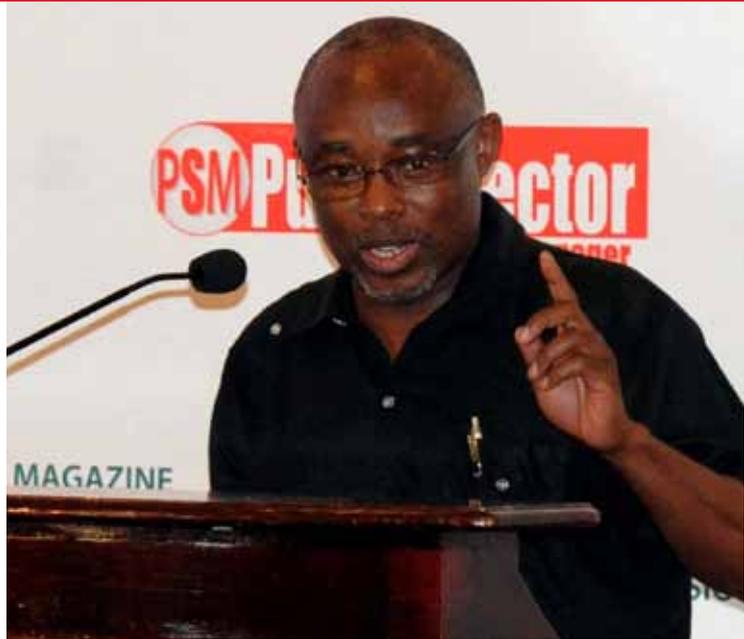
Advocate Nogxina spoke passionately about the values and practice of Batho Pele – People First – and stimulated discussion on what he saw as the too-frequent rotation of directors-general (DGs). He also suggested that the functions and duties of deputy ministers be formalised in law.

Advocate Nogxina, former DG of Mineral Resources, is currently Special Adviser to the Minister of Mineral Resources, Susan Shabangu, but is packing his bags for a diplomatic posting. This, after serving under four presidents, six deputy presidents, a number of acting presidents and no less than five ministers. He is also one of the first DGs appointed by former President Nelson Mandela.

The forum was attended by the DG of Justice and Constitutional Development, Nonkululeko Sindane, Correctional Services National Commissioner Tom Moyane a number of deputy DGs and senior managers from various departments and regions.

Welcoming guests, Government Communication and Information System (GCIS) Chief Executive Officer Jimmy Manyi reiterated the commitment of GCIS to facilitate interaction among senior managers in government through the *PSM* Forum.

"These forums are not exclusively for public sector managers, because we would want public sector managers to network with other people from other backgrounds as well. But we just thought charity begins at home and that we as public sector employees do not know each other well enough. If we are going to be ambassadors for government and a whole range of government policies, we need to give ourselves time to get to know each other and these forums are just for that," said Manyi.



Advocate Sandile Nogxina at the second Public Sector Manager Forum.

Advocate Nogxina graciously thanked GCIS for initiating *Public Sector Manager* as a publication, now supplemented with the forum, saying it was a commendable project that offered valuable insights to public sector managers.

He said government needed more of its own platforms where it talked about itself and to itself. The *PSM* Forum, said Nogxina, helped to encourage all those involved to be ambassadors of government policies.

Managers listened intently as Nogxina recollected some of the milestones of his career. He said on joining government in the mid-1990s, many sceptics and doomsayers did not think the newly elected democratic government would succeed in governing a modern, highly industrialised and complex economic powerful country in Africa. "They saw us taking South Africa down the familiar basket-case road."

He emphasised the role of Batho Pele in the work of public servants. "Public servants must know that they are there for service, not for money. If you are there for money, you will leave your jacket hanging (over your chair) and disappear. The long and short of it is that you can have all the systems, processes and procedures, but as long as they are not accompanied by the full internalisation by public servants of the values that support good governance, they are worth nothing. We have to go back to inculcating the values of Batho Pele."

- The next *PSM* Forum will host the Minister of Water and Environmental Affairs, Edna Molewa, as guest of honour. Minister Molewa is the Head of the South African Government delegation to the 17th Conference of the Parties to the United Nations Framework Convention on Climate Change to be held in Durban. Those attending the *PSM* Forum can look forward to hearing about South Africa's position on climate change, as well as the strides that the country has made over the past few years to mitigate the impact of climate change. ®



1. Tom Moyane of the Department of Correctional Services and Dr Monwabisi Gantsho, CEO and Registrar of the Council for Medical Schemes
2. Jimmy Manyi chairs the second *Public Sector Manager Forum* at the Sheraton Hotel in Pretoria
3. PALAMA Marketing Director Dr Thami Shezi, left, and Knowledge Dissemination Officer of the Water Research Commission, Hlengiwe Cele
4. Natasja de Groote, from the Department of Justice and Constitutional Development with Andre Eagar from the Department of Mineral Resources





Minister of International Relations and Cooperation Maite Nkoane-Mashabane participates in the Informal Ministerial hosted by Ambassador Patricia Espinosa, Foreign Affairs Minister of Mexico.

## South Africa's approach to international relations and cooperation

Writer: Clayton Monyela\*

**D**uring apartheid, the policies of the minority-ruled National Party Government, in particular its foreign-policy objectives, were formed to ensure the preservation of a white-controlled state and its machinery.

Government structures and bureaucracy endeavoured to ensure this state's security, status and legitimacy within the international community.

By the late 1980s, South Africa was isolated from the international community, as the campaign to impose sanctions against the apartheid regime was successful in persuading the international community to isolate an undemocratic South Africa from international affairs and cooperation.

This effort was largely led by the external wing of the African National Congress (ANC), coordinated by Oliver Reginald Tambo; the United Democratic Front (UDF), an umbrella organisation within South Africa for anti-apartheid activists and internal supporters of the ANC; and the frontline states (FLS) comprising Angola, Botswana, Lesotho, Mozambique, Tanzania, Zambia and Zimbabwe.

On 2 February 1990, the country, facing worldwide condemnation combined with social and economic isolation, unbanned the liberation movements and began releasing political prisoners, notably Nelson Mandela.

This triggered the beginning of negotiations towards democratic policy formulation, culminating in the enactment of a democratic

constitution by a legitimately elected and constituted national Parliament.

The policy formulation processes is a continuous one that began when the new democratic South Africa held its first legitimate elections in 1994. While acknowledging the wrongs of the past and the atrocities of the minority white apartheid regime, a concerted effort is being made to ensure democratic policies are created within the context of taking into consideration the ever-changing interdependent world we currently live in and the urgent demands to uplift our society from abject poverty and the injustices of the past and ensure a sustainable future.

### Green to White Paper

The democratic South Africa has mammoth tasks to overcome.

The post-Cold War era is more interdependent and globalised. In 1993, within the understanding of the increasing demands to uplift our society from the shackles of colonialism, apartheid and economic oppression, the leaders of the soon-to-be democratic South Africa began the process of formulating

... continued on page 48

# ABAQULUSI MUNICIPALITY

AbaQulusi Municipality is situated in the northern part of the KwaZulu-Natal Province. The municipal area is named after one of King Shaka's royal homesteads. It was the only one headed by a female, King Shaka's aunt, Princess Makabayi ka Jama.

Towns within the municipal boundary include Alpha, Calvert, Gluckstadt, Hlobane, Louwsburg, Ngome, Ntabebomvu, Scheepersnek, Steilrand, Swart Umfolozi and Vryheid.

Our governing purpose is to ensure that all the people of AbaQulusi have opportunity, services and security. We are concerned with achieving real changes in people's lives.

UHLUBI DESIGN STUDIO



Mayor, Councillor PN Khaba



Our mission as the Council of AbaQulusi Municipality is to provide innovative and strategic leadership for service excellence, good governance, integrated planning and sustainable development.

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djohnson@abaqulusi.gov.za | www.abaqulusi.gov.za



democratic policies, including a policy paper that would encompass the guideline for our country's international relations and cooperation endeavours.

The culmination of these efforts, taking cognisance of our inter-dependent world, our relationship and role on the African continent and our country's socio-economic development needs, saw the Department of International Relations and Cooperation (Dirco) tabling the *White Paper on South Africa's Foreign Policy to Parliament* in mid-2011. It is entitled *Building a Better World: the Diplomacy of Ubuntu*.

From the 1990s until 1996, an extensive process of foreign policy review produced the *Green Paper on South Africa's Foreign Policy*. As a working document, the Green Paper provided an overview of the many components of international relations, objectives and priorities that warranted the attention of policy-makers under the new democratic political dispensation.

Subsequently, statements by the presidents of our democratic republic and Ministry responsible for foreign affairs have continued to refine, contextualise and elaborate on our policy positions. In particular, Dirco has continued to use its strategic plans and annual reports as an expression of its activities to fulfil its core mandate and implement foreign policy.

In addition, the department has, in line with the Constitution, implemented its strategic objectives with a clear vision – that of an African continent that is prosperous, peaceful, democratic, non-racial, non-sexist and united, and which contributes to a world that is just and equitable.

The changing global environment, however, continues to influence our foreign policy imperatives and the drafting of the *White Paper on South Africa's Foreign Policy*.

During her Budget Speech in April 2010, the Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane, stressed that Dirco had to meet the expectations of delivery not only of our own people, but also of our region and continent – as we take to heart that we cannot be a country of affluence within a sea of poverty, underdevelopment and injustice. We have to match our endeavours with the responsibility our country must assume, as a valuable member of the international community and the African continent in particular.

Minister Nkoana-Mashabane further stated that a process would be set in motion during this financial year, which would engage a broad base of stakeholders to interrogate the substance and direction of our foreign policy and strengthen Dirco in its principal advisory and implementing role on international relations.

The culmination of this process is the White Paper that serves as a guide in the conduct of our country's foreign policy.

To set the process in motion, the Director-General of Dirco established the White Paper Task Team to craft a draft document in consultation, involving both internal and external stakeholders. Consultative engagements were sought to promote ownership of the White Paper, foster deeper and broader understanding of foreign policy, stimulate cross-pollination of ideas, foster a culture of engagement and constructive debate, promote consensus and common understanding around key issues, stimulate research

into pertinent issues and stimulate conversations on the direction of South Africa's future international engagement.

The White Paper uses the framework of *Building a Better World: the Diplomacy of Ubuntu* to explain how South Africa's foreign policy is shaped by collaboration, cooperation and partnership over conflict. It also reflects on the inter-relationship between national interests and values.

Further, it holds that the pillars of South Africa's international relations and cooperation policy are a better South Africa in a better Africa, enhanced South-South cooperation, constructive multilateralism, mutually beneficial economic diplomacy as well as sustaining and further building partnerships with the North.

In our new *White Paper on South Africa's Foreign Policy*, a chapter is dedicated to South Africa's values and national interests, where special emphasis is placed on South Africa's human rights posture.

Explicit mention is made of the fact that upholding human rights principles is central to South Africa's national identity. In addition, the White Paper emphasises the importance of strengthening the conceptual framework to articulate the advancement of South Africa's economic interests and development in conjunction with our sister national departments and the international community.

The White Paper further elaborates on the direct link between international relations and cooperation policy, and South Africa's socio-economic development needs, with specific mention that the political, economic and social rights and interests of South Africans are determining factors to South Africa's international relations and cooperation policy. In the chapter on economic diplomacy, it is clearly stated that the focus of South Africa's international engagements must include the creation of sustainable jobs and scaled-up investments in employment-intensive sectors.

After an extensive process, the draft White Paper was submitted to Cabinet and approved on 10 August 2011. While there is no specific legislation mandating the tabling of white or green papers in Parliament, tabling of the White Paper will, however, ensure that South Africa's International Relations and Cooperation Policy is discussed and approved by Parliament.

Once the White Paper is approved by Parliament and signed into law by the President, South Africa will have an Act that guides our international relations and cooperation activities wherever we go. 🌐

**\*Clayson Monyela is Deputy Director-General at the Department of International Relations and Cooperation.**

# Leading the march towards a clean and responsive public service

Writer: Dumisani Nkwamba\*

**F**rom improving the effectiveness of frontline staff to designing new business processes and pre-empting corruption, public service managers have a one-stop, in-house resource that enables both personal and organisational growth. Hosted under the theme *Transformative Leadership in Public Administration and Governance: Creating a Better Future for All; My Public Servant – My Future*, this year's annual Public Service Week (PSW) crusade put more emphasis on action and collectivity by launching ground-breaking anti-corruption mechanisms and integrating the sector's flagship events and initiatives, such as the Senior Management Service (SMS) Conference, Project Khaedu, GovTech Conference and Public Service Trainers' Forum back-to-back in what could be called as Public Sector Month.

The PSW is an annual event led by the Minister of Public Service and Administration, during which public servants from all government spheres participate in renewing the commitment to proudly serve the citizens of South Africa, based on government's Batho

Pele principles which put citizens first.

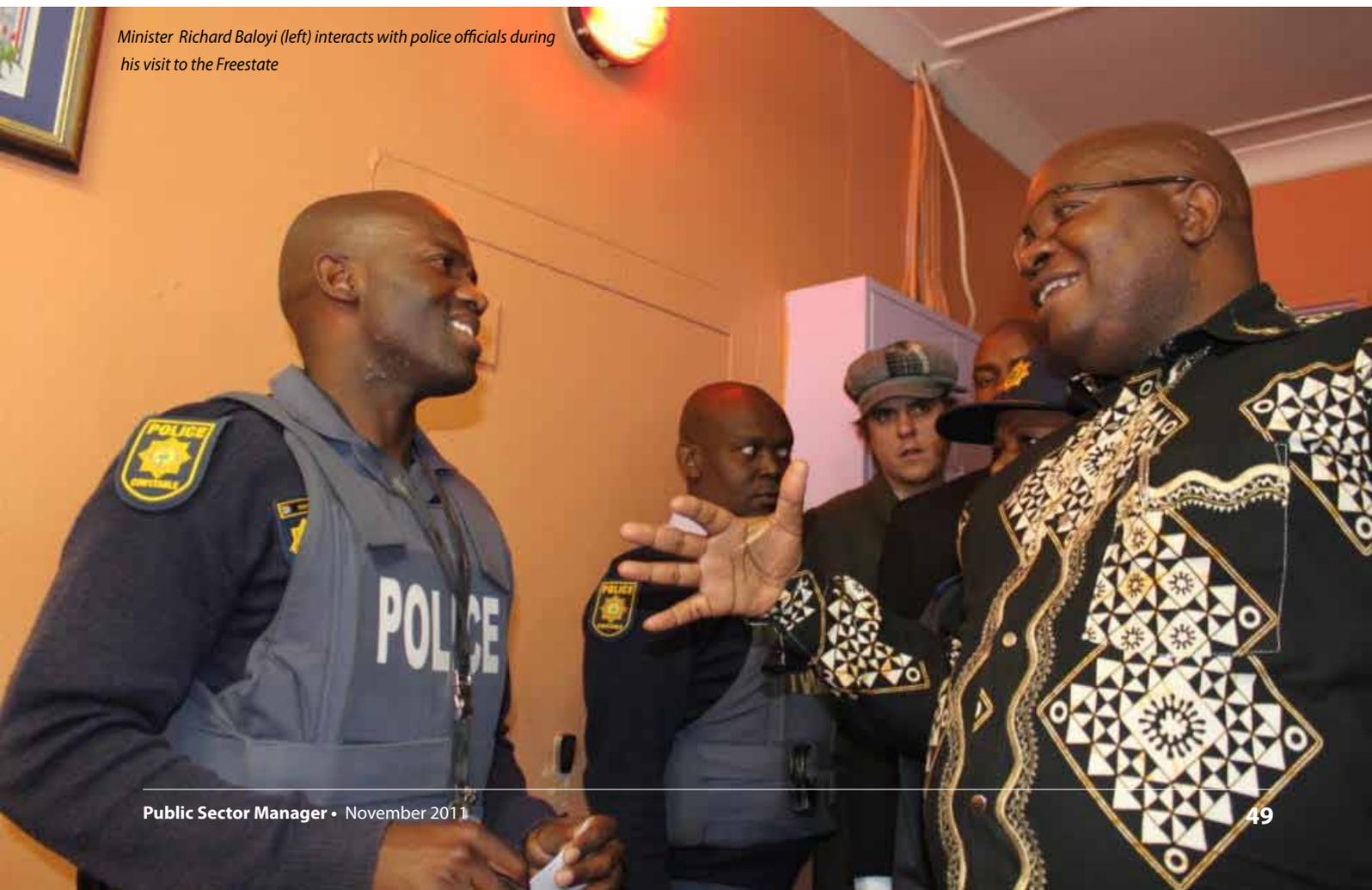
The PSW 2011 was preceded by the GovTech Conference, themed *Connected Government: Working Together to do More*. In his address, Minister of Public Service and Administration, Richard Baloyi, emphasised that "connected government implies improving the internal workings of the various public sector institutions, and the information and communications technology (ICT) systems that they use to better manage work-flow and processes, eliminate duplication and bureaucracies and ensure faster turnaround times".

True to the objectives of Batho Pele, the nationwide PSW was led by Baloyi, who embarked on random inspections of the quality of service and working conditions at two police stations in Mangaung, the Free State capital.

In fulfilling one of the PSW's traditional objectives, the Minister and his senior managers spoke to about 350 lower-level public servants from various departments in the Free State.

... continued on page 51

Minister Richard Baloyi (left) interacts with police officials during his visit to the Freestate





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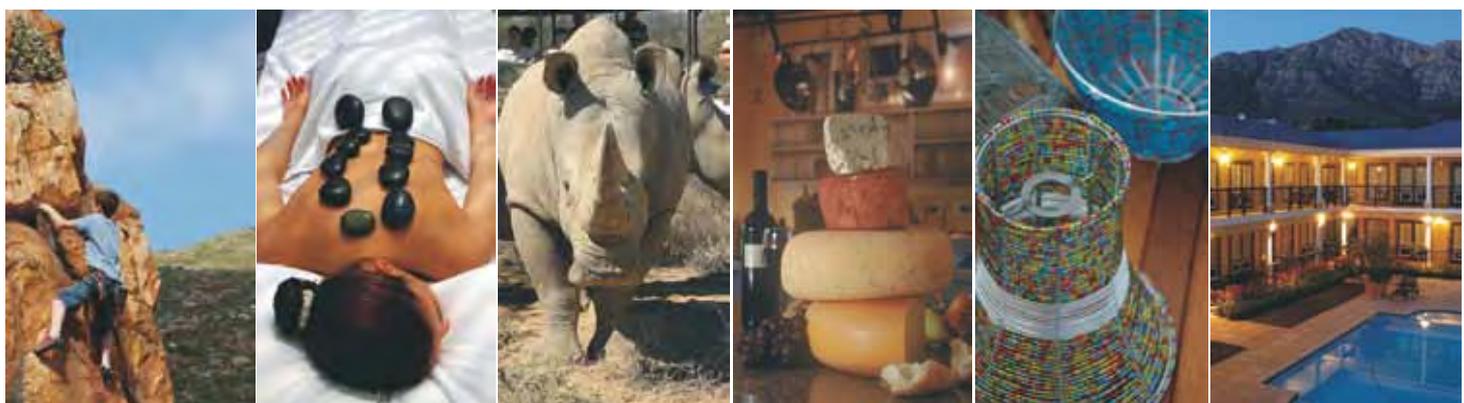


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a sense of pride and create in them a positive image of whom they serve.

This campaign places public servants at the centre of delivering quality services to citizens in line with the values of our Constitution.

The campaign promotes high standards of professional ethics; impartial, fair, equitable and bias-free service; and efficient, economical and effective use of resources.

The campaign is directly linked to the Batho Pele principles and public servants will be able to recommit themselves to an efficient public service through training programmes in professionalism.

The Integrity Management Framework provides for the management of a potential conflict of interest among senior managers in the Public Service through the more effective electronic disclosure mechanism.

Through this framework, the Ministry for Public Service and Administration is considering whether public servants should be made to choose between being in business or in the Public Service. A cooling-off

period for former public servants who want to do business, particularly with government, is also being considered.

Launched during the roundtable discussion session, the e-Register forms part of the Integrity Management Framework and will, once fully implemented, play a major role in managing potential conflict of interest among public service employees.

In terms of the e-Registration framework, which will apply to all public servants, electronic disclosures of business and financial interests will be much more stringently monitored to improve on the current system.

According to Baloyi, this is a step closer to achieving zero-tolerance of corruption in the Public Service.

The Integrity Management Framework will enhance the work of the PSACU. Launched as a pilot in 2010, the PSACU will, once fully operational, work closely with the existing legal units, and investigators will undergo intensive training.

The soliciting and/or acceptance of gifts or the failure to properly declare them has also come under the department's scrutiny.

Throughout the PSW, Baloyi stressed the need to ensure that service delivery is enhanced by putting citizens at the centre of public service planning and operations. It is a fundamental step in accelerating the implementation of policies undertaken by government in its journey to create a better life for all through quality services, products and programmes. <sup>SM</sup>

**\* Dumisani Nkwamba is the Spokesperson for Minister Richard Baloyi who has since become Minister of Cooperative Governance and Traditional Affairs.**

Addressing the public servants, Baloyi emphasised that, "government needs to know where public servants are and listen to them in an effort to improve relations between employer and employee".

The engagements, as in the SMS Conference that followed, centred on the Ministry's drive for a clean public service under such campaigns as *My Public Servant, My Future*, the Integrity Management Framework, the Public Service Anti-Corruption Unit (PSACU), as well as advancing the cause of an effective, efficient and developmental public service and an empowered citizenship through the use of ICT.

During the two-day SMS Conference, senior managers from both national and provincial departments discussed in detail challenges identified at service delivery points during the two days of Project Khaedu deployment, as well as possible interventions.

These engagements were followed by a wrap-up roundtable conference bringing together the then Minister, senior government officials, leaders of civil society, business and academia, which also saw the launch of the e-Register of Financial Interests.

In its mandate to reposition government as a developmental state and properly nurture public servants as agents for delivery, Baloyi unveiled *My Public Servant, My Future* to instil in public servants

# Staying on course with service delivery training



Writer: Professor Lekoa Solly Mollo\*

Photo: Courtesy PALAMA

**F**rom improving the effectiveness of frontline staff to designing new business processes and pre-empting corruption, public service managers have a one-stop, in-house resource that enables both personal and organisational growth.

The Administration Training Unit of Palama thePublic Administration Leadership and Management Academy is constantly developing training and development interventions designed to improve service delivery and support good governance.

This training reinforces the basic Constitutional values and principles governing public administration, namely that:

- public administration must be governed by a high standard of professional ethics
- efficient, economic and effective use of resources must be promoted
- services must be provided impartially, fairly, equitably and without bias
- public administration must be accountable, responsive and open
- transparency must be fostered by providing the public with timely, accessible and accurate information.

Palama's Administration Training Unit seeks to achieve the above by providing training and development interventions that are related to the improvement of service delivery and supporting good governance.

## Service delivery improvement training

Service delivery remains one of the major challenges facing all spheres of government. In response to these service, Palama offers training programmes that will ensure that public servants are equipped to respond to them.

Chapter 4 of the *Senior Management Service (SMS) Handbook* states that all SMS members must, during every performance review cycle, visit the coalface of service delivery and participate in activities to find solutions to service delivery challenges at key government sites.

In response to this, Palama offers Project Khaedu, an action learning programme that equips managers with process design, organisational effectiveness and change management skills, which enables them to deal with service delivery challenges.

The course comprises two modules. The first deals with *Methods and Perspectives* and in the second, attendees are required to complete a field assignment.

The *Methods and Perspective* module is a five-day contact session that equips managers with core skills required to solve service delivery problems in a systematic manner; it combines interactive engagements, group challenges and reflections to create space for rapid-paced learning.

The *Field Assignment* module is another five-day session following after six weeks, during which managers visit service delivery points where they practically apply what they have learned during the methods and perspective module. Project Khaedu is accredited and carries nine credits on National Qualifications Framework (NQF) level 5. After the successful completion of the programme, participants receive a Certificate of Competence.

... continued on page 54



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It is likely that you will contract and survive a major illness, such as cancer or heart disease, before you die. Dread disease cover, and especially its peripheral benefits, are often misunderstood.

"The financial security and psychological peace of mind that accompany some of today's sophisticated dread disease products should command the attention of all thinking, responsible South Africans," says Karabo Morule, Marketing and Strategy Manager at Old Mutual.

Statistics demonstrate the high likelihood of contracting and, more importantly, surviving a major illness such as heart disease or cancer. "While medical schemes help to meet medical costs associated with the illness, a need stems from surviving major illnesses and paying for post-event services."

For a severe illness such as breast cancer, risk insurance will probably cover most of the expenses of reconstructive surgery. However, trauma counselling and the depression that most patients face as a result of their body being operated on to survive the cancer are often overlooked.

Breast cancer research is making new advances every year, even though there are still many unanswered questions surrounding the disease. With the majority of breast cancer patients being over 50, the disease is often viewed as an older woman's disease, yet many women in their 20s and 30s are being diagnosed on a daily basis. This could have psychological implications for their families, as many of these women may have young children who may not understand the severity of the disease.

Depression strikes some 25% of all cancer patients and can deplete one's immune system, weakening the body's ability to cope with disease. "Patients fighting both depression and cancer feel distressed, tend to have trouble with everyday tasks, and often can't follow medical advice."

She cautions that such impacts apply independently of any staging and grading of the cancer.

"It is vitally important to have a risk product ensuring that you not only get reconstructive surgery, but that both you and your family have 24-hour assistance throughout and after the entire event. It is so reassuring to have someone there when the what-to-do, where-to-from-here moment overwhelms you and you are desperate for access to a comprehensive network of assistance. Against this backdrop, Old Mutual developed Greenlight CARE 4U, a risk benefit which provides advice, access to expertise, counselling and legal information," adds Morule.

She reveals that in 2010 alone, Old Mutual paid out R2,6 billion, equivalent to R10,5 million every working day. According to claim statistics, a further R53 million was paid out even before the first premium was received. "Provided that a customer has disclosed all relevant information pertaining to the cover, a high payout rate provides reassurance. Knowing that you will be covered fully in the event of disability or ill health, and that your family will be taken care of should you pass away unexpectedly, provides peace of mind," adds Morule.

Old Mutual's philosophy is that illness benefits are about covering lifestyle adjustments when you need it most at mild severity levels. "Having adequate cover is indeed a lifesaver. Old Mutual follows the holistic approach, offering you must-have, potentially life-changing aid for when life happens," concludes Morule.

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Another interesting course is Excellent Customer Service for Frontline Staff. This targets frontline staff as well as entry-level supervisors that have to either provide or manage frontline services in government departments and municipalities.

This three-day course offers an interactive opportunity for participants to develop the required competencies to deliver quality customer service in line with government's Batho Pele focus. The course is accredited and carries six credits on NQF level 4. A Certificate of Competence is issued to participants after successful completion of the course.

### Good Governance training

In heeding the call of President Jacob Zuma to speed up service delivery and ensure more effective implementation of the national priorities, the training in good governance seeks to build human capacity to enable departments to respond to the transformational imperatives that underpin service delivery and to improve it through vigorous and sustained transformation of the mind-set of public servants.

Palama contributes through the provision of high-quality and relevant capacity-development programmes, as well as appropriate change management interventions in priority areas such as gender mainstreaming, diversity management, the promotion of professional ethics as well as the implementation of the Public Service Anti-Corruption Strategy.

Palama offers various ethics and anti-corruption training programmes for all spheres of government.

The objective of the anti-corruption training programmes is to create an ethical organisational ethos in departments as well as implement the Public Service National Anti-Corruption Strategy approved by Cabinet in January 2002. This strategy prescribes that minimum anti-corruption capacity must be established in all national and provincial departments. The ethics and anti-corruption programmes consist of the following:

- **Ethics Management for Local Government:** The course provides a basic overview of ethics management within municipalities. It must be stressed that it is not primarily an ethics course, but focuses instead on how to manage ethics. It is designed predominantly to assist those people in municipalities who will play a role in ethics management, corruption prevention and ensuring high standards of professionalism within their organisations. This is a non-credit bearing course presented over two days.
- **Promoting Anti-Corruption in the Public Service:** This course is intended for capacity-building of all employees in the public sector, including those who perform anti-corruption duties in senior, middle and junior management positions. The course is presented over four days, is accredited and carries five credits on NQF level 4. After the successful completion of the course, participants receive a Certificate of Competence.
- **Anti-Corruption for Practitioners:** The purpose of this course is to build the capacity of anti-corruption practitioners within the Public Service. As part of the course, anti-corruption practitioners will use critical thinking and reflection to customise an anti-corruption strategy at operational level for a public sector component. In addition, the design and de-

velopment of customised anti-corruption programmes and implementation plans will take into account the transformation agenda and strategic objectives of the Public Service. This course is presented over four days, is accredited and carries five credits on NQF level 5. A Certificate of Competence is issued to participants after successful completion of the course.

Other key programmes that are offered include training in Gender Mainstreaming, Diversity Management and the Promotion of Administrative Justice Act (PAJA):

#### Mainstreaming Gender in the Public Service

This four-day accredited course (10 credits on NQF level 5) is transformative and seeks to enable participants to integrate gender considerations into their daily planning activities across all levels of the public sector.

The learning material conveys best practices, strategies and tools for integrating a gender perspective in all aspects of the department, as well as the capacity to translate global political commitments into practice.

The Diversity Management Course is a three-day non-accredited training course that equips participants with the skills they need to strategically manage diversity within the workplace.

### Implementing PAJA for Managers in the Public Sector

Government has addressed the need for fairness in service delivery through a number of initiatives, which include the paja, 2000. However, research indicates that compliance by departments with the provisions of the Act is disappointing. Despite the statutory requirement, few departments have provided training to their employees on how to advise the users of government services of their rights. Palama's three-day non-accredited course guides managers and decision-makers in the public sector on the requirements for arriving at lawful, reasonable and procedurally fair decisions and providing written reasons.

These courses and programmes enable the Public Service to preserve the Constitutional values and principles governing good public administration and improve the quality of services delivered to its clients, the citizens of South Africa. 🌐

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**\*Professor Lekoa Solly Mollo is the Director-General of Palama.**

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*Agriculture, Forestry and Fisheries Minister Tina Joemat Pettersson addressing delegates at the African Ministers Conference on Climate-Smart Agriculture.*

# Climate-smart agriculture an African priority

Ensuring food security in a changing climate is one of the major challenges facing the globe in the 21st century and for Africa to achieve its development goals, climate change adaptation is a priority, writes **Nthambeleni Gabara**.

*Photo: Samuel Kgatla*

**A**griculture is undoubtedly the most important sector in the economies of most non-oil exporting African countries. It constitutes approximately 30% of Africa's gross domestic product and contributes about 50% of the total export value, with 70% of the continent's population depending on the sector for their livelihood. It is also a major cause for climate change, directly accounting for approximately 15% of greenhouse gas (GHG) emissions or as much as approximately 30% when considering land-use change, including deforestation directed by agricultural expansion for food, fibre and fuel production.

For these very reasons, agriculture is critical to achieving global climate goals.

The world, including Africa as the greenest continent, stands to benefit from climate-smart agriculture because of the vulnerability of rural populations to climate change and their dependence on agriculture for livelihoods.

Some 650 million people on the African continent are dependent on rain-fed agriculture in fragile en-

vironments that are vulnerable to water scarcity and environmental degradation.

Africa is leading the way in putting this issue on the global political agenda and focusing on early action.

The Minister of Agriculture, Forestry and Fisheries, Tina Joemat-Pettersson, has placed the concept of climate-smart agriculture in the spotlight, realising that a robust debate on climate change and its impact on agriculture is crucial to the survival of the continent and its people.

"Millions of hungry and starving individuals have their hopes invested in us. Despite our serious challenges, we still have hope. It is vital to take account of agriculture, food security and land in the climate-change negotiations," she says.

Joemat-Pettersson hosted the African Ministers in Agriculture Conference on Climate-Smart Agriculture in Johannesburg in September with the objective of sharing perspectives among the leadership, exploring challenges and identifying new opportunities for agriculture in Africa.

Themed *Climate-Smart Agriculture Africa: A Call to Action*, the conference was part of the build-up to the 17th Conference of the Parties (COP17) of the United Nations Framework Convention on Climate Change (UNFCCC).

African ministers responsible for agriculture are hoping to use

... continued on page 59

# City of Ekurhuleni Africa's Aerotropolis

City of Ekurhuleni boasts a range of picturesque golf courses that offer not only a good round of golf, but also an environment of peace and tranquility. With more than 15 golf courses, ranging from 18 to 27 holes, dotted around the city to choose from, Ekurhuleni can certainly be seen as a golfing destination of note. From 24 to 27 November, the city will host the 2011 SA Open Championship at Serengeti - the first 27 hole signature course in Gauteng.

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COP17 to push for the adaptation of a climate-smart agriculture concept. Climate change is one of the greatest environmental challenges facing the world, and nearly decades of UN negotiations on the phenomenon have thus far failed to find an absolute approach to curbing the release of GHGs.

"As African ministers responsible for agriculture, we will be going to the COP17 Conference with one idea of pushing for climate-smart agriculture. Speaking in one voice on agriculture as African ministers, food security, adaptation and mitigation will be our key focus areas for 'climate-smart agriculture' at the conference," said Joemat-Pettersson.

According to the Minister, climate-smart agriculture, which is a fairly new concept on the continent, includes proven practical techniques and approaches that can help achieve a triple win for food security, adaptation and mitigation.

Climate-smart agriculture seeks to increase productivity in an environmentally and socially sustainable way, strengthen farmers' resilience to climate change and reduce agriculture's contribution to climate change by reducing GHG emissions as well as increasing carbon storage on farmland.

"We agreed to call upon COP17 to establish an agriculture programme of work that covers adaptation and mitigation," she said.

The ministers agreed that food security, poverty and climate change were closely linked and should not be considered separately.

"There was also an affirmation that Africa's priorities are to implement climate change programmes and projects to attain development goals, including the millennium development goals, in particular the eradication of poverty with emphasis on achieving food security, especially for the most vulnerable groups," she said.

The conference called on African countries and partners to accelerate the implementation of the Comprehensive African Agricultural Development Programme (CAADP) by increasing financial support to their respective countries' agricultural invest-

ment plans towards climate-smart agriculture.

There was also a call for the African Union and other partners to mainstream climate change principles into the CAADP and to further support a climate change adaptation-mitigation framework.

The United Nations Food and Agriculture Organisation's Assistant Director-General, Alexander Muller, told the conference that Africa had taken the global lead in bringing together agriculture and climate change.

"It is a signal of utmost importance that Africa has put climate-smart agriculture high on the political agenda," he said.

However, he said, Africa could only successfully implement the concept of climate-smart agriculture if the international community met its promises to support climate change adaptation and investment in agriculture.

"Agriculture and climate finance have to be brought together. Handling one at the time is not going to help enough to meet the multiple challenges. Urgent action is needed and you can count on our organisation's support," Muller told the African delegates.



*Agriculture, Forestry and Fisheries Minister, Tina Joemat Pettersson, left and International Relations and Cooperation, Minister Maite-Nkoana Mashabane at the African Ministers climate-smart agriculture conference.*

Also in attendance was COP17 President and Minister of International Relations and Cooperation, Maite Nkoana-Mashabane, who said the world gathering in Durban offered a unique opportunity for Africa to shape the global climate agenda and establish an agriculture work programme that is informed by science and covers adaptation and mitigation.

According to Nkoana-Mashabane, agriculture has the potential to cost-effectively mitigate GHGs through changes in agricultural technologies and management practices. "Improvements in water conservation and demand management and its spatial distribution will exacerbate the need for better water harvesting, storage and management."

On COP17, the Minister said: "It is critical that we have to start looking beyond this highly anticipated event. We need to link climate change, food security and poverty; we need to engage on emerging issues, including finance and technological support, and approaches such as climate-smart agriculture that are geared towards addressing food security, adaptation and mitigation."

The conference in Durban later this month will focus on issues such as incorporating agriculture into the climate change negotiations at the UNFCCC; identifying new financing opportunities; expanding research, risk management and measurement methodologies; enhancing information and knowledge exchange; and establishing early action plans to identify and upscale best practices. ☺

# CLIMATE CHANGE RESPONSE EXPO

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Hosted by the Department of Environmental Affairs, the Expo is the main public space alongside the momentous climate change talks at the Durban International Convention Centre.

The CCR Expo, our Climate Response Exhibition, is definitely a place to visit when it opens on 27 November to 10 December, 2011, operating from 09:00 to 21:00 daily alongside the Seventeenth Conference of Parties to the UN Framework Convention on Climate Change and the Kyoto Protocol (COP17/MOP7).

The exhibition is a masterpiece in both content showcase and architectural design, and will provide a taste of the work being done across the country and globally by various government and its social partner in addressing the threat of climate change.

The Exhibition will be a showcase of actions and in finding new methods of addressing global development targets in a manner cognisant for the need to adapt and mitigate against climate change.

Highlights of the side-meetings which will be hosted in the conference facilities of the Expo include the **World Economic Forum Presidential Roundtable on Green Partnerships**, the World Mayors Summit, as well as other dialogues and discussions reinforcing the formal negotiations.

CCR EXPO will boast more than two hundred exhibitors showcasing more than a thousand goods, services, technologies and programmes – it will surely be a space to learn, network but also sit and relax, in the various hospitality spaces created true to the welcoming spirit of South Africa.

“An opportunity of the magnitude of COP17 clearly required an appropriate response from those who have made climate change the business of their business”-  
**Edna Molewa, Minister of Environmental Affairs**

[www.environment.gov.za](http://www.environment.gov.za)



**environmental affairs**

Department:  
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# DURBAN

2-4 December 2011 - eThekweni City Hall

## LOCAL GOVERNMENT CONVENTION

The South African Government, through the South African Local Government Association (SALGA), South African Cities Network (SACN), eThekweni Municipality and the Department of Environmental Affairs have partnered with ICLEI – Local Governments for Sustainability in hosting the Durban Local Government Convention: adapting to a changing climate – towards COP17/CMP7 and beyond.

ICLEI acts as the focal point of the Local Governments and Municipal Authorities (LGMA) constituency to the United Nations Framework Convention on Climate Change (UNFCCC) since 1995, and leads the Local Government Climate Roadmap process since 2007.

The Department of Environmental Affairs, as the leader of the South African government delegation to the UNFCCC, and its local government partners have recognized the need to mobilise the participation of local governments in the COP17/CMP7

The Convention is strategically timed to take place during the UNFCCC COP17/CMP7 to be held later this year in Durban, South Africa. Building on the recognition of local governments as the governmental stakeholders in the Cancun Agreement, local governments and their associations will convene to elaborate on the outcomes of the Resilient Cities 2011 Congress, focusing on understanding and improving the profile of adaptation as a critical tool in achieving local developmental and sustainability objectives

**Registration forms are available at**  
**[www.iclei.org/africa](http://www.iclei.org/africa)**

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# Greening the economy

On the eve of the United Nations Framework Convention on Climate Change Conference of 17 Parties (COP17), the dialogue around it has been dominated by concepts such as sustainable development, carbon footprints and a relatively newer one – the green economy. **Mbulelo Baloyi** unpacks this concept and what it could mean for South Africa's job-creation imperatives.

**G**overnment's job-creation blueprint, the New Growth Path (NGP), has identified six priority areas as part of the comprehensive ongoing programme to create jobs.

Speaking to participants at labour and business summits earlier this year, the Minister of Economic Development, Ebrahim Patel, outlined how jobs would be created through a series of synergies between the private sector and government.

The Minister said that one of the priority areas was a job-creation programme in the green economy, adding that the green economy focused on expansions in construction and the production of technologies such as solar and wind energy, and biofuels.

Clean manufacturing and environmental services could create 300 000 jobs over the next 10 years. "Government and business need to work together on concrete plans to develop the economy and drive green jobs. The green economy is central to South Africa's plan to grow its economy and create jobs through green industries and environment-friendly initiatives," says Patel.

Using incentives offered by the Department of Economic Development's Industrial Development Corporation (IDC) such as the R10-billion Jobs Fund as announced by President Jacob Zuma during the State of the Nation Address earlier this year, government hopes to create 40 000 to 50 000 jobs through loans to entrepreneurs.

The Economic Development Department has targeted some sectors of the economy as part of the drive to create a green economy.

"Over the past century and a half, industrialisation across the world was carbon-based and in many cases energy inefficient. This had to do with how we build cars, dig for minerals, generate energy or build houses. Most of the industrialisation that has taken place has been carbon-based," says Economic Development Department Communication Specialist, Zubeida Jaffer.

She says government sees opportunities across the economy, from transport and construction to energy-generation and manufacturing, to change to this new form of economy.

"The energy required to manufacture a product from raw material to a saleable product will have to be reduced by looking at all aspects of its value chain, including logistics, transport and improving the way products are processed and final articles are produced. Innovation in production methods, improved use of materials and processes, as well as a reduction in waste and better recycling of products can all ensure that the way South African products are manufactured cleaner and greener with less impact on greenhouse gas (GHG) emissions and climate change," says Jaffer.

"Jobs are also being created by expanding existing public employment schemes to protect the environment. The Integrated Resource Plan for Electricity (IRP2) aims to use renewable energy to open up major new opportunities for investment and employment in manufacturing new energy technologies as well as in construction."

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The IRP2 is currently under development by the Department of Energy and will look at the electricity demand forecast for the next 20 years and determine exactly how this will be met. The main strategies to achieve these targets are:

- comprehensive support for energy efficiency and renewable energy as required by the IRP2, including appropriate pricing policies, combined with programmes to encourage the local production of inputs, starting with solar water heaters
- public employment and recycling schemes geared towards greening the economy
- stronger programmes, institutions and systems to diffuse new technologies to small, medium and micro-enterprises and households
- greater support for research and development and tertiary education linked to growth potential and developing South Africa as the higher education hub for the continent.

The type of jobs will vary per sector and the required level of skills and training depends on the activity, but it includes artisanal, engineering as well as production and technical jobs.

Asked how government will balance environmental concerns and job creation, Jaffer says government recognises that green-led industrialisation, based on today's technologies, will cost more than coal-based industrialisation.

"For this reason, we are advocating a global deal for developed countries to support efforts in the global south by making funding and technologies available. At the same time, if we do not act, and make our contribution, then future generations of South Africans will pay a high price through climate change that can devastate livelihoods.

"The available scientific evidence is compelling and we need to invest now for a more sustainable future. If we act now, we can also seize the opportunities – throughout human history, crises created new development trajectories – sometimes political, sometimes economic. We are at the cusp of such a moment now and South Africa needs to take bold steps."

South Africa has already pioneered some green technologies, though not on the scale required. Government is now planning very significant investments, in technology development as well as production capabilities, to drive opportunities in the green economy.

"Projects ranging from demand-side management by Eskom, to rolling out one million solar water heaters by 2014, to the consideration of large-scale solar-power farms in Upington in the Northern Cape, will fast-track the migration of South Africa to a greener industrial base," says Jaffer.

She adds that the department's development finance institution, the IDC, plans to play a leading role in the development of the green economy through investments in green industries.

"It will implement the agenda of the NGP through targeted investments in developments related to energy efficiency, renewable energy; fuel-based green power, emissions and pollution mitigation and biofuels."

Government and the private sector will also have to explore new, innovative ways to produce products and services faster, cleaner and more efficiently across the technological spectrum.

"This involves the development and commercialisation of new, advanced materials such as bio-composites that are recyclable and based on organic materials, or lighter but stronger materials that do not require heavy industrial processes to be produced."

Government is also looking at advanced electronics that permit the intelligent use of power or sensors that can control or regulate drive systems, motors in mines or in vehicles, or alternate energy products such as wind turbines, which are critical to a greener future.

Jaffer says the energy mix for South Africa's future includes biofuels and bio-diesel that offer opportunities for agricultural development and rural development.

Government is looking at how to ensure security of supply and greater localisation through local manufacturing of the technology or its application. Through the IDC, government intends to invest more than R22 billion on green enterprises that seek to support South Africa's new energy mix as well as novel solutions for various sectors, including mining and transport.

The Economic Development Department has identified the area of mining as another where new technologies related to carbon sequestration offer the opportunity to reduce GHG emissions. It is also looking at development and investment in mass transport and rail to make the transport sector greener. Overall, the department is gearing up for maximum localisation of manufacturing and jobs. ☺



Zero emission bike powered by hydrogen fuel cells

# Winning key battles in the **war on crime**



Minister Nathi Mthethwa

Writer: Mbulelo Baloyi

**A** new culture of professionalism, improved investigations and greater community involvement in the fight against crime are among the key drivers of the remarkable decrease in crime statistics over the past two years, says the Minister of Police, Nathi Mthethwa.

In a wide-ranging interview with *Public Sector Manager* in the wake of the release of the 2010/11 crime statistics, Mthethwa said another breakthrough intervention was the extension of the training of policemen and women from one year to two years.

"We have done so primarily because we feel that there are aspects of policing that have to be included in the curriculum," says the Minister. "One such aspect is the investigative

... continued on page 67

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capacity. We want to ensure that even though someone is not a detective, he or she has basic detective skills."

The 2010/11 fiscal year saw a decline in the incidence of key categories of crime, including contact crime (against a person), which went down by 6,9% compared to the year before.

Murder, which was around the 20 000 mark about a decade ago, dropped to 15 940 cases recorded during the period under review.

"Murder is just one aspect, but there is a whole host of crimes, such as the trio crimes (house robberies, business robberies and vehicle hijackings) where we are making progress. We recorded a 10,7% decrease in trio crimes and are definitely making serious dents."

The Minister says that as the police force intensifies its fight against certain categories of crime, the inevitable result sees the displacement of crime, where new forms of crime emerge.

"The more resources you put into fighting a particular crime, the more there tends to be a shift to other crimes."

He cites examples of the decline in the number of bank robberies over the past two years and the emergence of cyber-crime, where international syndicates with sophisticated equipment are now targeting South Africa, using the Internet.

"We are finalising our policy on cyber-crime. Our Hawks, working with our Commercial Crimes section, are making headway on this aspect of crime."

Asked about corruption involving police officers, Mthethwa said the fact that these incidents were known and corrupt officers were routinely arrested represented progress in keeping the ranks clean.

"For me that is very positive, because it could have been a situation where nobody knows that there are police who are doing wrong. But because within the South African Police Service (SAPS), you have dedicated men and women who wake up every day

knowing that their mission is to serve and protect the inhabitants of this country, you will see this kind of development. I would say that they should continue unashamedly to arrest anybody who finds himself on the wrong side of the law, even it means it is their colleagues."

He adds that part of the new plan in the fight against crime includes the enhancement of human resource development and attracting a new cadre of police officer.

"We are focusing our energies on a strategy that will try to satisfy our philosophy that we only attract police officers who want to join the force with the view that they remain with us from the time of recruitment to retirement. We are looking at a new cadre of police recruit who is upright and has potential."

The SAPS has done away with the corruption-prone procedure of having a single recruiting officer in each province, which lent itself to brown envelopes exchanging hands.

"We are strengthening our community policing forums (CPFs) to vet potential recruits. Our CPFs in various policing clusters will be actively assisting us in recruiting new trainees. They will vouch for

***"We are finalising our policy on cyber-crime. Our Hawks, working with our Commercial Crimes section, are making headway on this aspect of crime."***

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## 9 THINGS EVERY SOUTH AFRICAN SHOULD KNOW

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



the good standing within that particular community of any potential trainee, so that we avoid finding ourselves with undesirable elements who join the police with ulterior motives.”

It is against this background that new recruits also spend an additional year in training, starting this year. They are schooled in all aspects of policing, including investigation and being detectives. The Minister explains that this ensures that every functional police officer has basic knowledge of how a statement should be taken, and how to secure a crime scene so that vital clues are preserved.

“While interventions have helped to make progress in the fight against some crimes, we still have a challenge with social crimes such as rape and child abuse, because there are other societal factors that inhibit our investigations. That is why we have a joint initiative led by the Department of Social Development, particularly where it relates to dysfunctional families, alcohol and drug abuse. These are societal problems and as police we can only attend to the resultant problem, not the underlying symptoms – hence the involvement of the Department of Social Development.”

The 2010/11 statistics revealed a decrease in drug use, partly as a result of proactive police action, where suspects were arrested during cordon-and-search and roadblock operations.

“We emphasise the need to strengthen the partnership with members of the community. It is crucial that they work together with the police to expose these kinds of crime, because we believe that if matters are reported at that level, you are sure to secure convictions. We are saying that if there is going to be any measured success of partnership with our community, it is in working together to get rid of the scourge of crimes such as rape within our society.”

The Minister also anticipates a stronger, more effective iteration of the watchdog Independent Complaints Directorate (ICD), which will soon be known as the Independent Police Investigative Directorate (IPID) and will report to the Police Ministry.

“The reason for this change is that the ICD had challenges. It would investigate matters and recom-



mend action to be taken to the police management, but in some instances there was no willingness to follow such recommendations; hence it was seen as toothless. The new IPID is going to be reporting directly to the civilian structure, namely the Ministry. The ICD worried itself with complaints and eventually became a complaints forum.”

The Minister is satisfied with the accuracy of the crime statistics, saying even pessimists who tended to challenge the statistics in the past had been silenced.

“We have seen an improvement in the collating of information for crime statistics purposes. Even our detractors, including (some) academia, have not been able to challenge us on the accuracy of our statistics and we are certain that by working with our communities and organised business we will defeat the scourge of crime.” <sup>SM</sup>



## Take a Sho't Left, **experience**

*Writer: Refilwe Thobega*

*Photo: Courtesy Sho't Left*

If you are planning that well-deserved and probably long-overdue holiday, you need not look further than South Africa. With its breathtaking views, rolling hills, magnificent coastline and the memorable encounters with the Big Five that many come from afar to experience, our country is the ideal holiday destination – even for those who live in it.

People often think that a holiday involves spending thousands of rands and catching a plane out of the country when, in fact, affordable, fun-filled travel is possible right here.

South African Tourism (SAT) has invested R30 million in the fresh new Sho't Left: There's No Such Thing as a Wrong Turn Campaign. The campaign entails a handful of South Africa's most vibrant, trendsetting artists sharing inspiring stories of their travels within Mzansi and places special emphasis on hidden travel gems that many have heard about but not explored. The campaign is aimed at young, upcoming individuals; couples and families – in fact, everyone who has both the resources and the desire to travel.

"The long-term objective of SAT's domestic strategy, through the Sho't Left Campaign, is to create a culture of travel among South Africans. The short-term objective is to get South Afri-

cans to take shorter breaks in Mzansi more often," says Regional Director of SAT, Phumi Dlomo.

He adds that while SAT's role is to market the country to South Africans, it is still important that they ensure that South Africans are able to easily book an affordable holiday in the country.

"There is interest from South Africans in travelling in their country and they are already travelling in one form or another. Sho't Left helps make it more affordable and accessible," says Dlomo.

Through the campaign, travellers have access to information on where to go, enjoyable activities to keep them busy and travel deals that will ensure they do not spend a fortune.

The Tourism Growth Strategy aims to make tourism the leading economic sector in South Africa and so promote the sustainable economic and social empowerment of all South Africans. South Africa is marketed as an integral part of Africa and particularly the subcontinent of southern Africa.

To accomplish these goals, SAT commits to



# Mzansi!

meaningfully contribute to the Government's objectives of increased gross domestic product growth, sustainable job creation and redistribution and transformation by:

- increasing tourist volume
- increasing the geographic spread, length of stay and tourist spend
- improving seasonality arrival patterns
- working to transform the industry so that historically disadvantaged South Africans may benefit from the sector.

Domestic tourism is critical in generating the bulk of the country's tourism revenue, and creating and sustaining much-needed jobs in the industry. When you travel in South Africa, you create jobs, invest in our economy and support a vibrant industry that is rapidly becoming a benchmark for international excellence.

Dlomo admits that there have been challenges. "Getting South Africans to spend on a holiday versus purchasing a new accessory, be it a TV or



a cellphone, is the biggest challenge. Another challenge is ensuring that South Africans understand that when travelling to a different province to see friends and family, they need to engage in tourist behaviour by participating in leisure activities and visiting leisure attractions."

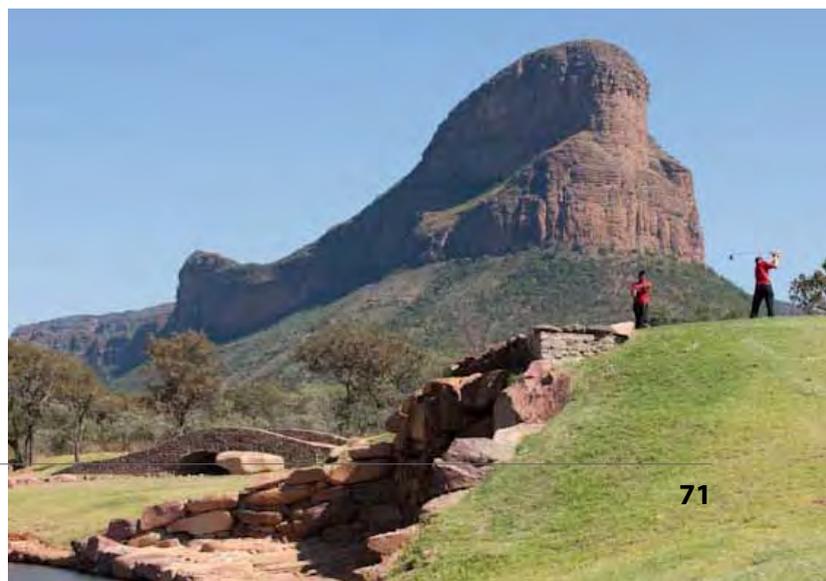
Sho't Left experiences include bus retreats, coastal getaways, city breaks, mountain escapes, countryside meanders, day trips, cultural discoveries as well as sport, adventure and events.

Travel packages are structured to accommodate all preferences and budgets, from backpackers to five-star boutique hotels. At Mountain Lover, for instance, for R1 000 per person, travellers can enjoy accommodation in a beautiful game reserve against the slopes of the Magalies Mountain.

Set on the highest point in the range, the tented chalets each have braai and self-catering facilities, and a patio. Up to four people can be accommodated in the cottages, making it ideal for friends or small families. Game drives are included every morning. This particular offer is valid until 3 January 2012.

It is these and many other packages in all nine provinces that should entice South Africans to travel and learn more about their country. Dhloomo says that it is enriching, surprising, delightful, fun and easy to travel locally. "It also introduces you to new ideas, new people and new places." ☺

For more information on domestic travel and tours, packages and experiences, visit: [www.southafrica.net/shotleft](http://www.southafrica.net/shotleft), [www.facebook.com/shotleft](http://www.facebook.com/shotleft) or [www.twitter.com/shotleft](http://www.twitter.com/shotleft).



# A NEW PLATINUM MINE in South Africa

Wesizwe Platinum is developing the country's next major platinum mine and, in so doing, is transforming from explorer to developer and, ultimately, mine operator.

In May 2011, Wesizwe concluded a financing transaction worth over R6 billion with a consortium comprising Chinese miner, Jinchuan, and the China Africa Development Fund, enabling the company to develop its high quality platinum group metals (PGM) asset on the Western Limb of the mineral-rich Bushveld Complex in the North West province.



*Mr Jianke Gao, Wesizwe's recently appointed CEO*

## BUILDING A MINE

The Frischgewaagd-Ledig mine will be an underground operation anticipated to have an annual PGM production of around 350 000 ounces.

In April 2011, the momentous first blast on site signalled the start of the long-awaited mine development. With the conclusion of the financing transaction, the Frischgewaagd-Ledig project was officially launched on 4 July 2011, setting the benchmark against which future project delivery milestones will be measured. With Jinchuan as an experienced mining partner, it is expected that development will be accelerated to capitalise on the work which started earlier. However, building a mine is a long process and it will be around a decade before the mine reaches full production capacity.

"We are aiming to conclude the shaft sinking contract by year end and sinking is scheduled to start in the first quarter of 2012, after review and approval by the Board," said Mr Jianke Gao, Wesizwe's recently appointed CEO.

## SAFETY A PRIORITY

Wesizwe has an impressive safety record, having worked over a million hours from 2004 to the end of 2010 with only one lost time injury (LTI) during drilling operations in 2007. This unwavering focus on safety continued with the start of early stage mine development in 2010. At the end of June 2011 the Company achieved 281 construction shifts (days) on the site without any injuries.

## COMMUNITY DEVELOPMENT

Since 2008, Wesizwe's community development programme has been defined by its social and labour plan (SLP) commitments. However, the ability of the Company to secure financing for mine development was severely impacted by the global financial crisis. Now that the Company has secured funding it is capable of delivering fully on its SLP obligations.

The key areas for socio-economic development are aligned with local

integrated development plans. These areas include infrastructure development, education and training, local business development, provision of housing and job creation in commercial agriculture and tourism.

## CREATING JOBS

As far as possible Wesizwe will aim to source labour from the local communities and has committed to employment targets in its SLP.

While jobs have already been created for community members in security and during the earthworks programme, in the first five years opportunities will mostly be in specialised civil works related to shaft sinking activities. Full-scale recruitment in preparation for production is only expected from about 2016 onwards. A transparent process will be implemented before the end of 2011 to advance the recruitment of local labour and a recruitment officer has been appointed to ensure this happens.

Wesizwe conducted a skills audit in the area, surveying around 2 400 community

members to assess current level of skills and knowledge. The information will form part of a database used for recruitment purposes and inform priority training needs to ensure that the necessary skills are available as the mine's employment requirements grow.

## BUILDING CAPACITY IN LOCAL BUSINESSES

Enterprise development is the foundation on which a thriving and sustainable local economy will be built to last long after the mine has closed. Supporting local emerging enterprises to the point where they can usefully provide goods and services required for the construction of a mine and to meet community needs is a key focus area for the Company's management team.

A recent audit of Wesizwe vendors highlighted a need for training to build the business capacity of small local enterprises. Wesizwe has crafted a supplier development strategy that includes ensuring that large contractors set aside work packages for local enterprises.

The Company's SLP defines specific targets for the participation of local SMMEs in mine development and these have been shared with contractors. They have to demonstrate, as part of the tender process, how they intend involving local SMMEs and how they will recruit local labour.

## STAKEHOLDER ENGAGEMENT

Wesizwe Platinum has a range of internal and external stakeholders that have a material interest in the Frischgewaagd-Ledig mine. Naturally these stakeholders include government, across various departments and at different levels.

A healthy relationship with the host community, local municipal structures and government at all levels is critical for the successful development of a mine and collaboration with stakeholders is important for Wesizwe to achieve its business and sustainability objectives.



Earthworks



First blast



Pollution control dam

**CONTACT: Kgomotso Tshaka**  
**Sustainable Futures Executive**  
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# Moving up



## **Nkululeko Poya**

**Chief Executive Officer: Railway Safety Regulator (RSR)**

Nkululeko Poya is a civil engineering technologist with 11 years' experience. He specialises in road infrastructure management, railway business management and engineering and project management. Poya worked at Transnet Freight Rail as service design technologist and a track maintenance manager in 2001. Prior to joining the RSR, he was Deputy Director-General (DDG): Infrastructure and Public Transport at the Eastern Cape Department of Roads and Transport.

Poya holds a National Diploma in Civil Engineering from the Cape Peninsula University of Technology and a Bachelor of Technology from Nelson Mandela Metropolitan University (NMMU).

He is currently studying towards a Master's Degree in Business Administration at the NMMU.

His new job entails leading and directing the RSR to achieve its mandate of improving safety performance in the railway industry.



## **Christine Ramphele**

**Deputy Director-General: Tourism Development, Department of Tourism**

Christine Ramphele has held various executive management positions over the years. She joined the Limpopo Department of Public Works in 2009 as head of the department. In 2011, she was promoted to Senior General Manager: Performance Monitoring and Evaluation in the Office of the Premier in Limpopo.

Ramphele holds a Bachelor of Arts Degree specialising in Social Work from the University of the North. Her other qualifications include an Honours Degree in Social Science from the University of South Africa (Unisa), an Extra-Curricula Advanced Diploma in Municipal Governance from the University of Johannesburg and a Master's Degree in Community Developmental Health from Unisa.

In her current position, she is responsible for providing strategic direction, control and management of the Tourism Development branch and managing product and enterprise development.



## **Dr Lesiba Mahapa**

**Deputy Director-General (DDG): Governance and International Relations, Department of Public Service and Administration**

Dr Lesiba Mahapa holds a Secondary Teaching Diploma from Ndebele College of Education; a Higher Education Diploma; a Bachelor of Education (Honours) Degree specialising in Education, Training and Development Education; a Master's Degree; and a Doctor of Philosophy in Psychological Education obtained from the then Rand Afrikaans University. Mahapa started his career as a commercial science educator at Sobantu High School. He was previously Chief of Staff at the Department of Public Service and Administration.

His primary focus as DDG: Governance and International Relations is to improve governance and public administration for enhanced service delivery and advance the Public Service agenda at national, regional and international level.

# the ladder

## **Brent Simons**

**Chief Director: Communication Training and Development, Government Communication and Information System (GCIS)**

Brent Simons holds a National Diploma, and a Bachelor of Technology Degree, in Journalism (Cum Laude) from the Cape Peninsula Technikon. He further obtained a Master's Degree in Communication Studies from the University of Leeds (United Kingdom). He is currently studying towards his Doctor of Philosophy in Public Management at the University of the Western Cape's School of Government Studies. Simons was previously a director in the provincial office of GCIS in the Western Cape, responsible for ensuring that government's key campaigns reach communities through the establishment of partnerships with community-based organisations, community and provincial media, local government, municipalities and all provincial and national government departments.

In his current position, Simons' duties will include conducting surveys to identify communication training and development needs, and coordinating the participation of government communicators in established courses.



## **Nomfundo Mahlangeni**

**Director: Human Resource Management, Department of Labour**

Nomfundo Mahlangeni holds a National Diploma in Human Resources Management from the University of South Africa (Unisa) and is pursuing a Bachelor of Technology Degree in Human Resources Development, also at Unisa.

Mahlangeni joined the Department of Labour in 2001 as a senior practitioner in human resources. She was promoted to Assistant Director: Training and Development in 2005. In 2007, she was transferred to the Unemployment Insurance Fund (UIF) and was responsible for recruitment and selection. In 2009, she was promoted to Deputy Director, and was acting Director: Human Resource Management at the UIF until her recent appointment to the post.

In her current position, she is responsible for overseeing overall management of human resource functions, recruitment and selection, employee service benefits, misconduct and grievances to promote labour peace, training and development, employee performance management and employee wellbeing.



## **Mashite Mogale**

**Deputy Director: Language Policy Implementation, Department of Public Works**

Mashite Mogale holds a Bachelor of Arts Degree (Education) from North West University, a Honours Degree in Applied Language Studies from the University of Pretoria and various certificates in Sign Language, subtitling, translation, interpreting, editing and terminology development in African languages.

In 2005, he was appointed as Principal Language Practitioner at the North West Legislature, where he was responsible for overseeing interpreting, translation and *Hansard* editing. In 2007, he moved to the Department of Water Affairs in the same position, responsible for translation and terminology development, before joining the Government Communication and Information System in 2008 as Assistant Director: Language Services. He is also a language activist for various African language structures, including the African Union Academy of African Languages.

Mogale's current position entails planning, developing and implementing a language policy for the national Department of Public Works.



# ON CAMERA



1

Friends and colleagues of Nonceba Losi-Tutu, former Deputy Chief of State Protocol at the Department of International Relations and Cooperation, hosted a farewell dinner for her shortly before her departure to Tunisia where she has been posted as ambassador.



2



3



4



5

1. Ms Nonceba Losi-Tutu is South Africa's new ambassador to Tunisia
2. Friends and colleagues at her farewell dinner. Seated are Zowie Simani, left, and Mandisa Mabaso, with Buli Kiva (standing)
3. Ambassador Losi-Tutu with her daughter, Thandi (centre), and colleague Nondwe Nkay
4. Her Excellency Nonceba Losi-Tutu surrounded by friends, colleagues and her daughter
5. Proud to have worked with Losi-Tutu are Khanyisa Ledwaba, left, who was her office manager, and secretary Sbu Manzu



## Disabled People's International 8th World Assembly

The Disabled People's International 8th World Assembly was held at the Inkosi Albert Luthuli International Convention Centre in Durban (Durban ICC) from 10 to 13 October 2011. This four-day assembly included a one-day opening plenary session, followed by two days of parallel working groups, and then concluded with a final closing plenary session.

1. The Minister of Women, Children and People with Disabilities, Lulu Xingwana, addresses the Disabled Peoples' International 8th World Assembly
2. KwaZulu-Natal Premier Dr Zweli Mkhize during his address at the Assembly
3. KwaZulu-Natal rolled out the red carpet and the province's cultural heritage to welcome delegates
4. Minister Xingwana interacts with delegates
5. Delegates at the Disabled Peoples' International 8th World Assembly





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# Turn your bonus into .... a bonus

Writer: Helen Ueckermann

**T**he end of 2011 is here and for most of us it is time for that most wonderful of annual happenings: the deposit of a 13th cheque into our bank accounts.

If you are like most people, you probably started thinking about spending your bonus months ago.

However, your end-of-year spending plans could make you your own worst enemy, says Paul Leonard, independent certified financial planner, radio personality and an executive director of Consolidated Financial Planning.

With a little bit of planning, your bonus can go much further than Christmas presents, he says.

Even if you see your bonus as an "extra that you did not have to work for", it does not mean that it is worth less or that the return on a wise investment would be less.

Leonard advises that you use your bonus, or at least a substantial part of it, to lessen the outstanding balance on your home loan.

"If your bonus is an expendable R10 000, it can put more than R100 000 in your pocket if you use it wisely. That would mean a Christmas present of 10 times the value of your bonus," he says.

Look at it this way: You just bought a house and you have a mortgage of R500 000, at an interest rate of 9% and a monthly instalment of R4 498 for the next 20 years.

What will this house cost you eventually, and is the interest you pay really only 9%?

"Multiply the instalment of R4 498 by 240 months (20 years) and you will see that the house will in fact cost you R1,08 million, and not just R500 000. That means you will pay almost R580 000 in interest only!

"If you take a cumulative view at your interest rate payments, it adds up to a shocking 116% over two decades, and not just 9%."

But there is hope, he says. Your bonus of R10 000 is on its way ...

"Take your R10 000 and pay it into your home loan account. The immediate result is that you now have to contribute 12 months less to pay off your home. Multiply these 12 months by your mortgage instalments of R4 499: you have saved R54 000 in instalments by adding that single amount of R10 000.

"Of course, we should still deduct your R10 000 to calculate how much you effectively saved on interest: R44 000. A happy festive season to you!"

What if you do not own a house or have any other debt?

Invest, suggests Leonard.

"Your R10 000 can triple in value over 10 years, or could even grow to a whopping R900 000 in 40 years.

"If you invest your R10 000 over a period of 10 years at a return of 8%, it will put R21 589 in your pocket. Invested over a period of 20 years at 10%, it will reward you with a good R67 275. Do the same over a period of 40 years, and you will harvest R452 593; and if you invest at 12%, an unbelievable R930 510!

"What you are witnessing here is the compounding of interest on interest, which clearly makes a considerable difference to your nest egg. And all this because you made a decision to invest your bonus for one year only," says Leonard. Makes you think, doesn't it? ☺



Chief Albert Luthuli

(ANC President - General from 1952 - 1967)

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

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

# 1960 - 2010

## 50 years Africa's First Nobel Peace Laureate

## LUTHULI MUSEUM

Let the spirit of Luthuli speak to all

### FACILITIES

The Luthuli Museum consists of the original 1927 home of Chief Albert Luthuli, a modern Interpretative Centre, a site for temporary exhibitions, events and workshops.

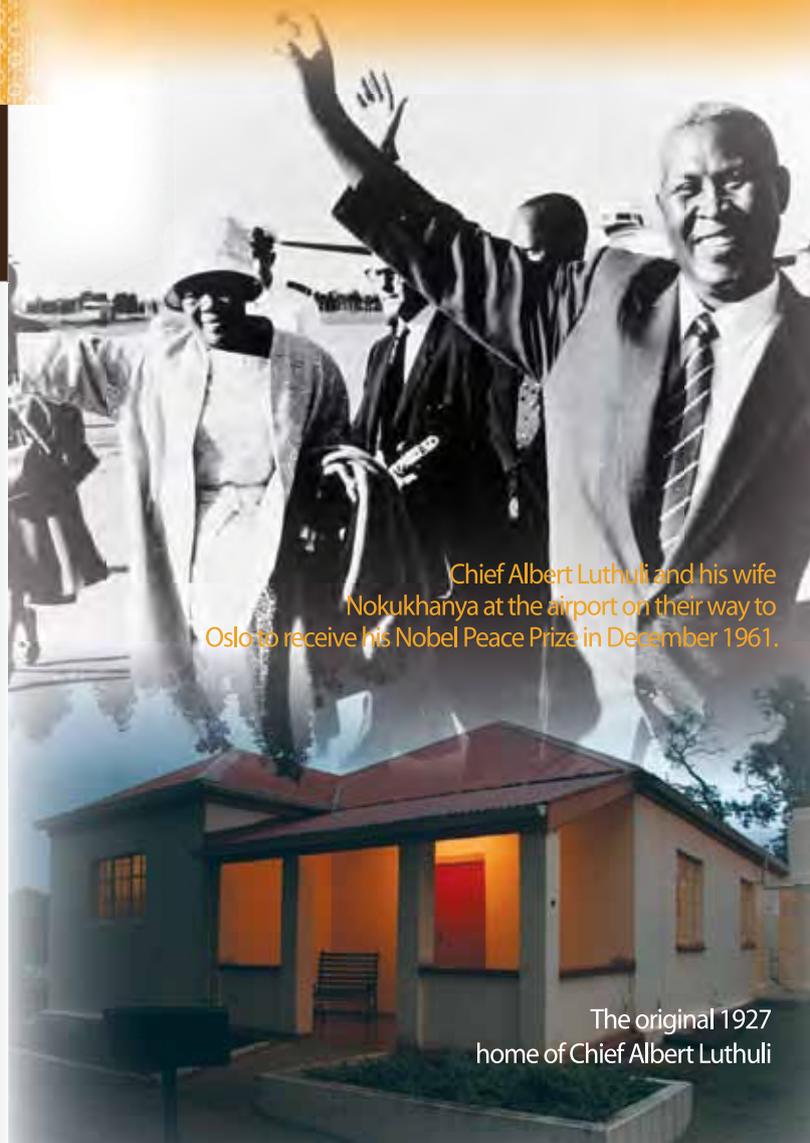
A guided tour is available to visitors and tour groups. Admission is free.

### OPENING TIMES

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

### CONTACT

Tel: +27 (0) 32 559 6822/4  
Fax: +27 (0) 32 559 6806  
Website: [www.luthulimuseum.org.za](http://www.luthulimuseum.org.za)  
Email: [luthulimuseum@luthulimuseum.org.za](mailto:luthulimuseum@luthulimuseum.org.za)



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

The original 1927 home of Chief Albert Luthuli

# Trendy eyewear

Express your individuality with these colourful and funky reading glasses and sunglasses.

Stylist: Rochelle Howard  
Photographer: Duane Howard



Louis Vuitton  
for ladies, R4 950



Louis Vuitton  
for men, R4 950



Louis Vuitton  
for ladies, R4 650



Anne et Valentin  
from Extreme Eyewear, for men, R4 200



Gucci from Extreme Eyewear,  
for ladies, R2 170



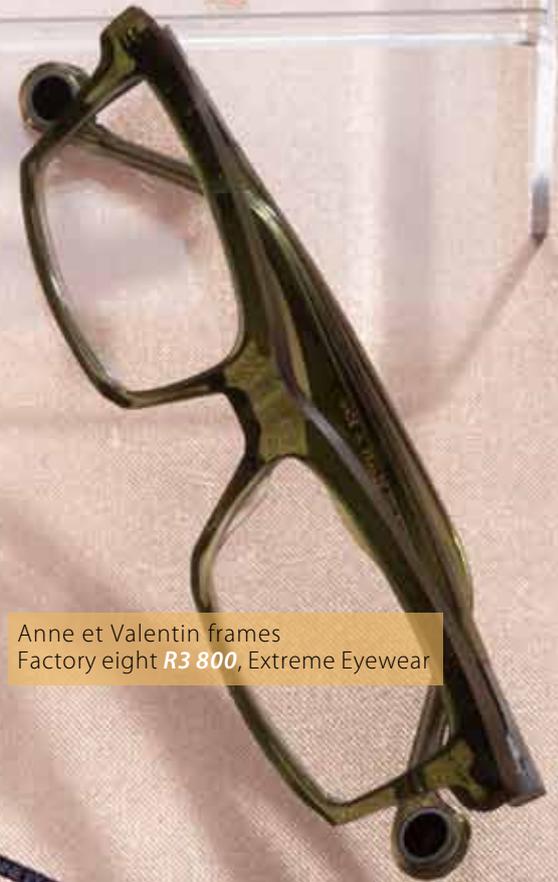
Louis Vuitton  
for men, R4 050

Sissy Boy frames,  
R899

Anne et Valentin frames,  
R4 200, Extreme Eyewear



Anne et Valentin, frames  
R3 800, Extreme Eyewear

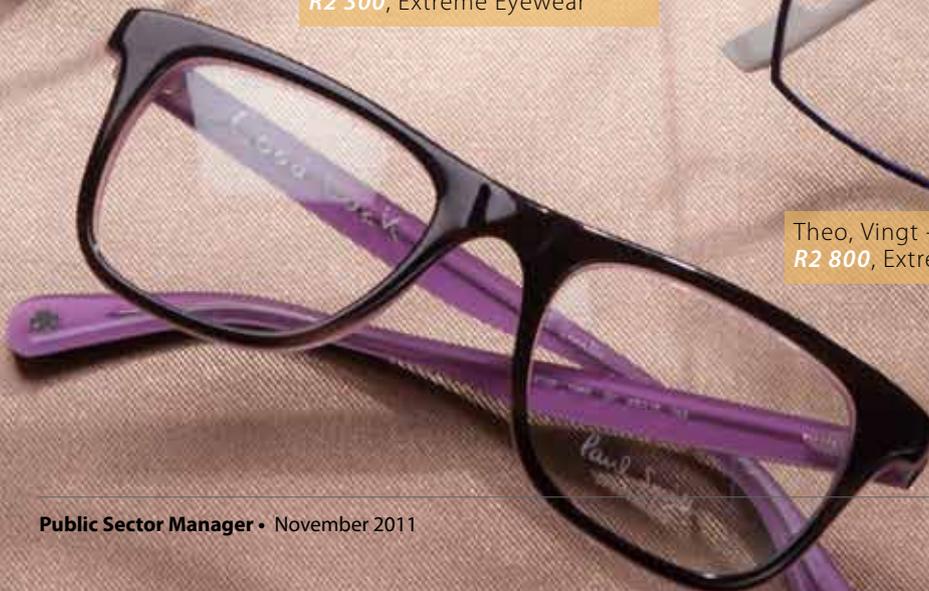


Anne et Valentin frames  
Factory eight R3 800, Extreme Eyewear

Paul Smith frames  
R2 300, Extreme Eyewear



Theo, Vingt +Trois frames  
R2 800, Extreme Eyewear





## THE FOOD-SOURCING POINT THAT FIRES UP JOHANNESBURG ECONOMY



Johannesburg, known colloquially as Joburg or Jozi, is the economic capital of South Africa and Africa's most powerful economy. As the continent's economic hub, it's the place where business starts, and with food the main source of sustaining life, Joburg Market is what keeps Johannesburg going.

The Joburg Market can be described as South Africa's eminent stock exchange for fresh produce. The widest variety of fruit and vegetables ever imaginable, is delivered daily at the Market direct from farms guaranteeing optimum freshness of produce on offer at any given time, creating the largest and most active one-stop-shop that attracts buyers from across SADC and beyond, comprising of retailers, wholesalers, exporters, processors, informal traders and those buying for household consumption.

The award-winning Joburg Market is the largest of its type in Africa. Over 1 000 000 ton of fresh produce is traded annually at the Market, making it the largest in the world by volume. It is not only the largest market globally but also plays a pivotal role as a price barometer for fruit and vegetables in South Africa. It also contributes to stabilising supply and demand, as well as ensuring price transparency.

Buying at Joburg Market is a breeze with sales fully computerised. What's more, you'll be buying quality produce where most established household retailers shop. Whether you want fruit or vegetables, you'll find best priced quality and infinite variety at Joburg Market because of the sheer number of producers and buyers that it attracts.

Always conscious of providing the best products to customers, the Market has introduced a "Quality Mark" to ensure that buyers can buy with peace of mind knowing that the produce has gone through rigorous testing and is safe for consumption.

This remarkable market is located in City Deep, only 5 km south of Johannesburg's central business district and 26 km from OR Tambo International Airport.

The Market is open to all people from Monday to Saturday and on certain public holidays. Trading starts very early in the morning from 5 am to 11 am.

Address: PO Box 86007, Heidelberg Road, City Deep, Johannesburg, 2049

Tel: +27 (0)11 992 8000 | Fax: +27 (0)11 613 5346

e-mail: [info@joburgmarket.co.za](mailto:info@joburgmarket.co.za)

Web Address: [www.joburgmarket.co.za](http://www.joburgmarket.co.za)





# Jozi Beet

At the Joburg Market, you'll find more than just fresh beetroot. You'll find the freshest fruit and vegetables and the best quality at the lowest prices. And because we're the largest fresh produce market in the world, you can change to healthy eating habits daily without breaking the bank. Get the best and much more right here in Jozi.

TAKE A FRESH LOOK AT THE MARKET

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



a world class African city



# Running for dear life

Writer: Gloria Naidoo\*

**L**ife has become quite demanding. While trying to balance a hectic work and family life, one never gets time to focus on health and fitness.

It also doesn't help that your favourite shopping haunts offer specials on your favourite treats – choc-olates, chips, cookies – on which you then snack in front of the TV, oblivious to the threat of those extra kilos.

Certainly, most people do not have the time to start an exercise programme or head to their local gym.

It can be rather daunting starting something new, but when walking up the stairs at work or at home causes you to collapse in a panting heap, it's a clear sign to swop the choccies and remote control for takkies and the road.

If you are unfit, overweight or have not done any training before, you will need to start slowly. Do the programme three times a week. Stretching, before and after running, is also important.

## Tips for jogging and running

Always start with an easy walking or running programme instead of trying to run a full 10 km immediately. Get into a rhythm, using intervals of jogging and walking. Proper footwear is important – make sure your shoes fit well.

Dave Spence, who coached many athletes to success, was a firm believer in the run/walk method, citing the fact that it increased endurance and kilojoule-burning and decreased risk of injury. He often said that walking did not cause as many injuries as running, so run/walk training should not cause as many either.

## Running programme

This programme is suitable for anyone who wants to start running and is medically fit to do so. Running also burns more calories per minute than walking does. It takes a lot of practice, consistent training and appropriate rest. When you feel tired, go for a sports massage. It will help with quick recovery.

**Key: J:** Jogging **W/J:** Walking/Jogging **Numbers:** Minutes

	Mon	Tues	Wed	Thurs	Fri	Sat	Sun
<b>Week 1</b>	10 W/J	Rest	10 J	Rest	15 W/J	Rest	20 J
<b>Week 2</b>	10 W/J	Rest	12 J	Rest	20 W/J	Rest	25 J
<b>Week 3</b>	10 J	Rest	15 J	Rest	10 J	Rest	30 J
<b>Week 4</b>	12 J	Rest	18 J	Rest	12 J	Rest	30 J
<b>Week 5</b>	15 J	Rest	22 J	Rest	18 J	Rest	35 J
<b>Week 6</b>	18 J	Rest	26 J	Rest	18 J	Rest	40 J
<b>Week 7</b>	20 J	Rest	32 J	Rest	22 J	Rest	45 J
<b>Week 8</b>	20 J	Rest	38 J	Rest	25 J	Rest	50 J
<b>Week 9</b>	20 J	Rest	42 J	Rest	25 J	Rest	55 J
<b>Week 10</b>	20 J	Rest	35 J	Rest	20 J	Rest	60 J



Burning calories will make you look for more, so prepare to put together some treats that will keep hunger pangs at bay and the kilos off. Here are some healthy ideas:

### **The mind-expander wrap**

- Whip up a delicious wrap with these:
- 1 wholewheat wrap
- 150 g smoked mackerel mixed with 1 tbsp low-fat crème fraîche and 1 tbsp horseradish
- Watercress
- Toasted pumpkin seeds
- Slices of beetroot with a dash of balsamic vinegar.

Mackerel is one of the richest sources of omega-3. Pumpkin seeds are rich in omega-6 while folate in the beetroot will boost your memory.

### **Get some fat**

Any time you eat colourful vegetables – whether raw or cooked – have some fat, too. It doesn't have to be an avocado – 30g of cheese, two pats of butter or two tablespoons of Caesar salad dressing will have the same effect.

### **Kitchen ammo**

- Make a sandwich with the following:
- 2 slices sourdough rye bread
- 2 tsp reduced-fat mayonnaise
- 1 tsp chilli paste
- 1 avocado
- Squeezed lime juice
- 100 g cooked turkey
- 3 slices smoked bacon or smoked chicken
- 1 hard-boiled egg, sliced
- 1 medium tomato, sliced
- 1 handful of baby spinach

Low-GI sourdough rye maintains steady energy levels all day. The combined protein power of egg, turkey and bacon (or chicken) fights hunger pangs. Adding chilli to the low-fat mayo perks up your metabolism while the eggs fire up your brain. Avocado lowers cholesterol and increases your absorption of nutrients from the spinach and tomato.

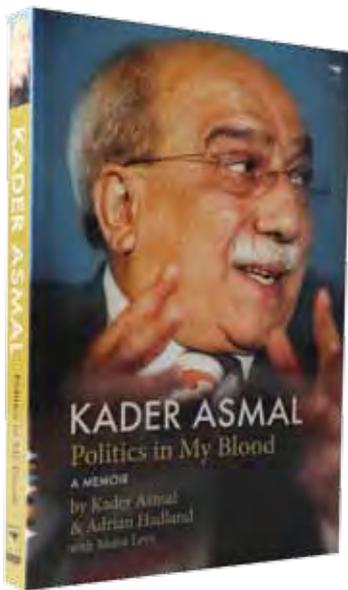
### **Staying motivated**

According to a study published in *Investigative Ophthalmology & Visual Science*, people who ran two to four kilometres a day had a 19% lower risk of developing age-related muscular degeneration, while those who ran more cut their chance by 42 to 54%. Vigorous activity may also decrease the risk of developing cataracts. 🏃‍♂️

**\*Gloria Naidoo is a personal trainer and can be reached at [gloria.naidoo@virign1on1.co.za](mailto:gloria.naidoo@virign1on1.co.za) or on 083 662 0310**

# Asmal on being a cadre, and how to raise your level of leadership

Compiled by: Samona Murugan



## **Politics in my Blood by Kader Asmal**

Professor Kader Asmal was one of the most respected senior statesmen in South Africa. He lived a rich and varied life, in all the twists and turns of which he displayed boundless energy, a sharp mind and deep commitment to human rights and democratic values.

Lawyer, teacher, South African Cabinet Minister and the driving force behind the Irish Anti-Apartheid Movement, Asmal has been called many things: small, bustling, curious, courageous, indefatigable and dapper, combative, witty, cantankerous, sarcastic, urbane and precisely spoken. The son of a small-town shopkeeper from KwaZulu-Natal, his life took him as far as exile in the United Kingdom, on to a senior position at Trinity College Dublin and back to a free South Africa governed by an exemplary Constitution, which he helped devise.

*Politics in my Blood* is not only the memoir of Asmal's personal journey through life. It is also the story of South Africa's transition from apartheid to freedom and democracy, in which he played a significant role as a member of the African National Congress Constitutional Committee and negotiating team, and later as Member of Parliament and Cabinet Minister under Nelson Mandela and Thabo Mbeki. The book also gives testimony to Asmal's lifelong dedication to freedom, equality, justice and the ideals enshrined in the country's Bill of Rights, which he played a major part in drafting.

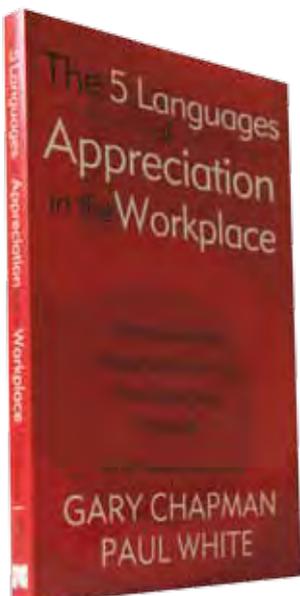
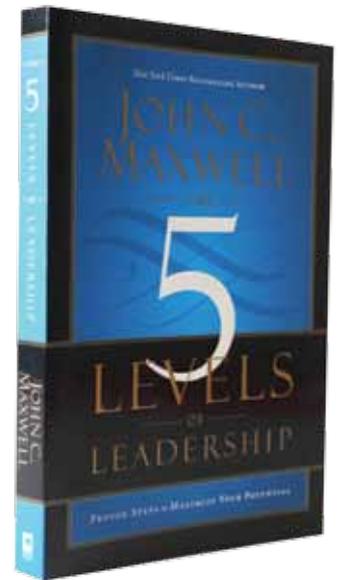
## **The 5 Levels of Leadership by John C Maxwell**

True leadership isn't a matter of having a certain job or title. In fact, being chosen for a position is only the first of the five levels every effective leader achieves. To become more than "the boss" people follow only because they are required to, you have to master the ability to invest in people and inspire them. To further grow in your role, you must achieve results and build a team that produces. You need to help people to develop their skills to become leaders in their own right. With skill and dedication, you can reach the pinnacle of leadership – where experience will allow you to extend your influence beyond your immediate reach and time for the benefit of others.

The five levels of leadership are:

- position – people follow because they have to
- permission – people follow because they want to
- production – people follow because of what you have done for the organisation
- people development – people follow because of what you have done for them personally
- pinnacle – people follow because of who you are and what you represent.

Through humour, in-depth insight and examples, internationally recognised leadership expert John C Maxwell describes each of these stages of leadership. He shows you how to master each level and rise up to the next to become a more influential, respected and successful leader.



## **The 5 Languages of Appreciation in the Workplace by Dr Gary Chapman and Dr Paul White**

Is appreciation communicated regularly at your workplace? Do you truly feel valued by those with whom you work? If you express appreciation in ways that aren't meaningful to your co-workers, they may not feel valued at all. The problem is that you're speaking different languages. In *The 5 Languages of Appreciation in the Workplace*, Dr Gary Chapman and Dr Paul White will help you learn to:

- express genuine appreciation to co-workers and staff
- increase loyalty among the employees and volunteers in your organisation
- reduce cynicism and create a more positive work environment
- individualise your expressions of appreciation by speaking the right language.

Based on the number one *New York Times* best seller *The 5 Love Languages*, the authors give you practical steps to make any workplace environment more encouraging and productive. You will learn to speak and understand the unique languages of appreciation and feel truly valued in return. ☺

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## PARTNERING THE UNEMPLOYMENT INSURANCE FUND TO ACHIEVE IMPROVED SERVICE DELIVERY

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

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

### WHAT ARE THE COMPLIANCE REQUIREMENTS?

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

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

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

### WHY IS THIS INFORMATION NEEDED?

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

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

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

### WHAT INFORMATION TO DECLARE?

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

### THE IMPORTANCE OF DECLARATION

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

### HOW DO I DECLARE EMPLOYEE INFORMATION?

Contact UIF call centre on 012 337 – 1680 or visit [www.uifilling.co.za](http://www.uifilling.co.za)  
Visit the nearest Labour Centre

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



# Could this be the ultimate two-car dream garage?



*Writer: Ashref Ismail\**

**P**icture this for a moment: you've just won R3 million smackeroos in the lottery. (Please work with me for a while!) You're totally blown over. It takes you days, even weeks to recover from the major hangover of your incredible windfall. When the dust settles, you realise there's just one condition: you have to spend the money on cars; two cars only, to be precise!

(If you did win that kind of money and wanted some advice, please call me – at a fee, of course).

I'd suggest there are two sets of wheels that would raise no objections in your household.

Mercedes has launched two super cars that encompass passion, style, elegance and unbeatable performance in packages so outrageous, you will be the envy of generations to come. Both cars are destined to be classics; true legends in their time.

The first is a seductive and tantalising two-seater roadster: the SLK, which is now in its third generation. The other is a stupendously powerful off-road machine with the heart of a sports car: the Geländewagen

G55 AMG V8. Both are guaranteed to set your pulse racing and produce that grin of smug delinquency.

## **G 55 AMG: an off-roader with the heart of a sports car**

With this pulse-raiser, there are many audacious numbers to get through, but here are some of the most vitals: powered by a supercharged 5,5-litre V8-engine developing 373 kW and a maximum torque of 700 Nm, this rocket races from 0 to 100 km/h in 5,5 seconds to an electronically limited top speed of 210 km/h. This, for a decidedly



everyday use and top performance with exemplary ecology.

The styling of the compact roadster spells dynamism with a long bonnet and short tail that looks very similar to its bigger brothers: the SL, SLR and SLS.

The large, bold emblem and strong lines accentuate a sense of strength that was missing in previous models, while the ventilation grills on the sides are reminiscent of the SLs of the 1950s.

The SLK also features a novel panoramic vario-roof called Magic Sky Control, which switches to light or dark at the touch of a button. The interior is characterised by sporty refinement, well-thought-out ergonomics and high-quality, authentic materials that have been processed with painstaking attention to detail and skilled craftsmanship.

The new SLKs derive motivation from powerful new 4- and 6-cylinder BlueEFFICIENCY engines that develop 135 and 225 kW respectively. With their superb levels of performance, they are up to 23% more economical than their predecessors.

They also set new standards of environmental friendliness. Given the unique set of safety equipment and a wealth of technical innovations, the SLK is once again the benchmark in its class. 🌱

**Price:**

**SLK 200 BlueEFFICIENCY: R555 700**

**SLK 350 BlueEFFICIENCY: R734 100**

off-road vehicle that weighs more than two tons!

Price: if you have to ask, you can't afford it, darling!

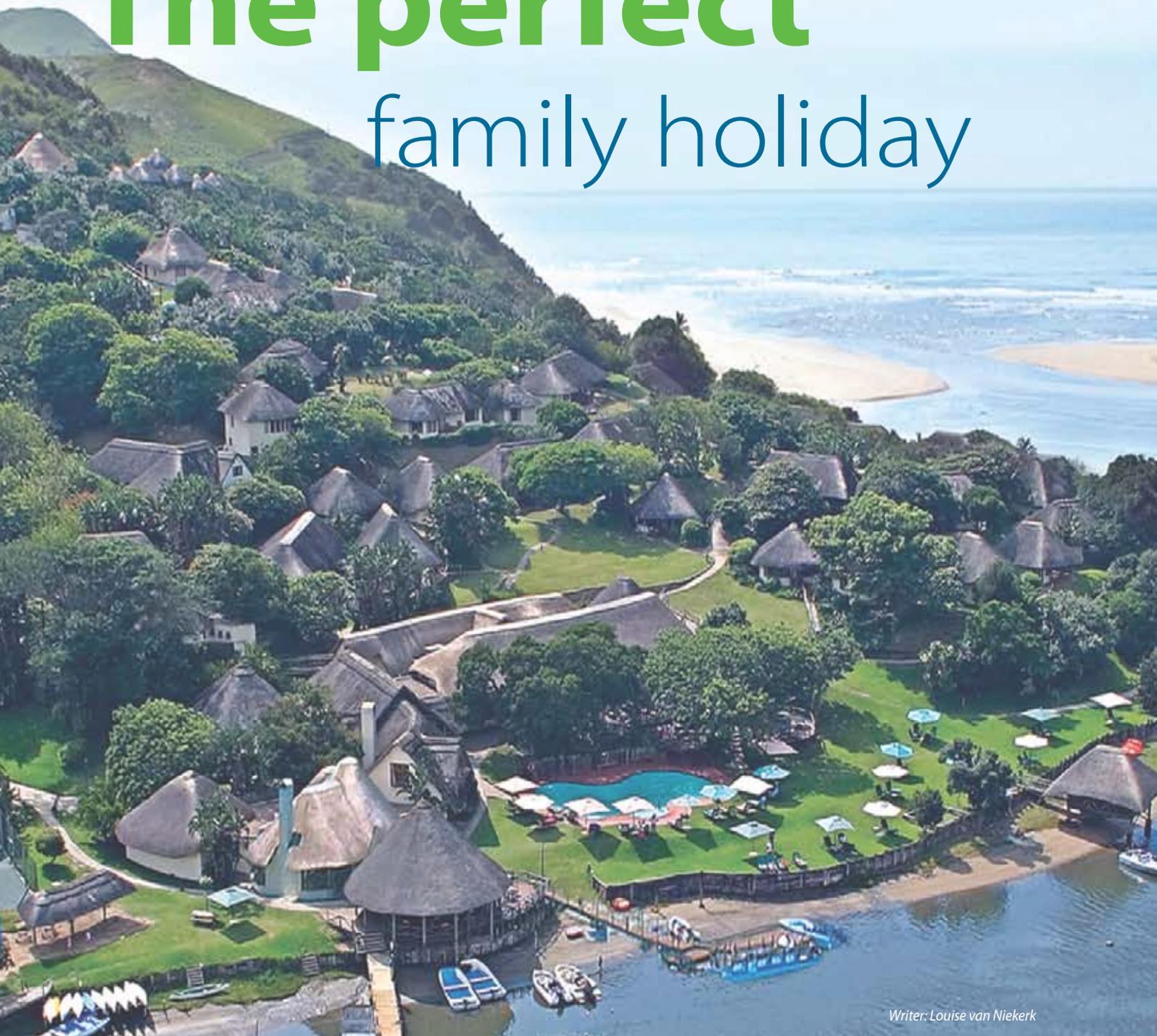
Until next time, keep your eyes on the road, hands on the wheel and plugging away at the lottery!

The new SLK roadster uncompromisingly takes driving pleasure and open-air enjoyment to a new level. It blends light-footed sportiness with stylish comfort, a striking sportscar design with total suitability for



**\* Ashref Ismail is a member of the SA Guild of Motoring Journalists and presenter of Bumper2Bumper. His contact e-mail is [Ashrefi@rtmc.co.za](mailto:Ashrefi@rtmc.co.za).**

# The perfect family holiday



*Writer: Louise van Niekerk*

It's that time of year when most of us long for a break from the office and dream about a well-deserved holiday sipping cocktails at sunset, taking long walks on the beach or being pampered at a spa – all while the children are kept busy by friendly and qualified caregivers. At Umngazi River Bungalows and Spa, this dream can be realised.

This award-winning family resort and spa, situated on the spectacular Wild Coast in the heart of Pondoland some 20 km south of Port St Johns, is truly a dream

holiday destination for families. The wide variety of child-friendly facilities and services, including daily children's activities for all ages, make Umngazi unique, flexible and accommodating.

Families can enjoy the breathtaking natural beauty of the Wild Coast with its rocky coastline, indigenous forests, secluded coves and many river mouths. The thatched-roofed bungalows are nestled among indigenous gardens with tranquil views of the area's unspoilt beauty.

While parents relax and savour the soothing surroundings, children can run around bare-foot in the mud, frolic on a slippery slide, sand-board on the dunes, go on a mullet cruise, make holiday mementos

in the creativity corner or build sand castles – all under careful supervision.

Other child-friendly facilities include a kids' club, a babysitting service, a crèche, jungle gym, indoor and outdoor playrooms, sleeping cots, high chairs, kids' meals, toys and books and a swimming pool. The resort offers dedicated caregivers and an enthusiastic entertainment team with plenty of tricks up their sleeves to keep children occupied. Daily activity notice boards located at Reception will keep you informed of the entertainment scheduled for the day.

Knowing that the young ones are taken care of, parents can soak up the sun around the pool or enjoy some pampering at the Umngazi Spa, which has just received the Les Nouvelles Award in the category for the most unique spa concept.



You can also spend idyllic days lounging on secluded beaches with the rhythmic sound of waves to sooth your senses, taking guided walks and exploring the mangrove swamps, canoeing up the river or observing the multitude of birds that inhabit the natural vegetation along the coastline.

Adults can immerse themselves in the surrounding waterways, discover the joys of fly-fishing, indulge in the adrenalin rush of sea fishing or do yoga on the beach.

Mouthwatering cuisine complements the physical activities at Umngazi. Enjoy home cooking in the restaurant or a private dinner at the Green Door Wine Cellar. Wind up the day by sipping cocktails on a Fish Eagle sunset cruise or sampling wine in Basil's Bar.

Parents with children under five years can enjoy a romantic dinner or lunch while the children are kept entertained in a separate dining room under the watchful eye of nannies and the entertainment team.

Umngazi offers 69 bungalows in five different categories namely Garden, River, Sea, Emlonyeni (River Mouth) and honeymoon cottages, as well as exclusive spa suites, Ntabeni, meaning "on the hillside".

Weekly fly-in packages to Umngazi are available Friday to Friday from Durban. Flying at 500 feet above sea level, you can enjoy a bird's eye view of the beautiful coastline – a wonderful way to start your holiday! 🐦

### How to get there:

Umngazi is located in the Eastern Cape some 20 km south of Port St Johns. SA Airlink offers direct daily flights from OR Tambo into Mthatha, which is 90 km from Umngazi. Transfers can be arranged.

If you're driving to the Wild Coast from the Western Cape, drive on the N2 North, which runs directly through Mthatha. In central Mthatha, look out for the intersection with a sign for the Port St Johns road (R61); it's hard to miss. You'll drive for 90km until the Umngazi turn-off.

From KwaZulu-Natal, take the Port Edward/Bizana/Flagstaff/Lusikisiki (R61) route and make your way past herds of cattle and friendly locals. Getting to Umngazi is not the cross-Africa odyssey you might imagine it to be – even though once you're there, you will feel miles away from the rest of the world. The GPS coordinates are: S 31 36.680 E 29 25.938.

To find out more about this family holiday destination or to make a booking, call 047 564 1115/6/8/9 or 082 3125841/2, or send an e-mail to [stay@umngazi.co.za](mailto:stay@umngazi.co.za) or visit [www.umngazi.co.za](http://www.umngazi.co.za).



# Ditsong Museums

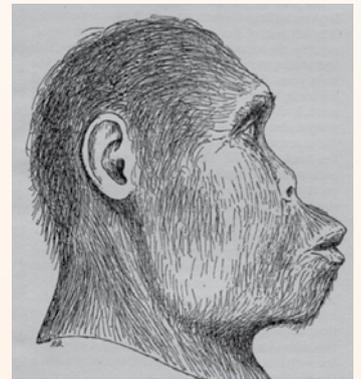
## of South Africa

An amalgamation of three national museums and five heritage sites

### DITSONG: NATIONAL MUSEUM OF NATURAL HISTORY



Mrs Ples



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

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

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

Contact: Tel +27 (0)12 000 0010, Fax +27 (0)12 323 6598, Email [info@ditsong.co.za](mailto:info@ditsong.co.za), [bona@ditsong.org.za](mailto:bona@ditsong.org.za)

*All are welcome to visit these interesting institutions.*

For further details contact:

**DITSONG: Museums of South Africa**

Tel: +27 (0)12 000 0010 • Fax: +27 (0)12 323 6598 • Email: [info@ditsong.org.za](mailto:info@ditsong.org.za)

Physical Address: Gamohle Building, 70 Church Street, Pretoria, 0002

Postal Address: PO Box 4197, Pretoria, 0001

A public entity under the Department of Arts and Culture

## VISIT DITSONG: MUSEUMS OF SOUTH AFRICA TO ENRICH YOUR KNOWLEDGE OF SOUTH AFRICAN HERITAGE



### DITSONG: NATIONAL MUSEUM OF CULTURAL HISTORY

Limpopo Province sculptor Noria Mabasa's work in celebration of the anniversary in August of the Women's March against the apartheid dompas-system is exceptional. The wooden sculpture standing more than three metres tall and over two metres wide, carved from a single piece of wood is a must-see. The work depicts women in protest with the slogan Wathint' abafazi wathint' imbokodo, a traditional Zulu saying that translates to 'you strike a woman, you strike a rock'.

**Contact: Tel +27 (0)12 324 6082/000 0030, Fax +27 (0)12 328 5173, Email dnmch@ditsong.org.za**



### DITSONG: NATIONAL MUSEUM OF MILITARY HISTORY

Poppy Day, 11 November, more formally known as Remembrance Day, is an important event in the calendar of the DITSONG National Museum of Military History. In addition to helping the South African Legion to distribute poppies and collect funds for military veterans, the Museum hosts the Memorable Order of Tin Hats (MOTH) Sunset Parade every year.

**Contact: Tel +27 (0)11 646 5513, Email milmus@icon.co.za**



### DITSONG: WILLEM PRINSLOO AGRICULTURAL MUSEUM

The Willem Prinsloo Agricultural Museum near Rayton, Pretoria, is in possession of a 1913 J&H McLaren steam tractor from Leeds, England. It is still in a good working condition. It was donated to the Museum in 1978 and was restored by the SA Transport Services. Nowadays this old steam giant is maintained and driven during festivals at the Museum – an impressive experience! The Farm Festival will be held on the 8-10 September 2011 at the Willem Prinsloo Agricultural Museum.

**Contact: Tel +27 (0)12 736 2035/6, Fax +27 (0)12 736 2037, Email prinsloo@ditsong.org.za**



### DITSONG: TSWAING METEORITE CRATER

Tswaing means "Place of Salt" in Setswana. About 220 000 years ago a blazing meteorite entered earth's atmosphere and slammed onto the earth's crust incinerating everything within a 10 km radius. The impact formed a huge crater, 1.13 km in diameter and 200 m deep. Tswaing is one of the best preserved terrestrial meteorite impact craters anywhere in the world and one of a few with its own saline crater lake.

**Contact: Tel +27 (0)76 945 5911, Email tswaing@ditsong.org.za**



### DITSONG: PIONEER MUSEUM

Built between 1848 and 1853, the Pioneer dwelling is the principal feature on this historic site. It is one of the oldest and best preserved dwellings erected by a European settler in the old Transvaal. The house is furnished according to the lifestyle of a Pioneer settler of the 19th century.

**Contact: Tel +27 (0)12 813 8006, Email pioneerm@ditsong.org.za**



### DITSONG: KRUGER MUSEUM

This house museum was the residence of Paul Kruger when he was the President of the Zuid-Afrikaansche Republiek (1899 – 1902). During the Anglo-Boer War a strong sympathy developed towards the Boers in Russia. The tangible tribute to Russian support for the Boers is the Bratina (fraternity cup). The artwork comprises two parts: the oval-shaped base and the Bratina proper. The base is made of the finest satin wood with fine carvings. Above the base is a typical South African landscape, chiselled out in reddish porphyry and silver figurines. Other interesting iconic objects are also displayed at the Museum.

**Contact: Tel +27 (0)12 000 0010, Fax +27 (0)12 326 9595, Email talita@ditsong.org.za**



### DITSONG: SAMMY MARKS MUSEUM

This Victorian mansion named Zwartkoppies Hall was built in 1885 by Jewish businessman and entrepreneur, Samuel Marks (1844-1920). The mahogany billiard table has a slate top covered with green baize and the original billiard balls were made of ivory. The ceiling was painted by an Italian artist. Hydro-electricity was installed in 1896.

**Contact: Tel +27 (0)12 755 9541/2, +27 (0)83 280 3797, Email marks@ditsong.org.za**

# Xoom

The Motorola Xoom was the first tablet to be sold with Google's Android operating system, version 3.0 (Honeycomb). Does it hold a candle to its competitors or is it a disorganised hive that's better left alone?

**A**lthough the Xoom is a bit on the chubby side at 12.9 mm thick and 730 g, it's not outrageously heavy or thick. Naturally, it doesn't compare that well to the Apple iPad 2 (8.8 mm thick, weighing 600 g) or the Samsung Galaxy Tab 10.1 (8.6 mm thick, weighing 570 g).

The back of the Xoom is brushed metal, though the top part of the casing is a hard, matt black plastic. Fingerprints and scuff marks are, for once, not a problem. The plastic part of the casing has two speakers (one on either side), a

5 megapixel camera and dual-LED flash and a power button. The latter is a bit of a deviation from the norm, but it is fairly well placed to be about where your index finger would be when holding the device in a landscape orientation. It's also indented just enough to make it easy to find in the dark.

The front is almost all screen with only a small amount of space around the sides dedicated to the bezel. The bezel has a 2 megapixel camera at the top with a small LED next to it to indicate when it's active, a charging LED at the bottom and a notification LED on the right. Three LEDs, may seem a little over the top – perhaps Motorola just wanted to be thorough.

## Hardware

The Motorola Xoom boasts an impressive spec sheet, though in Android tablet terms it's not a particularly differentiating one. It has an NVIDIA Tegra 2 SoC with a dual-core 1GHz CPU, 1GB of RAM and either 16GB, 32GB or 64GB of internal storage space (we had the 32GB model) that's upgradable by up to an additional 32GB via microSD.

# Xoom!

Writer: Gerrit Vermeulen

Connectivity-wise it has WiFi a/b/g/n, Bluetooth 2.1 and optional 3G.

## Screen and responsiveness

The Xoom has a 10.1 inch screen that's capable of 1280 x 800 resolution and offers up to 10 touch points. In direct sunlight, the Xoom is actually slightly usable – provided that you crank the brightness up to 100%.

## Cameras

The 5MP rear-facing camera takes fairly mediocre photos. They aren't bad, but most smartphones will take better, higher quality pictures. Video capture, on the other hand, is surprisingly good, as is audio capture. The Xoom also has a 2 MP camera for video calling.

## Audio and video quality

The embedded speakers can handle music or audio for the odd video clip. Video quality is also good.

## Battery life

Battery life is acceptable. With medium daily usage and a constant connection through either WiFi or 3G, you could squeeze about three days out of it.

## The verdict

In the end, it doesn't rank as king of the tablet or even king of Android because of our (somewhat spoiled) expectations with regard to weight and girth, as well as some buggy software and fairly average battery life. You can expect to pay around R6 599. ☹

\*A version of this article first appeared on [mybroadband.co.za](http://mybroadband.co.za)





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# Hotel living



Until recently, I didn't particularly enjoy staying in hotels that were part of global hotel chains. I always preferred staying at lesser-known establishments because they weren't so bland. The layout of the rooms and the décor in some international chains simply do not vary from country to country. The hotel could be in Belgium, Bermuda or Botswana and if you were plonked into one of the rooms you would be hard pressed to tell which country you were in.

This year, I have spent considerable time working in sub-Saharan Africa and my hotel experiences have led me to appreciate the merits of the hotel chains I previously despised. Or maybe not.

Knowing that I was going to be spending significant time in a West African city, I did some research on the Internet and was pleasantly surprised to read the marketing blurb on the lyrically named River Vista Hotel (not its real name) website. I booked a room and rocked up looking forward to a happy stay. I was a little disillusioned when I found that the hotel was nowhere near the river and the only way in which I would have been able to appreciate the alleged vista would have been to ascend from the hotel parking lot in a helicopter. But the room appeared comfortable enough until I attempted to sleep that night. The foam mattress was as unyielding as a block of polystyrene. I endured a fitful night and woke long before dawn with an ache in my neck and a crick in my back. Naturally I complained, and the mattress was changed the same day.

The hotel menu exceeded my expectations. The food associated with the menu items did not. For lunch I ordered the "Vista Salad", which was rumoured to contain lettuce, tomato, avocado and olives with a vinaigrette dressing. What I received was a dish of coleslaw garnished with sliced boiled eggs and a family-size jug of mayonnaise. I was distressed.

"Where is the food I ordered?", I asked. "Sorry sir. Some ingredients are not available today." In other words, "Whatever!"

Over the next few days my tolerance levels were eroded by the random

manner in which the room was serviced. Some days, I had four pillows and on other days two. For the first few days, I was granted two towels and a bath mat but perhaps familiarity bred contempt and suddenly I found myself allocated a single lonely towel. What really angered me was the badly attached toilet seat that shimmied around alarmingly and fell right off on a few memorable occasions. No amount of complaining could get the seat fixed permanently.

I knew I was going to crack sooner or later. What tipped me over the edge was the midnight construction problem. I had fallen asleep in front of the television and was woken in the early hours by intermittent banging noises. I was awake anyway so I thought I might as well go and look for the source of the banging. Scant metres from my room workmen were laying tiles. As each tile was laid they would carefully hammer it into place, all the better to promote a peaceful night's sleep for the hotel guests. The workmen seemed unperturbed by my wrathful intrusion and continued bashing away for the next four hours.

I checked out the next morning and headed straight for the nearest international hotel. It was bliss. As I lay down to sleep that night I congratulated myself on a wise move. I wasn't even perturbed by the hundreds of frogs serenading each other just beneath my window. And then the electricity failed and the diesel generator kicked in like an erupting volcano and banished sleep forever. ©

(Sawubona, November 2010)

# Home-grown ERP solution helps achieve billing efficiency at municipalities

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

## Why do municipalities need a specialised billing system?

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

## So, what can Pastel Evolution offer local municipalities?

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

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

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

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

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

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

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

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

## Is Pastel Evolution aligned to local legislation?

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

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

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

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

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



*Ashley Pillay  
Divisional Director for  
Pastel Evolution*

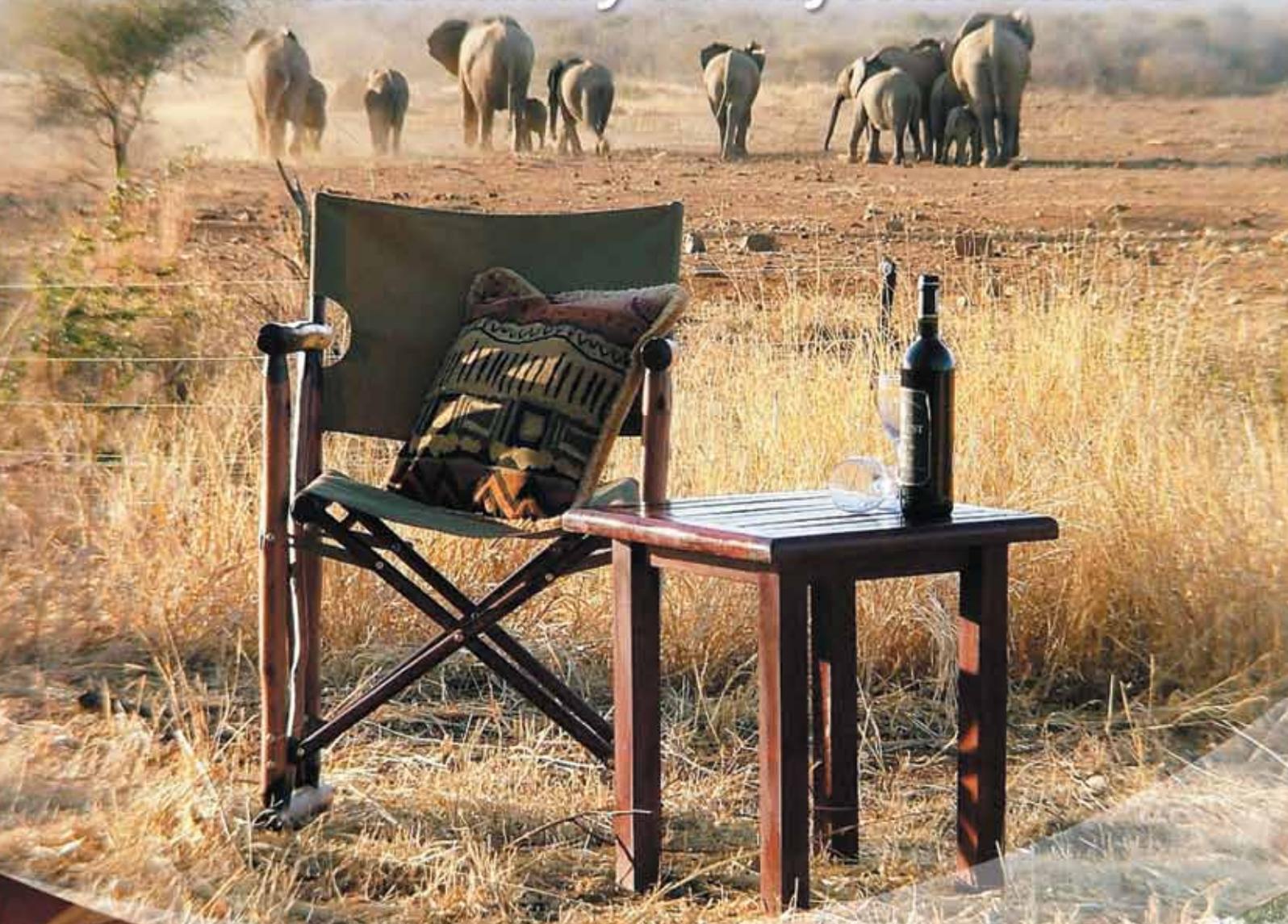
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