

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

# PSM Public Sector Manager

## Minister S'bu Ndebele

changing the transport landscape

Land reform starts with office reform

## Lifestyle

- What women drivers want
- Travel
- Nice-to-haves

## Advocate Sandile Nogxina:

serving the nation since the dawn of democracy

Why South Africa should invest in clean energy

Farewell to the longest-serving DG

PSM Forum

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**gems**

Government Employees  
Medical Scheme

# So you think you don't need a medical scheme?



## Did you know...

- It can cost **R348** to see your doctor and get medicine for flu?
- It costs **R4 300** for a single day in a private hospital?
- It can cost anywhere between **R17 000** and **R26 000** just to have a baby?
- It can cost a salary level 5 employee **R1 500** for a day's stay in a public hospital?
- A day in intensive care will cost you **R8 186**?



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## Good medical cover: An invaluable lifeline in times of need. Nobody enjoys paying for it, but can we really do without it?

Medical cover is one of those things that nobody enjoys paying for especially when they are well. We would all rather spend the money on a gift for the family or put it towards a holiday. Just how necessary is it to have medical scheme benefits? Could we do without them or are they a necessity?

Mr Steve Roux, a Trustee at the Government Employees Medical Scheme (GEMS), says that for many people medical scheme benefits are a “grudge purchase”. He points out that while this outlook is understandable, it is also important for people to appreciate that medical scheme benefits are a form of insurance when it comes to your health, and there is little that is more important than good health. Healthcare cover is therefore potentially one of the most important purchases you will ever make in your life.

“The reality is that the cost of healthcare continues to rise sharply in SA and those who are not covered by a medical scheme may struggle to afford medical care if something goes wrong with their health,” suggests Roux. “Unfortunately people do have accidents and get ill, even healthy young individuals. Without doubt, everyone needs some form of medical cover to protect them in such an eventuality.”

Roux points out that it costs about R340 just to see a doctor and get medicine for flu. A private hospital stay costs R4 300 per day and a day in intensive care about R8 186. Having a baby is also expensive and can cost anywhere between R17 000 and R26 000. “It is no exaggeration to say that getting sick or needing medical treatment over any length of time can involve catastrophic or potentially crippling costs,” observes Roux.

“So often people complain that they are not getting full value from their medical scheme. While value is understandably important, and something that a good medical scheme should certainly ensure where possible, it is also a mistake for scheme members to feel that they should be getting everything out of their scheme that they possibly can. A medical scheme such as GEMS is owned and funded by members themselves. Those who use their benefits prudently, effectively protect their scheme assets as well as those of fellow members.”

“If you consider just how important medical cover is, you can see just how necessary it is to choose a scheme and a

set of benefits that are right for you and your family,” notes Roux. “This will ensure that you get the best possible value from your medical scheme.”

The first consideration for most people is affordability and no one should be purchasing benefits that they are not able to afford. However, you need to keep in mind that you get more comprehensive cover on the more expensive options.

“You should also consider the make up, age and health status of your family when choosing an option,” says Roux. “So, for example, if you are a single healthy young individual you may want a plan that is more affordable but offers good solid benefits. On the other hand, a family with young children who might have greater medical needs may wish to choose a more comprehensive cover. One has to balance affordability with one’s healthcare needs.”

“One of the things that is so appealing about a scheme such as GEMS, which is designed specifically for public service employees, is that it takes the members’ healthcare rand so much further. We don’t offer the extras, such as loyalty clubs, which are so common at other schemes today and ultimately contribute to making benefits more expensive. We stick to the basics of healthcare funding using our substantial size to leverage good rates with healthcare service providers such as doctors and dentists.”

“We furthermore ensure that the Scheme is soundly run by adhering to strict corporate governance principles and maintaining a balanced Board that has both Scheme and member-elected Trustees. As a result, all five of our benefit options offer outstanding value and public servants need look no further than GEMS for healthcare cover.”

According to Roux the five benefit options on offer from GEMS offer something for every public service employee, from those who wish to have more basic cover to those seeking more comprehensive options. “We cover day-to-day as well as in-hospital expenses,” he notes. “Members of GEMS can therefore have complete peace of mind that their every healthcare needs will be taken care of.”

“Medical schemes can offer an invaluable lifeline in times of need,” concludes Roux. “Without doubt everyone needs a good, reliable medical scheme – not only in the event of a ‘rainy day’ but also to ensure on-going good health and longevity for those that are near and dear.”

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**Public Sector Manager**

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# Remaining on course to address challenges

**S**ince government adopted the outcomes approach, good progress has been made in delivering on the five priorities. Through the outcomes approach, 12 outcomes were adopted with delivery agreements as the plans for implementation.

Cabinet has thus far had the benefit to review, through our system of monitoring and evaluation, three monitoring and evaluation reports against the 12 outcomes. The reports reflect the focus brought about by this system, which gave government strategic focus on what needs to be done to effectively address the challenges we have.

This month, we begin with a series of reporting on progress we are making collectively against the targets we have set ourselves. Cabinet is of the view that we are indeed making good progress and that we are focused enough to deliver on our mandate. This month we begin with health, led by the Department of Health (DoH), which is critical to have a healthy nation. We remain resolute in ensuring that our people live a long and healthy lifestyle.

We have set ourselves four outputs namely, combating HIV, AIDS and TB; decreasing maternal and child mortality; strengthening the health system's effectiveness; and ultimately increasing the life expectancy of South Africans.

In combating HIV, AIDS and TB, great progress has been made. Since the President's launch of the HIV Counselling and Testing (HCT) Campaign in April 2010, the number of persons tested has increased six-fold, compared to previous years, confirming improvements in health-seeking behaviour among South Africans. By June 2011, 14,7 million people had been counselled, of whom 13 million agreed to be tested in the public sector. Some 2,04 million HIV-positive people have been linked to care, including antiretroviral treatment (ART) and psychosocial support.

Nationally, mother-to-child transmission of HIV has declined from about 8% to 3,5%. Through a sustained concerted effort, the national DoH achieved a significant decrease in the prices of antiretroviral (ARV) drugs procured from the pharmaceutical industry.

The DoH awarded a tender to the value of R4,2 billion over two years for the procurement of ARVs. The department amended the usual procurement strategies, which has resulted in a saving of 53% (R4,4 billion). The benefit of this achievement to South Africans is that these savings will enable the health sector to treat more patients with the same resource envelope.

It must, however, be borne in mind, that South Africa cannot treat itself out of HIV and AIDS. Prevention therefore remains the cornerstone of interventions to curb this epidemic.

TB control and management is improving, with 7,7 million people screened during the HCT Campaign and the national TB cure rate reaching the 70% mark for the first time, though we still need to work hard to achieve the 85% recommended by the World Health Organisation (WHO).

People living with TB need to be diagnosed quickly and placed on TB treatment, to reduce the risk of infection of the general public and deterioration in health, including death of those infected.

Until 2011, TB detection in South Africa was largely based on microscopy (for drug-susceptible TB) and culture (for drug-resistant TB). This meant that TB culture results were available on average after 35 days after the sputum was taken. In 2011, the WHO endorsed new technology to diagnose TB with simultaneous detection of Rifampicin resistance (a good indicator of drug-resistant TB).

This technology, called GeneXpert MTB/Rif, has high sensitivity in both smear-positive as well as smear-negative, culture-positive individuals. When compared with microscopy and culture, a single GeneXpert test detects 98% of smear-positive TB, while microscopy has sensitivity of around 72%. In addition to high levels of sensitivity, a GeneXpert test result can be available within two hours.

The department has acquired 30 of the GeneXpert MTB/Rif machines, and plans to procure an additional 17 over the

next few months to achieve a target of at least one GeneXpert machine in each of the 52 health districts, until such time that current technology, mainly microscopy, will be fully replaced by the GeneXpert.

Already, over 20 400 tests have been run on these machines, with TB detected in about 18% of suspects. This far exceeds detection rates of between 2% and 10% using current technology, again demonstrating that we have been underdetecting TB.

Also, the tests that have been run show a 6,49% detection of resistance to Rifampicin (a good indicator of multidrug resistant [MDR] TB), well above current levels of just under 2%.

In summary, South Africans living with TB, including those with MDR TB, are being diagnosed early and placed on treatment immediately, to reduce the risk of the spread of TB infection.

The health sector is making good progress towards strengthening the health system's effectiveness in preparation for the National Health Insurance (NHI) that Cabinet recently approved. It is now up for public consultation.

For example, the sector is re-engineering the Primary Healthcare (PHC) delivery model, with greater emphasis on a preventive and community-oriented approach. The re-engineering is being conducted in three streams:

- specialist teams in each municipal district
- the School Health Programme
- municipal ward-based PHC agents.

These teams will focus on the provision of quality healthcare for mothers, newborns and children and general health promotion.

A Human Resources (HR) Health Strategy has been developed, focusing on South Africa's projected needs for health workers in the short, medium and long term. The department recently released a document on the HR Strategy for public discussion. The final HR Strategy will be released in October 2011.

Regulations have been developed, providing clear designations of different categories of hospitals and guiding the recruitment of appropriately skilled and competent hospital management. This will contribute towards management accountability and ultimately effective and efficient healthcare delivery.

A data warehouse is being established, with socio-economic data and health indicators for all health districts. This process has been informed by the collection of critical data from all 52 health districts, including health expenditure reviews and the development of health profiles. Ultimately, the department will use the information management system to inform the selection of districts for priority intervention.

Cabinet recently approved the National Health Amendment

Bill for Office of Health Standards Compliance, which will accredit health facilities. In preparation, the department has put in place quality norms and standards, which cover the availability of medicines and supplies, cleanliness, patient safety, infection prevention and control, positive attitudes and waiting time in all health facilities.

The department is currently auditing public health facilities against these standards, with over 1 600 audited by the end of August. Quality improvement projects are being developed to address the gaps identified by the audits for each health facility. Resources have been mobilised and budgets have been allocated for this purpose.

This is effectively the largest and most ambitious service-delivery improvement programme that has ever been implemented in South Africa, and the model may be replicable in other sectors. The approach is breaking new ground with regard to the roles of national departments in driving service delivery and operational improvements in concurrent functions.

Our department, working with the Department of Health, will jointly produce a series of case studies on this service-delivery improvement programme.

Although significant progress has been made in leading and harnessing efforts towards a long and healthy life for South Africans, challenges remain.

South Africa's performance on health indicators is generally poor and inconsistent with the levels of investments made. Child and maternal mortality still remains unacceptably high, with the poor largely bearing the brunt. We have successfully held a breastfeeding summit with far-reaching resolutions to strengthen our child survival strategies.

Non-communicable diseases are also on the rise and violence and injury remain cause for great concern. However, we held a Violence and Injury Summit under the auspices of the WHO in September and more recently, we successfully convened a Non-Communicable Disease Summit.

Both have resulted in very serious far-reaching resolutions, which the department is going to implement very soon.

The poor performance on health indicators has largely been attributed to systemic challenges, including a largely curative, hospital-centric model of delivering care, HR shortages and limited management capacity and accountability. There is also ongoing underexpenditure on the Hospital Revitalisation Grant and the issue has been elevated to the Presidential Infrastructure Commission.

Despite all these challenges, we remain on course to address them and all efforts led by the DoH working with the sector are producing results. We commend the DoH and its partners for the progress they have made thus far and we should all be putting in extra effort to ensure that we meet our targets in all the outcomes. This is testimony to the fact that working together we can indeed do more.

We will continue to support the department and monitor progress and ensure that we remain focused on what we have promised our people. 🗳️



Othniel Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration



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October is Transport Month. As with most periods of heightened communication activity, this month is no exception. *Public Sector Manager* took the opportunity to talk to the Minister of Transport, Sibusiso Ndebele, about the path that is being charted for us as a country.

This path has already seen the dynamic and exceptional expansion of our transport sector into exciting developments such as the Rapid Bus Transport System, massive growth in our ports and rail infrastructure and the Gautrain, to name only a few.

Over the next two years, government's plans for public transport will radically change the way South Africans travel, due to investments of billions of rands.

In partnership with all provinces, the S'hamba Sonke Project will improve access roads to schools and clinics and public social infrastructure by drastically upgrading the secondary road network and repairing potholes throughout the country.

This includes rehabilitation of key arterial routes in support of the rural economy through labour-intensive projects. Some R6,4 billion has been set aside for this initiative in 2011/12; R7,5 billion in 2012/13; and R8,2 billion in 2013/14, amounting to a total of R22,3 billion in the medium term. The programme is also expected to create around 70 000 jobs in 2011/12.

Appropriately Transport Month is being celebrated under the theme "Year of Job Creation and Service Delivery in the Transport Sector: Moving South Africa to a Better Tomorrow".

Undoubtedly, these and other initiatives being embarked upon by the department should ignite inspiration in public service managers, for whom innovation, creativity and determination must be the cornerstones of their ethos.

In its own contribution to stimulating healthy debate, interaction and information-sharing among senior public service managers, the Government Communication and Information System (GCIS) launched the inaugural *Public Sector Manager* (PSM) Forum in September. These forums will take place monthly. The main aim is to allow interaction that will stimulate the growth and knowledge of our managers. The forums allow a space where they are given the opportunity obtain more insight into government's position on key and current issues. They can also ask questions, provide insights and network. It is my hope that more managers will participate in the PSM forums.

At the pinnacle of the Public Service corps, we honour the longest-serving Director-General, Advocate Sandile Nogxina, who has left his position as DG of Mineral Resources to advise Mineral Resources Minister Susan Shabangu.

This pioneering leader talks readers through his – and the Public Service's – commendable early feats in those formative years of democracy when new departments with a new outlook on the country's developed had to be forged from the fragmented apartheid Public Service that was geared towards serving a minority of citizens.

Advocate Nogxina's insights tell us how far we have come and how far we have yet to go. Alongside the tributes provided by some of his veteran peers, *Public Sector Manager* wishes this dean of the Public Service well in his new role.

I am pleased to present to our readers with yet another edition of the *Public Sector Manager* – with information as insightful as that around the recently launched *Green Paper on Land Reform* to some meaningful clean energy options for our country as dialogue on this topic intensifies prior to the United Nations Climate Change Conference (COP17) starting in November as well as the recent strides made in South Africa's relations with the European Union.

These, and other issues covered in the magazine, hopefully provide information and thinking around key issues in government, which we as senior public service managers can and must be aware of.

**Jimmy Manyi**  
GCIS: CEO  
Cabinet Spokesperson

**Dear Editor**

The September edition of *PSM* refers. Your good mix of content in this edition was impressive and informative. As a public service official, I continue to draw inspiration from the behind-the-scenes efforts of my fellow colleagues in the public sector, as so articulately chronicled in your magazine.

However, I could not help but notice the glaring and unforgivable editing and proof-reading blunder in the headline on page 71. Such mistakes tend to lend credence to the stereotyping of civil servants as a bunch of no-hopers. Your copy editing team will have to do a refresher course on basic editing.

**- Shobana Khumalo,  
Empangeni**

*Editor's response:  
Your comments are noted. We are working hard on improving the proof-reading and copy-editing. Thanks for your constructive criticism.*



**We hear you!**

**Dear Editor**

I enjoyed reading the article on the National Health Insurance (NHI). The NHI emanates from the Freedom Charter. The latter states that: "A preventive health scheme shall be run by the state. Free medical care and hospitalisation shall be provided for all, with special care for mothers and young children."

Also, Section 27 of our Constitution states that: "Everyone has the right to have access to healthcare services." What the Government is doing through the NHI is commendable. The United Kingdom already runs a national health insurance system. What is of concern, though, is how it will be implemented in the context of such challenges as corruption, shortage of health practitioners, lack of medial equipment and medicines in hospitals, and poor infrastructure.

**- Sifiso Mona, University of Limpopo**

**Write and win**

The winning letter will receive an advanced driving course worth R800, courtesy of BMW SA.

**Dear Editor**

The article on Minister Aaron Motsoaledi (September edition) refers. Health is not the sole responsibility of the Department of Health. The department only looks after improving the life of those who have been affected by environmental factors (socio-economic and genetical).

All government departments have a responsibility towards improving the health status of our people. Most diseases are environmentally induced. Societal attitudes are paramount to the health of society and in this regard citizens have a responsibility to lead a healthy lifestyle, such as doing physical exercise and following a healthy diet.

**- Kgomodikae Protea Leserwane,  
via e-mail**



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# Fast facts at your fingertips

## Correctional care in its infancy

The Department of Correctional Services launched its first Mother and Baby Care Unit at Pollsmoor Correctional Centre. There are currently 174 babies in correctional centres around South Africa.

## Keeping our roads safe

Since the launch of the National Rolling Enforcement Plan, from 1 October 2010 to 31 July 2011, 11 745 526 vehicles and drivers had been checked, 4 847 526 fines issued for various traffic offences, 17 758 drunk drivers arrested and the use of 46 843 unroadworthy vehicles (the majority of which are buses and taxis) discontinued.

## e-Connectivity for schools

The first phase of connecting the 125 Dinaledi schools and district schools (1 525 schools) has commenced, following the completion of the primary objective of the Dinaledi School project which is to ensure that selected schools are supported to significantly increase the participation and performance of learners, especially African and girl learners, in Mathematics and Physical Science.

## Tapping into new growth

The update on the development of 60 new regional bulk water infrastructure systems is that four water treatment works, four water supply schemes and three waste water treatment works have been completed. The rest of the projects are progressing as planned.

## Top companies to assist with housing backlog

Minister of Human Settlements, Tokyo Sexwale, launched the Each One Settle One campaign on 29 September 2011. The campaign is aimed at lobbying and mobilising the top 200 JSE - listed companies, individual stakeholders, private-sector institutions and donor agencies to assist the department to provide decent shelter to more than two million households.



## Crime on the decline

Minister Nathi Mthethwa released the South African Police Service crime statistics for the period 1 April 2010 to 31 March 2011. Some of the highlights from the statistics include decreases in the following crimes:

- contact crimes (crimes against a person) by 6,9%
- murders by 6,5%
- attempted murders by 12,2%
- sexual offences by 3,1%
- aggravated robberies by 12%
- house robberies by 10,1%
- car hijackings by 23,6%
- burglaries at residential premises by 4,8%
- cash-in-transit robberies by 18,7%.

## Solar power boom

11 176 – the number of solar home systems that were installed between March and April 2011. Municipalities will start connections later this year, as their current financial year has just started

## Going digital

Digital Terrestrial Television roll-out: 60% coverage has been achieved with digital video broadcasting (DVBT) standard. The plan is to upgrade and roll out 75% coverage of the new standard of DVBT-2 (version 2) by 2012.



1



# ON CAMERA

2



## HEADING FOR THE TRYLINE

President Jacob Zuma gave the Springbok team his blessing and well wishes – on behalf of millions of South Africans – as they prepared to leave for New Zealand to defend their champion status in the Rugby World Cup.



3



4



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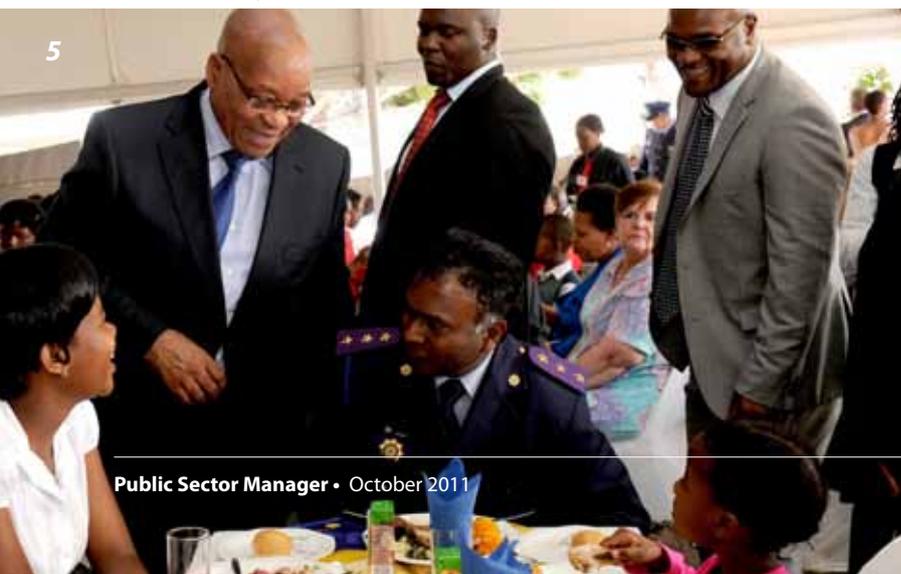


1. President Jacob Zuma receives a gift from Springbok captain John Smit.
2. Sports and Recreation Minister Fikile Mbalula at the Springboks' send-off to the 2011 Rugby World Cup.
3. President Jacob Zuma the with South African rugby team and management, Pretoria.
4. Minister Trevor Manuel assists Brian Habana to complete a census form before departure.
5. Springbok head coach Pieter de Villiers at the send-off.



# FALLEN HEROES HONoured

On 4 September, President Jacob Zuma paid tribute to members of the South African Police Service (SAPS) who had died on duty between 1 April 2010 and 31 March 2011. These fallen heroes were remembered on the SAPS National Commemoration Day.



1. President Jacob Zuma paid tribute to the fallen heroes of the SAPS.
2. Police Minister Nathi Mthethwa addresses guests at the National Commemoration Day event, Union Buildings.
3. National Police Commissioner General Bheki Cele addresses attendees at the National Commemoration Day event, Union Buildings.
4. Family members, friends and fellow police officers pay tribute at the South African Police Memorial, Union Buildings, Pretoria.
5. President Jacob Zuma and Police Minister Nathi Mthethwa greet attendees.



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Over the last few years, a major capital injection has gone into transport-related projects and operations that have significantly expanded South Africa's transport infrastructure. October is, among other things, Transport Month. Building on the successful delivery of World Cup transport infrastructure, government aims to give special focus to projects that will reduce transport costs, improve safety, reduce the backlog of road and rail infrastructure, and enhance accessibility to and affordability of quality public transport in both urban and rural areas. *Public Sector Manager* took the opportunity to catch up with the man steering the future of the country's transport networks, Minister Sibusiso Ndebele.

We meet Minister Sibusiso Ndebele at the launch of the 2011 Transport Month programme at the University of KwaZulu-Natal in Richards Bay. This year, the Minister decided to start the roll-out of the programme by celebrating World Maritime Day to highlight the importance of the maritime industry in our lives, in the lives of our neighbours and the rest of the world. The focus of World Maritime Day this year is on combating piracy.

Piracy is a worldwide problem and, as a country, South Africa must act in the collective interest of the world to help defeat it.

The International Maritime Organisation (IMO) has called on shipping companies to ensure that when venturing into the western Indian Ocean region ships comply with the recommended measures.

It also encourages governments to back up their concern over the situation by deploying military and other resources commensurate, in numbers and technology, with the scale of the problem and with a realistic chance of dealing with it effectively.

"South Africa is of the view that although piracy manifests itself at sea, the roots of the problem are to be found ashore," says the Minister.

The IMO granted South Africa the rights to host the



*Transport Minister Sibusiso Ndebele*

Diplomatic Conference, which will consider and adopt the much-awaited amendments to the 1993 Torremolinos Protocol. The conference will take place in Cape Town next year and will give South Africa an opportunity to lead and facilitate the finalisation of negotiations that will lead to safety for fishing vessels at sea.

It is important for South Africa to remain active in maritime-related activities, because a major part of world trade depends on South Africa's coastal waters. Also, up to 95% of the country's imports come by sea. "We are situated on a major sea route, which currently facilitates the safe and secure movement of about 500 million tons of crude petrochemical sea trade. This represents over 30% of the world's petrochemical production on board over 5 000 tanker voyages of very large crude carriers per

annum,” according to Minister Ndebele.

To facilitate the country’s maritime trade and carry out its domestic and international maritime obligations and responsibilities, South Africa has developed sophisticated maritime transport and logistics services infrastructure, coupled with enormous sea watch and emergency response capabilities.

“Our Centre for Sea Watch and Response, which houses the Maritime Rescue Coordination Centre and the standby salvage tug programme, responds to over 40 marine incidents a month.”

The launch of Transport Month came at a time when the Minister had just announced his proposal to bring the speed limit down from 120 km/h to 100 km/h on national, provincial and municipal roads.

Most developed countries have long reduced their speed with positive results. Some may argue that speed is not the sole reason South Africans are killed on our roads daily, but that South Africa needs safe and well-maintained roads as well as sober-minded drivers.

However, recent horrific road carnages on our roads,

witnessed over the last few months – one of which left a child younger than three years decapitated after the car he was in crashed into a bus – suggest that South Africans have a long way to go.

As a country, we lose about 14 000 people on the roads every year – roughly 1 000 a month, 250 a week and 40 a day. The ripple effects of these deaths are immeasurable in families, communities and the economy.

In August this year, Minister Ndebele instructed law enforcement officers to stop and check every bus and taxi after the death of at least 76 people in eight separate road crashes involving public transport vehicles.

Between 31 August and 18 September, 127 625 public transport vehicles were stopped and checked – 260 scholar transport vehicles, 210 buses, 395 minibuses and 159 trucks were found to be unroadworthy and were taken off the road. Unroadworthy vehicles costs taxpayers at least R60 billion each year.

This is over and above the campaign that was launched to stop one million cars each month – meaning just over 35 000 vehicles per day.

... continued on page 18



# COMMUNITY WORK PROGRAMME

## AN INSTRUMENT TO FIGHT POVERTY

Socio-Economic factors and joblessness: these are some of the vital concerns that the Community Work Programme (CWP) seeks to address in striving towards poverty alleviation efforts. In advancing its cause of fighting poverty, the CWP scaled up significantly in April 2010 to March 2011 with a total number of 89,689 work opportunities which were created in 56 sites spread throughout all the nine provinces across 45 Municipalities and covering 417 wards.



CWP, a programme under the auspices of Department of Cooperative Governance, aims to provide ordinary South Africans who are willing to work an opportunity to be involved in the programme to supplement their livelihoods. The CWP aims to provide an employment safety net, by providing a minimum level of regular work opportunities to participants, with a predictable number



of days of work provided per month. It supplements the existing livelihood strategies of participants and further provides a basic level of income security through work.

It targets unemployed and/or underemployed people of working age, including those whose livelihood activities are insufficient to lift them out of poverty. The programme offers two days of work per week and 100 days a year per participant at a wage rate of **R60.00 per day**. The CWP not only offers work opportunities for the marginalized members of society, but also provides training in various streams.

The work done by CWP participants is chosen by the communities themselves. The useful work identified contributes towards public good and includes labour intensive work such as environmental rehabilitation; food gardening; bricklaying; painting; recycling; general maintenance work; home-based care etc.

### “CWP: Making a Difference Where it Matters”

- CWP is implemented throughout the country. 74 sites are established; i.e. 56 existing sites and 18 new sites started in April 2011.

For more information contact:  
Programme Management Unit: **012 336 5772** or  
Communication Unit: **012 336 5718**

“Our strategy is education. But education alone does not help, so we have introduced enforcement. Targeting enforcement ensures that we stop at least one million vehicles per month. The presence of enforcement tells people that we are there, that if you disobey the rules of the road there will be consequences,” says the Minister.

He feels there is some light, though, because road users are becoming more safety-conscious. However, there is still a long way to go in terms of the Decade of Action – a plan to halve the number of deaths on our roads by 2014.

South Africa needs drivers and passengers who are conscious of their actions and repercussions, similar to the anti-smoking campaign of the Department of Health.

The latter, he says, was a success and created the necessary awareness and consciousness among the public even though there was no policy.

South Africans know what needs to be done to keep the roads safe. Unlike diseases such as HIV and AIDS, road accidents don't need scientists to find a cure. It's up to each and every person to act and be responsible when using the roads.

But just what is the progress on realising the goals set in the big plan for transport in South Africa?

If one looks back at the days leading up to the 2009 elections, there were many issues around public transport. The Bus Rapid Transit (BRT) System and the taxi industry upheavals spring to mind.

Today, those issues have been largely resolved and the taxi industry owns almost two-thirds of the BRT System. South Africa has also made strides in other modes of transport such as air travel.

The South African National Taxi Council (Santaco) recently launched its own airline that flies between Lanseria, Bhisho and Cape Town. Passengers on Santaco Airline between Bhisho and Johannesburg will pay less than R800 a ticket. Once they reach their destination, there will be minibus taxis waiting to take them to that city's taxi hub.

Over the next two years, a multibillion rand boost by government for public transport will radically change the way South Africans travel.

New initiatives such as the Gautrain, the Gauteng Freeway Improvement Project, Open Road Tolling and the BRT System will all contribute towards an enhanced integrated transport system.

The Gautrain has so far been a success and more so with the opening of the link-up with Pretoria just a few months ago. People who work and live in Pretoria or Johannesburg have grabbed the opportunity to avoid traffic and save on petrol and time by boarding the Gautrain daily. During the first week, the number of passengers increased from 19 248 on the first day of operations to 41 883 by 9 August 2011.

The Minister feels that there should be a continuation of the Gautrain

approach by investing in a cheaper, safer and long-lasting rail link at the Moloto Corridor. The rail line will be the link between Pretoria and Siyabuswa in Mpumalanga, and ease congestion for workers who use buses and taxis to access the metropolitan areas. The passenger rail industry continues to face challenges, one of which is the reliability and availability of infrastructure. To assist in overcoming these problems, says the Minister, the Department of Transport, through the Passenger Rail Agency of South Africa (Prasa), is investing on a large scale.

Prasa is embarking on a bold programme to invest in new rail rolling stock, worth R97 billion over a period of 18 years, for Metrorail and long-distance rail services. These investments will significantly improve the country's passenger rail transport network, offering new routes and destinations throughout South Africa.

Back on the road, during Transport Month and the festive season, the Minister's message is simple: South Africa needs safer roads. Law enforcement and education are in place but the roads themselves are

a key component of a multifaceted approach to safety.

“That is why we are spending R6,4 billion in this financial year to build more roads in rural areas and by 2014, a total of R22 billion would have been spent on rural roads. We have a budget for creating these roads, which in turn would create more than 60 000 jobs in the S'hamba Sonke Project.”

The S'hamba Sonke Project, a massive pothole patching programme involving locals who will be recruited to repair damaged secondary, district and municipal roads, gives meaning to “together we can do more”. The programme, which will create new opportunities for emerging contractors and jobs across the country, promises to ensure that all citizens have the right to freedom and access to basic services such as water, electricity and roads.

Minister Ndebele believes transport is a key contributor to the New Growth Path. “This is a task on which we dare not falter. We are the sector with the biggest possibility to contribute to job creation in many direct and indirect ways but only if we act with a single purpose across our spheres.” 🌐

***South Africa needs drivers and passengers who are conscious of their actions and its repercussions, similar to the anti-smoking campaign of the Department of Health.***



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# Veteran with a view on the future

He was a pioneer of the cadre deployment policy as envisioned by the founding fathers and mothers of a democratic, transformative and developmental state. Former Director-General (DG) of Mineral Resources Advocate Sandile Nogxina shares his insights with **Mbulelo Baloyi.**

**B**oasting the enviable, respected title of the longest serving DG in the democratic dispensation, Advocate Sandile Nogxina is one of the architects of the Public Service as we know it today, as well as its attendant ethos and values.

Nogxina recently left the Public Service after serving it with much-praised aplomb for more than 14 years. These days, he is the Special Adviser to Mineral Resources Minister Susan Shabangu, who was his political principal until less than six months ago.

Over the last 14 years, Nogxina has served under four different presidents, six deputy presidents, a number of acting presidents and no less than five ministers.

“I can say with pride that I am one of the first Directors-General appointed by former President Nelson Mandela,” says Nogxina as he relaxes on a leather couch in his spacious, elegant office whose cabinets are replete with gold trophies, awards and citations – the mark of an achiever.

His induction into the public service was in 1994, just after the first democratic elections. With most African National Congress (ANC) leaders being elected to serve as public representatives in Parliament and the different provincial legislatures, Nogxina and others heeded the call to establish a new Public Service.

“I think, firstly I must point out that ours was a calling more than employment. It was a deployment. That was



*Sandile Nogxina*



the difference; we did not just wake up and see an advertisement in the newspaper and say 'I hereby apply to be the Director-General of the department'. It was a calling and, of course, it was quite an interesting transition because we were coming from the liberation movement."

A lawyer by training, Nogxina started as a Special Adviser to the first post-apartheid Minister of Public Service and Administration, Dr Zola Skweyiya – now High Commissioner in London.

Nogxina was later appointed DG of the Department of Public Service and Administration (DPSA), with the mammoth task of amalgamating separate organs of administration, including the former Bantustans and self-governing territories

and the then four provincial authorities into one civil service.

"You will remember that the Public Service was totally dismembered by apartheid. There was a public service of the former Bophuthatswana, Ciskei and the other Bantustans. One of our first responsibilities as the DPSA was to knit those dismembered units of the Public Service and bring them together to make them one public service. It was very challenging. At that time, the DPSA was non-existent; it was just Dr Skweyiya, two special advisers and me.

"The salaries in the Transkei were very high and we had to negotiate with the unions to bring about salary parity. It was a very difficult task. In some instances, we had to bring down the salary packages of some public servants. It was very challenging. It was one of my highlights in the Public Service – that knitting together of the dismembered public services of South Africa into one. I think we did that with poise."

He was also instrumental in the writing of the *White Paper on the Transformation of the Public Sector*. In addition to this, he was also responsible for setting up the Secretariat of the Presidential Review Commission, which was responsible for reforming and transforming the Public Service during the tenure of former President, Nelson Mandela.

Nogxina laid the foundation of the present-day DPSA and was a key author of the present Public Service Act, which replaced a range of legislation. At the time, the Public Service was rules-bound rather than results-oriented.

He moved from the DPSA to join the then Department of Minerals and Energy (DME) in January 1998 under the political leadership of former Minister Penuell Maduna.

In this capacity, he was the driving force behind the Petroleum Charter and subsequently the Mining Charter, which both sought to facilitate the entry of black people into these strategically important economic sectors.

According to Nogxina, the post-1994 administration became a victim of its own policies such as the Public Finance Management Act.

"Remember, there is no way you can have a totally uncontrolled environment because we are dealing with public funds. The Public Service is a politically contested terrain. Governments fall because of lack of support from public servants.

"In a situation where there is contestation over the control of this machinery, it is important that there are rules so that you can ensure that there is stability. You can't divorce the Public Service from rules and regulations.

"I am one of the people who laid the first bricks and mortar that built the Public Service. I can say that without any fear of contradiction, without being arrogant about it. We did a very good job because we were able to take something from the apartheid Public Service into a democratic South African Public Service that today is reflective of the demographics of the country."

Nogxina says one of the deterrents of senior leadership in the Public Service is the fact that once someone is appointed at a certain level, he or she ceases to be a private person and finds their life subject to public scrutiny.

"The political contestation that is taking place outside there also affects



# MAKANA

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Three powerful nations played a role in shaping today's South Africa: the British, the Xhosa and the Afrikaner. It was in the Eastern Cape province that they first made contact over 200 years ago. But, inevitably, conflicting demands, coupled with the ignorance of each other's cultures, and differing attitudes towards land ownership, spiritual beliefs and civilisation, paved the way for conflict.

The Xhosa fought for 100 years to preserve their independence and heritage, in an area known as Frontier Country. This area is aptly named as nine frontier wars were fought there for over almost a century between 1779 and 1878. As a result, the towns have rich histories of dispossession and bravery. At Egazini, "The Place of Blood", a monument to the Xhosa warriors who died defending their homeland has been erected. A frontier now at peace, a frontier where cultures meet.

As a result, the Frontier Country has a fascinating, unique history. And the Makana Region of this territory is unquestionably one of the most vibrant regions in South Africa, showcasing a rich cultural heritage and offering premier tourist routes which will indulge the inquisitive, adventurous, nature-loving and historical interests of individuals and groups.

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The area also has nearly a million hectares devoted to game. A range of public and private nature reserves span the area, from the world-famous Addo Elephant Park in the west to the magnificent Double Drift in the east. Frontier Country has a wide range of places to sleep, eat or simply relax, as well as a host of arts and crafters, and is home to some of the country's leading festivals including the National Arts Festival in Grahamstown, the National Science Festival, commonly known as SciFest Africa, the National Schools festival and the Grahamstown Flower Festival. Makana is also home to some of the finest educational institutions in the country, particularly the world-renowned Rhodes University.

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Sandile Nogxina

your private life because with any small mistake that you make, the opposition will jump on it, because it is not considered your personal mistake but that of those who appointed you. So, there is more responsibility on public servants to lead a particular kind of life. I am not free to do as I would like to do, because I am a public servant.

“There is something called bringing the Public Service into disrepute. Your life is subjected to a lot of public scrutiny.”

He adds that most of the highly qualified people

employed in the public sector end up being poached by the private sector at salaries that are sometimes 10 times more than they would earn in the public sector. He says that most mining and energy companies poach staff from the department because public service officials have thorough knowledge of the legal requirements that mining and energy companies have to comply with to do business.

Nogxina says uncompetitive remuneration packages in the Public Service are a turn-off to many who would have otherwise joined government.

“We don’t pay competitive salaries. For instance, here at the Mineral

Resources Department, it is a knowledge-intensive department. You deal with skills that are rare; you need scientists, geologists. When it was still DME, you needed nuclear scientists, electrical engineers, nuclear physicists and mining engineers."

"This is one department in the economic sector that has been very robust and aggressive in terms of transformation in the implementation of Black Economic Empowerment, says Nogxina. As a result of that, it has made it possible for us to be very aggressive in ensuring that players in the mining industry comply with the legislation when they seek mining licences."

A proud Nogxina says the Mining and Petroleum Resources Development Act is the most revolutionary economic legislation as it places mineral rights in the custodianship of the State.

"We move from the premise that the mineral rights and resources are a national patrimony and therefore the heritage of all South Africans, which is why we have now invested them in the custodianship of the State."

While he is passionate about his legacy and the direction adopted by government policy, the veteran DG is pleased that in his new role as Special Adviser to the Minister, he is not bogged down in administrative issues.

"As a DG you become an accounting officer, a manager and a bureaucrat. I am no longer worried about whether people have pens, the Auditor-General, Treasury instructions and appearing before the portfolio committee," he says with obvious relief.

"Right now, I can sit down and think strategically and advise the Minister accordingly. According to special advisers' protocol, I direct my advice only to one person and that is my principal. Even when you see somebody messing up, you just keep quiet

as you are hired to be the Special Adviser to the Minister."

Nogxina's vast experience positions him perfectly to anticipate the road yet to be travelled by this developmental state.

"As a public service, we are still to structure ourselves in such a way that we can respond to the task and the duties of a developmental state. Remember, a developmental state is a state that has to intervene more in the private space. It is important that you must be structured in a way that allows you to do exactly that.



"You must build human capital (and) put systems in place that will respond to the demands of a developmental state. We have not yet done that.

"(In 1994) we were prepared for transformation because I remember just a year before we came into the Public Service, some of us were sent to the World Bank for a year, others were sent to the Public Civil Service College in Britain while others were sent to Germany and all over to various public service schools in Europe. We were being prepared for a particular kind of a state that was envisioned by the ANC before it ascended to power. It was a transformative state and that is why we were able to deliver on that front."

Nogxina says: "We are now graduating from a state in transition to a state that is calling itself a developmental state

which has embodied certain qualities. We talk about the State. We talk about the public sector. Those are the sinews of the State. You see the State only in the public sector. What changes then have been done in the Public Service that will instil the current State with the qualities of a developmental state?"

Having provided many answers to such questions in the past decade and a half, the doyen of the Public Service is leaving it to the new generation of Public Service leadership and the new cadre at the coalface of delivery to ponder these questions. 

# PALAMA's PUBLIC FINANCE MANAGEMENT TRAINING MENU

PALAMA is responsible for the provision of high quality curricula and materials to meet capacity development needs of public officials across all occupational levels within all spheres of government. One of the key curriculum targets for the 2010-2014 period is the development of a Comprehensive Financial Management Programme for the Public Service. To this end, PALAMA has been collaborating extensively with National Treasury in the development and implementation of a Public Finance Management Competency Framework and a Capacity Development Strategy for Financial Management.

PALAMA uses teams of designers, content specialists and experienced practitioners to ensure the quality and relevance of all training programmes. The content of the public finance training programmes is validated by the National Treasury, while the design is outcomes-based, interactive and practice-oriented. Assessment methods are carefully selected to enhance learning and the demonstration of applied competence.

*The current PALAMA offerings include the following accredited course:*

- Supply Chain Management for Public Service (5 days)
- Bid Committees (PFMA) (3 days)
- Bid Committees (MFMA) (3 days)

*The non-accredited offerings include:*

- SCOA & ERF for Budget Managers & Non-Financial Managers (3 days)
- SCOA & ERF for Practitioners (3 days)
- Demand Management (3 Days)
- Logistics Management (5 Days)
- Contract Management (PFMA) (3 days)
- Contract Management (MFMA)(3 days)
- Advanced Acquisition Management (5 days)

The two SCOA & ERF courses, which are funded by the National Treasury, will be rolled out during October-December 2011. As there are limited places for this funded training, interested officials should make bookings without delay.

In addition, PALAMA is in the process of finalizing the following training courses: Combatting & Detection of Bid Rigging; Strategic Sourcing; Budget Formulation; Budget Analysis; Philosophy of Supply Chain Management; Inventory Management; Project Planning & Appraisal; Asset Management, Asset Verification; Asset Reconciliation; Public Sector Risk Management Framework; Applied Risk Assessment; Risk Mitigation & Reporting.

Over the next few months PALAMA will issue regular updates on the availability of these exciting capacity development interventions.



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# Celebratory dinner and Golf Day

The African Minerals and Energy Foundation held a celebratory golf day and farewell dinner in honour of the former Director-General of Mineral Resources, Advocate Sandile Nogxina, on 6 September 2011. The dinner was in recognition of Nogxina's long tenure in the Public Service, which spanned over 14 years in different capacities. The day started with a golf day tournament at Randpark Golf Club, Johannesburg, and culminated in dinner.



*Adv Sandile Nogxina and his wife Nqabakazi Nogxina*



*The celebratory dinner of Adv Nogxina attracted business personalities from the energy and mining industry*



*Mr Maurice Radebe Group Executive Stakeholder Relations at SASOL was the programme director at the celebratory dinner*





*Dr Popo Molefe Executive Chairman of Lereko Investments*

*Randpark Golf Club in Randburg was the setting for a golf day honouring Adv Nogxina*



*Networking and exercise brought admirers of Adv Nogxina together at his golf day*



*A dinner guest greets Mineral Resources Minister Susan Shabangu*



*Friends of Advocate Sandile Nogxina at the registration table at the Randpark Golf Club*

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Minister of Transport  
Mr Sibusiso Ndebele

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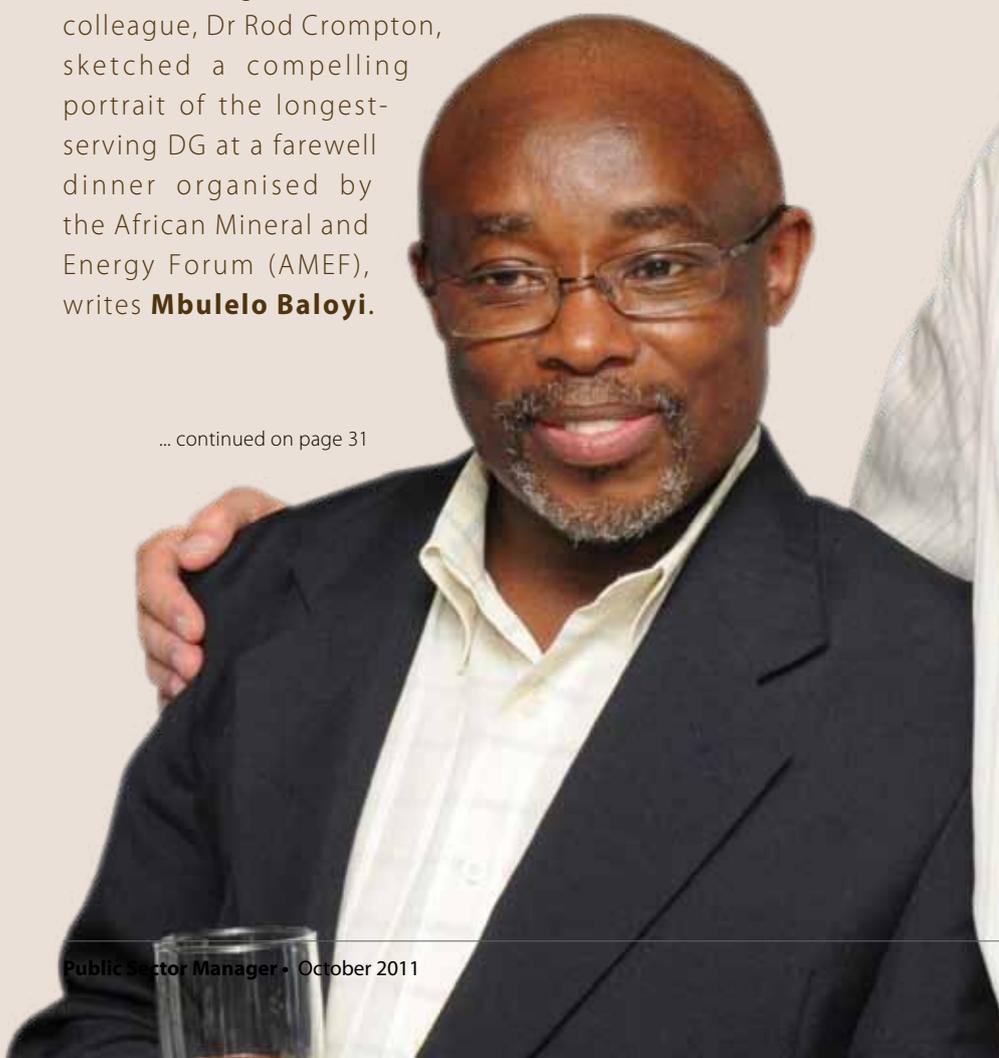
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# The man who made his mark at DME

Advocate Nogxina's work ethic could be mistaken for that of a slave driver but on closer scrutiny, one sees someone who embodies a sense of justice and the determination to succeed against all odds. In a moving tribute to recently retired Mineral Resources Director-General (DG), Advocate Sandile Nogxina, a former colleague, Dr Rod Crompton, sketched a compelling portrait of the longest-serving DG at a farewell dinner organised by the African Mineral and Energy Forum (AMEF), writes **Mbulelo Baloyi**.

... continued on page 31



*Dr Rod Crompton and  
Adv Sandile Nogxina*

# City of Ekurhuleni

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City of  
Ekurhuleni

**“H**istory calls those men the greatest who have ennobled themselves by working for the common good.”

Crompton, found these words of Karl Marx, eminent philosopher and socialist, most apt in describing Advocate Nogxina and his legacy.

Crompton is a regulator primarily responsible for petroleum pipelines at the National Energy Regulator of South Africa (NERSA)

The AMEF organised the dinner to honour Advocate Nogxina for the sterling and selfless dedication he demonstrated while at the helm of a government portfolio that plays a very critical role in economic development, wealth creation and empowerment.

“I am very pleased that we are taking the time tonight to acknowledge and celebrate a unique and distinguished career in the Public Service. We are celebrating a man who has survived in the post of DG (and that is a level at which there is a pretty high casualty rate) for 14 years and who has survived four presidents, about five ministers and about five deputy ministers. Now that in itself takes some doing,” remarked Crompton.

“It’s a tribute to his stamina and strength of resolve that he lived to tell the tale. I don’t know too many chief executive officers of companies in the private sector that are the size of the former Department of Minerals and Energy (DME) who have held that post for as long.”

Crompton counted among the outstanding landmarks that stood out in Nogxina’s long and distinguished career in the Public Service the first empowerment charter, the Petroleum Charter, the reform of the liquid fuels regulatory dispensation, the reform of the mining rights dispensation and the Mining Charter.

“These were pioneering contributions to the new South Africa and were not without risks. He took those risks and he managed them. That is no mean feat and speaks to his qualities as a leader, as a politically astute public servant

and as a leader with a big vision for the future of our country. He personally led from the front and took charge of the drafting of the Minerals and Petroleum Resources Development Act.”

Crompton said the reform of mining rights included an often overlooked element: the formal recognition of an aspect of mining that had previously always been regarded as a poor and insignificant second cousin, namely the oil and gas sector.

“Despite being instrumental in the reforms of these major sectors of the economy, Nogxina is not a household name in South Africa. This is because although he had many opportunities to build his profile in the media, to grandstand and to become famous, he did not. He chose

to stay in the background. It was not just because that is a part of his personal style and what he brought to the job, not just because he is a modest man who does not seek glory but, more importantly, because he believed that is the correct way for a public servant to behave. To me, that is the correct understanding of the role of leaders in the Public Service,” noted Crompton.

Crompton said Nogxina – with his highly sought-after qualifications and experience – could have chosen to lead a charmed life and take a plum job in the private corporate sector, but he stuck to his job in the civil service, trying to build a better South Africa.

“When we think about the DG’s commitment to the Public Service as a contribution to building the new South Africa, we should also think about the opportunities foregone; we should think about all the offers and opportunities to move into the private sector and to become a Black Economic Empowerment (BEE) player that he must have received over the years. We can assume that some of them would have been more rewarding than his Public Service pay. That is to be admired in this day and age. There are not many people like that around.”

Among the contributions that will be associated with Nogxina are the following:

***“Despite being instrumental in the reforms of these major sectors of the economy, Nogxina is not a household name in South Africa. This is because although he had many opportunities to build his profile in the media, to grandstand and to become famous, he did not. He chose to stay in the background. It was not just because that is a part of his personal style and what he brought to the job, not just because he is a modest man who does not seek glory but, more importantly, because he believed that is the correct way for a public servant to behave. To me, that is the correct understanding of the role of leaders in the Public Service,” noted Crompton.***

- the *White Paper on Energy Policy*
- the introduction of natural gas from Mozambique
- the reorganisation of the Central Energy Fund group of companies and the establishment of PetroSA (by the way, that name came from the DG himself)
- the first integrated energy plan
- the *White Paper on Renewable Energy*
- the establishment of an independent energy regulator
- energy master plans
- the amendment of the Diamond Act and the establishment of the State Diamond Trader
- the Minerals Beneficiation Strategy
- the establishment of the State Mining Company
- intervention in the gold crisis to set up structures to try to save the mines.

Crompton had the dinner guests in stitches as he told them one of the stories about Nogxina that is a legend in the department. Crompton said these stories said something about the kind of leader that he was.

“It is a story about how he entered the DME. Upon his appointment, one of the first things he did was to stroll into the DME building unannounced one day to have a look around. Then he walked into some poor unfortunate’s office, pretending to be an ordinary member of the public. He started to ask for things. He began to ask awkward questions. Then he began to demand things – just like a pushy member of the public- until security was called to remove him. Then he told this poor unfortunate that he was the new DG.”

Legend has it that Nogxina always caught staff off guard. He would convene an Executive Committee or Management Committee, arrive two minutes early and start the meeting one minute earlier than scheduled. Inevitably, someone would arrive late, to be met with harsh rebuke from Nogxina.

According to Crompton, that single move of stressing the importance of punctuality and what it means as an indicator of standards and professional conduct changed the whole atmosphere in the department and the attitude to work.

“One of Nogxina’s great strengths is managing people and getting them to do things that they don’t really want to do. Ironically, that is precisely a DG’s job description in his dealings with people. Many a time, I have seen him acting so cross with his staff or with the captains of industry, but in such a way that half of them are terrified but the other

half think he is kidding. He would keep people guessing. There is a mischievousness about him that is not far under the surface,” remarked Crompton.

An avowed exponent of transformation, Nogxina, during



his tenure at the DME, took no prisoners and remained unwavering and unflinching when taking on the holy cows. However, this was all done buttressed by incontrovertible facts and empirical evidence.

“The other hallmark of his approach to staff was that he acted fairly and without fear or favour. The process of transforming the old DME in the new South Africa was not an easy process.”

Nogxina’s even-handed approach to discipline earned him respect. He also stood by his staff.

“Carrying out the kinds of reforms that we were busy with made us easy targets for attack by the vested interests from outside of government, both the old and new. He stood by us when it would have been much easier to leave us to the wolves,” noted Crompton. ☺

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# TRAILBL



**Name:** Mabitsi Legodi

**Designation:** Sub-Programme Manager (Acting Chief Director): Aviation Regulation, Department of Transport.

**Qualifications:** BSc (Computational Physics) from the University of Natal; Certificate in Air Traffic Management and Aeronautical Information Management from the Aviation Training Academy; Postgraduate Diploma in Civil Aviation Management from the IATA Training and Development Institute of Canada; and Advanced Management Development Programme from the University of Pretoria. Currently studying towards a Master's of Business Leadership in Corporate Finance (second year) at the University of South Africa's Graduate School of Business Leadership.

**My job entails ...** The management and development of internationally competitive economic regulatory frameworks and instruments for the South African civil aviation industry. It also involves specialising in civil aviation economic regulations to ensure affordable, reliable and sustainable air transport; and facilitating the development and growth of the civil aviation industry.

**My greatest strength is ...** Continuous learning and self-improvement because I believe that people need not only depth of knowledge, but breadth as well.

I work in a very dynamic industry and this strength helps me to deal with the dynamic nature of this industry.

**The best advice I ever received is ...**

From my late father who once said to me: "Be humble and you will be blessed in abundance" and I live by these words.

**My motivation comes from ...**

Success and the ability to make a difference to either myself or others, and the presence of a tangible result(s).

**The highlight of my career to date is ...**

When I first represented South Africa in international aviation forums, carrying the mandate of the country. To date, I can point out a number of initiatives in the aviation industry in which I played a major role.

**The number one thing that I would like to accomplish while I'm in the Public Service is ...**

To groom a number of young managers in the Public Service. I want to entrench a sense of continuous learning and self-improvement.

**The most important lesson I've learnt during my career is ...**

The value of inclusiveness. Each person has value to add, irrespective of their position or status. Each person's opinion must be heard to reach optimum value.

**My last read was...**

*The Moving Finger Writes* by Moss Mashamaite.

**To unwind I ...**

Love spending time with friends. I also watch TV and listen to radio.

**What most people don't know about me is ...**

I am a very shy person, however, my confidence always gives people the impression that I am not.

**I'm proudly South African because ...**

Our country is blessed with lots of opportunities and is one of the most recognised countries in the world. We have a well-written Constitution that protects the interests of our diverse society.



# AZERS

**Name:** Jo Burgess

**Designation:** Research Manager in KSA3: Water Use and Waste Management, Water Research Commission (WRC)

**Qualifications:** Doctor of Philosophy in Environmental Biotechnology, Master's of Research in Innovative Manufacturing and Bachelor of Science (Honours) in Environmental Biology

## **My job entails ...**

Working as a Research Manager at the WRC of South Africa. The WRC is a research/science council, which is publicly funded and is mandated to support, promote and coordinate water-related research in the country. Research managers are scientists who fund and facilitate projects that are carried out by researchers at universities, water boards and consulting companies. As well as providing funding, I establish a steering committee for each project. Most WRC research managers handle about 30 projects. In addition, we offer policy and other advice to the relevant government departments (e.g. Water Affairs, Environmental Affairs, Science and Technology, Mineral Resources and Health). We also serve the research community and water sector, for example by holding posts as adjunct research staff at universities (I'm a Senior Research Associate of Rhodes University), by serving on the boards of water companies and other associated organisations (I am on the Board of the Water Institute of Southern Africa), and by acting as external examiners for courses and theses at universities in South Africa and countries around the world. We're also active in other research councils and organisations like the International Mine Water Association, International Water Association and the Water Institute of Southern Africa, serving in specialist groups and conference organising committees.

## **My greatest strength is ...**

Incurable optimism! There is always a way to reach a goal or improve a situation. Being constructive and collegial is the right way to get things done.

## **The best advice I ever received is ...**

I have two; one would be "a good job on time is better than a perfect job too late" and the other would be "if a job is worth doing, it's worth doing well".

## **My motivation comes from ...**

That optimism again! We can reach our goals, we can make the country and



the world a better place – there is never a reason to give up.

## **The highlights of my career to date ...**

I have been so blessed! Let's see ... my own graduation, of course, then my students' graduations and most recently, the wonderful lift-off of the Young Water Professionals.

## **The number one thing that I would like to accomplish while I'm in the Public Service is ...**

To contribute to and witness the completion of creating a true water community spirit in which constructive, professional critique is generously offered and graciously accepted, and the boundaries between disciplines and subsectors are eroded.

## **The most important lesson I've learnt during my career is ...**

That the satisfaction you derive from something – a job, a project – is directly proportional to the size of the investment you made towards it in terms of time and effort. If you don't put anything in, you won't get anything out.

## **Right now I'm reading ...**

A PhD thesis. I have to finish examining it!

## **To unwind, I ...**

Disappear into the bush in my Land Rover, with only my husband and my camera for company.

## **What most people don't know about me is...**

I don't like curry.

## **I'm proudly South African, because ...**

I am originally from Northampton in the UK, but I chose to live in South Africa. It was an active decision, a dream that took me almost a decade to turn into reality, and I love it here!



# Moving up



## Dr Batandwa Siswana

Chief Operations Officer (COO), The Presidency

Dr Batandwa Siswana holds a Bachelor of Administration Degree as well as a Master's Degree in Public Administration, specializing in Public Policy and Management from the University of the Western Cape. His other qualifications include a Doctor of Philosophy in Public Affairs from the University of Pretoria, specializing in Public Finance. He is currently enrolled with the University of London, studying a Master's in Finance, specialising in Economic Policy.

His main area of interest is governance and he has provided advice to a number of executives in the public sector. Seconded by the Development Bank of Southern Africa, he joined The Presidency as a special adviser on governance to the President in 2010, responsible for departmental processes and systems, Cabinet processes and departmental monitoring and evaluation.

In his current position, the COO's core functions are to serve as the Accounting Officer of The Presidency and provide operational support for the implementation of strategic business plans. He is also Deputy Secretary to Cabinet.



## Lerato Molebatsi

Deputy Director-General (DDG): Corporate Services, Department of Labour

Lerato Molebatsi has held various executive management positions over the years. She was previously the Special Adviser to the Minister of Transport responsible for the coordination of public entities.

She holds a Bachelor of Arts Degree in Psychology from the former Vista University, a Senior Management Development Programme Diploma from the University of Stellenbosch and a Postgraduate Diploma in Rural Development and Management from the University of the Witwatersrand.

In her new position, she will be required to advise the Director-General and Minister on issues pertaining to human resource management, organisational design and development and transformation management.



## Dhesigen Pydiah Naidoo

Chief Executive Officer: Water Research Commission (WRC)

Dhesigen Naidoo holds a Bachelor of Science (BSc) (Chemistry and Biochemistry) and a BSc Honours (Biochemistry) from the University of KwaZulu-Natal. His other qualifications include a Master's of Science (Medicine) and a Postgraduate Diploma in Health Management from the University of Cape Town.

Naidoo joined the Department of Science and Technology in 2003 as Deputy Director-General: International Cooperation and Resources, responsible for government initiatives to mobilise and secure a net flow of scientific knowledge and resources into South Africa. In his most recent role before joining the WRC, he worked at the University of Pretoria as Director: Research and Innovation Support.

In his new position, Naidoo's duties will entail, among other things, building collaborative relationships with government and other stakeholders, and delivering high-level internal leadership in the WRC's key strategic areas.

# the ladder

## **Winnie Selala**

**Deputy Director: Central Information Repository, Department of Tourism**

Winnie Selala started her career in 2005, first as an intern for the City of Johannesburg and was later employed by the City of Tshwane on a permanent basis. In October 2006, she joined the Department of Health and Social Development as Senior Information Officer and was promoted to Assistant Director in 2008 at the Department of Local Government and Housing.

Her qualifications include a Bachelor's Degree in Information Sciences, Honours Degree in Geography specialising in Geographic Information Systems, from the University of Pretoria and a National Certificate in Disaster Risk Management from the University of South Africa (Unisa).

In her current position, she is responsible for, among other things, the development of tourism information and knowledge management systems and services, and managing the tourism knowledge database.



## **Tsumbedzo Jonas Mathoni**

**Deputy Director: Participation Research, Department of Correctional Services**

Tsumbedzo Mathoni holds a Diploma in Education, Bachelor of Arts in Education, Bachelor of Arts (Honours) and a Master's Degree in Education from the University of Venda.

His career and experience is anchored in research. He joined MNM Research and Training Consultants in 2004 as a Research Manager responsible for training students in conducting research. In 2008, he was appointed Assistant Director: Communication Research at the Government Communication and Information System (GCIS), responsible for assisting in the planning, management and execution of the National Qualitative Research Project.

In his new position, Mathoni's duties entail, among other things, providing strategic guidance in projects such as the Halfway Houses Project, one of the department's initiatives aimed at rehabilitating offenders.



## **Nomaswazi Dlamini**

**Deputy Director: Liaison, Government Communication and Information System, KwaZulu-Natal Provincial Office**

Nomaswazi holds a National Diploma in Public Relations Management from Unisa and a BTech degree in Public Relations Management from the Durban University of Technology. She is currently studying towards an Honours Degree in Communication Science at Unisa.

Nomaswazi worked at the Department of Justice and Constitutional Development in 2001 as an Assistant Communication Officer. She joined GCIS in 2004 as a Senior Communication Officer. In 2006, she was appointed to Assistant Director responsible for managing the liaison between GCIS and national departments, provincial departments and local government in the province.

In her new position, Dlamini is responsible for, among other things, supporting the Provincial Director in managing the provincial office with special attention to monitoring and reporting around the provincial business plan.

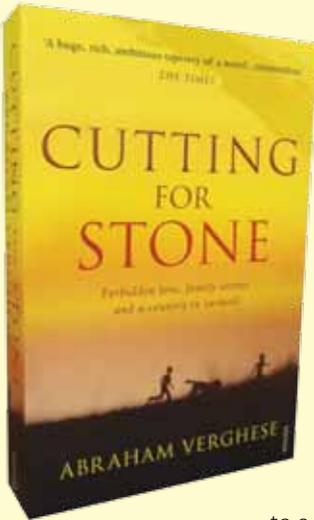


# Blood ties & bloody secrets

Compiled by: Samona Murugan

## Cutting For Stone by Abraham Verghese

*Cutting for Stone* covers an exotic saga spanning five decades and three continents. It's rife with forbidden love and desire, betrayals, murder, medicine and family secrets.



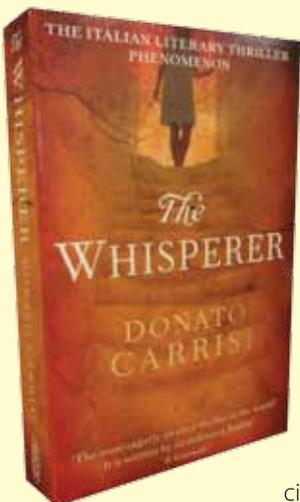
Marion and Shiva Stone, born in a mission hospital in Ethiopia in the 1950s, are twin sons of an illicit union between an Indian nun and a British doctor. Bound by birth but with widely different temperaments, they grow up together in a country on the brink of revolution, until a betrayal splits them apart. They are brought together once more in the sterile surroundings of a hospital theatre. From the 1940s to the present, from a convent in India

to a cargo ship bound for Yemen, from a tiny operating theatre in Ethiopia to a hospital in the Bronx, this is both a rich visceral epic and a riveting family story.

*Abraham Verghese, born and raised by Indian parents in Ethiopia, qualified as a doctor in Madras. He is the author of My Own Country, an NBCC finalist which was made into a film directed by Mira Nair, and The Tennis Partner, a New York Times Notable Book. His essays and stories have appeared in the New York Times, The New Yorker, Esquire, Granta, New York Times Magazine and The Wall Street Journal.*

## The Whisperer by Donato Carrisi

Six severed arms are discovered buried in a forest clearing. They are arranged in a mysterious circle, and appear to belong to missing girls between the ages of eight and 13 years old. Criminologist Goran Gavilla is given the case. A dishevelled, instinctively rebellious man, he is forced to work with young female police officer, Mila Vasquez, a specialist in missing children. She also has a tragic history of her own that has left her damaged.

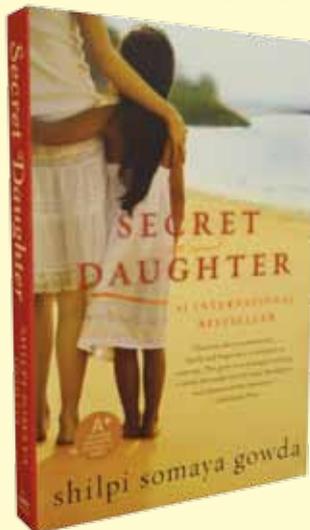


As they uncover more dark secrets in the forest, their lives are increasingly in each other's hands. This is a gripping literary thriller that has been a sensational bestseller in Europe.

*Donato Carrisi studied Law and Criminology. Since 1999, he has been working as a TV screenwriter. The Whisperer, which is his first novel, sold 180 000 copies in Italy, where it won the Italian Bancarella and Camaioze prizes.*

## Secret Daughter by Shilpi Somaya Gowda

Somer's life is everything she imagined it would be – she is newly married and has started her career as a physician in San Francisco – until she makes the dev-



astating discovery that she will never be able to have children.

That same year in India, a poor mother makes the heartbreaking choice to save her newborn daughter's life by giving her away. It's a decision that will haunt Kavita for the rest of her life, and cause a ripple effect that travels across the world and back again.

Asha, adopted out of a Mumbai orphanage, is the child that binds the destinies of these two women. The book follows both families, invisibly connected until Asha's journey of self-discovery leads her back to India.

*Secret Daughter is a story of the unforeseen ways in which our choices and families affect our lives. It explores powerfully and poignantly the emotional terrain of motherhood, loss, identity and love.*

*Shilpi Somaya Gowda was born and raised in Toronto to parents who migrated from Bombay. After moving to Dallas in 2006, she enrolled in the SMU Novel Writing Series. On the basis of her manuscript, she was selected to participate in the New York Writers' Seminar. She lives in Dallas with her husband and two daughters. ☺*

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# EASTERN CAPE

## BLUE SKYWAY AVIATION STRATEGY

### IMPLEMENTATION TAKES SHAPE

In October 2006, the Eastern Cape Department of Transport launched the Blue Skyway Aviation Strategy in an effort to revive the Bhisho and Mthatha Airports and the airstrips around the province.

The strategy is guided by the White Paper on Civil Aviation, which clearly highlights the importance of private sector involvement, especially SMMEs in aviation.

Our doors are open for any company or organisation that wants to come forward and contribute in the implementation of our strategy.

Today Bhisho Airport is housing more than 100 student pilots from 43 Air School, who are undergoing training for the private, military and primarily the airline sectors, including SAA, BA/Comair, Kenya Airways, Air Mauritius, the Swazi, Namibian, and Lesotho Defence Forces, countries and institutions such as Southern Sudan, Kenya Air Force, Kenya Airways, Rwanda Defence Force, Rwandan Airways, Harlequin Aviation in Nigeria as well as self sponsored students from around the continent.

Aircraft movements have significantly improved since 2006 to over 200 per month and this will steadily increase as more training takes place and the commencement of the planned low cost commercial service between Lanseria and Bhisho Airport by SANTACO Airline.

This taxi industry initiative augurs well with our plans as provincial government to revitalise Bhisho as our capital town.

There are discussions with SANTACO Airline to further introduce services between our provincial airports (Port Elizabeth, Bhisho and Mthatha) and between Mthatha and Durban.

There is a market for such a service, because there is increased movement of government officials, business people and other travellers between Nelson Mandela Bay, Bhisho, Mthatha and Durban.

Flights between these strategic economic centres then become necessary to facilitate this movement. Such a service will be cost-effective because people will be able to save on fuel and accommodation.

We intend to have an airline between Cape Town and Mthatha via Port Elizabeth and Bhisho with the service geared for faster movement between these areas and to ensure that our airports are active.

In September 2011, we finally got the Mthatha Airport Upgrade Project back on track with the appointment of a new contractor to upgrade the terminal building at a cost of R55 million.

We believe that this project will enable us to unlock the economic growth potential of the region and the province as a whole.



Ms Thandiswa Marawu,  
MEC for Transport, Roads and  
Public Works



New design of Mthatha Airport.



SANTACO President Jabulani Mthembu, Eastern Cape Premier Noxolo Kiviet and MEC Thandiswa Marawu, landing at Bhisho Airport.

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# UPCOMING EVENTS

## Transport Month

**O**ctober is Transport Month – dedicated to raising awareness about the important role of transport in the economy and to invite participation from civic society and business in providing a safer, more affordable, accessible and reliable transport system for the country.

An effective transport system has a significant impact on both the economic and social quality of life in our country. It influences the economy in many ways, through its impact on the efficiency of business operations and labour mobility and, for its citizens, the attractiveness of South Africa as a place in which to live and prosper.

The Department of Transport also uses the time to engage its stakeholders directly through different platforms and vehicles.



### Working Together: Saving Tomorrow Today

**28 November – 9 December**

Preparations for the 17th Conference of the Parties meeting (COP17), to be held in Durban from 28 November – 9 December are going on in earnest. COP17 is expected to be as big as COP15, which was hosted by Denmark in Copenhagen in 2009 and which drew over 30 000 participants. COP16 was held in Cancun, Mexico, in 2010.

More than 25 000 delegates from 193 countries, drawn largely from governments, business and academia, are expected in Durban for the convention. Talks will focus on finding solutions to global warming.

The COP adopts decisions and resolutions published in reports of the COP. Successive decisions taken by the COP make up a detailed set of rules for practical and effective implementation of the convention. International Relations and Cooperation Minister, Maite Nkoana-Mashabane, is the incoming president of COP17.



### National Children's Day

The first Saturday of November is National Children's Day. A safe childhood contributes to a democratic, non-sexist and non-racial society of prosperous, caring and responsible people. Government offers a number of services aimed at ensuring that children are kept safe and healthy.



### World Rural Women's Day

**15 October**

The United Nations International Day of Rural Women celebrates and honours the role of rural women on 15 October each year. Let's join hands to recognise rural women's importance in enhancing agricultural and rural development worldwide.



### 16 Days of Activism for No Violence Against Women and Children

**25 November to 10 December**

The 16 Days of Activism for No Violence Against Women and Children is an international campaign. Every government uses this time to make people aware of the negative impact of violence on women and children and to act against abuse.

Every year, government, civil-society organisations and the business sector work together to broaden the impact of the campaign. By supporting this campaign, thousands of South Africans have also helped to increase awareness of abuse and build support for victims and survivors of abuse.

Together, let us take action to support the 16 Days of Activism for No Violence Against Women and Children Campaign. Don't look away, act against abuse.



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# Nana on track at Prasa

Those in the know say experience is the best teacher. Such experience always come in handy when one is faced with managing communication amidst an unfolding crisis. It is thanks to such experience in crisis communication that saw this public relations practitioner deftly handling a near disaster with such aplomb on the eve of the football spectacle last year, writes **Mbulelo Baloyi**.

**F**or 36-year-old Nana Zenani, it was a case of hitting the tracks running, when she joined the Passenger Rail Agency of South Africa (Prasa) in April last year. Just three days into the job, the drama of a private luxury train derailing just outside Pretoria Station, was not what the newly appointed Head of Communication at Prasa had imagined her baptism into her new career would be.

But, in true Zenani fashion, she took it in her stride. Prasa is a public entity of the Department of Transport.

The accident disrupted services in the entire Gauteng – cutting off the northern from the southern part of the region - and left three people dead.

Zenani's challenge lay with how Prasa would respond and how swiftly they would restore services to commuters.

"We had to look at aspects such as transport alternatives, which, at the time, were shuttle buses to take people between the Centurion Station and Bosman Station since the Pretoria Station was closed," she recalls.

Her team kept commuters informed about the train disruption and urged them to use alternative transport. They also kept the rest of the public updated on the progress made on the ground through hourly media releases.

"This allowed us to manage expectations on the time it would take to clear the accident but also demonstrated our seriousness in restoring our services in the shortest possible time.

"It was critical for Prasa to manage the process as we were the official transport partners for the 2010 FIFA World Cup™



*Nana Zenani*

and therefore had to ensure that we managed our reputation and demonstrated our capacity to deal effectively with emergencies in our system," says Zenani. At the end of the day, it all worked out well.

Years of experience in public relations in the transport sector had indeed paid off for the confident, Soweto-born, mother of one presently residing in Mondeor, south of Johannesburg.

Nokuzola "Nana" Zenani started honing her public relations skills in public transport matters when she joined Bombela TKC – the project management company for the construction of the Gautrain – in May 2006. She was employed as Public Relations and Communication Manager.

"My duties entailed, among others, liaising between the civil and the electric mechanical contractors on the Gautrain project. I also did community liaison on behalf of the Gautrain project. I had to have intimate knowledge of the environmental guidelines in order to anticipate communication strategies and warn the sites of the potential transgressions," says Zenani.

Barely two months after being appointed as the Regional Head of Communication at Prasa's Metrorail Gauteng Division, in April, it came as no surprise that Zenani was promoted to Head of Communication and Spokesperson for Prasa.

Prasa played a key role in transporting both fans and FIFA World Cup™ officials between different venues during the 2010

tournament hosted by South Africa. Through its subsidiaries, consisting of the road transport division, Autopax, with its fleet of state-of-the-art luxury and semi-luxury Translux and City to City coaches, and the commuter rail division, Metrorail, Prasa allayed the fears and concerns that many people had with regard to South Africa's public transport system for the tournament.

Because of historical perceptions that train services are designed for the working masses and not as a social mode of transport, it became increasingly important for Zenani and her team to encourage South Africans to use the train during the football spectacle.

"Firstly, we announced that we were running trains free of charge for every valid ticket holder – Prasa was the only service-provider to transport fans at no cost. Secondly, we educated people on how to get to our stations and informed them about our parking facilities – which were also free of charge – and, most importantly, we communicated that our trains are safe," she says.

Zenani says the trains ran at below average capacity to initial games and because of the media's negativity, they had to defend the brand and its capabilities. "We pointed out the successful and on-time performance of the train services. We sold the convenient location of the station from the FNB Stadium, which is five minutes from our stations. We also emphasised the safety element."

Hard work paid off and by the second week of the tournament, there was an increase in the number of fans using trains to the extent that rail operator, Metrorail, transported a total of 1,4 million people during the World Cup.

In addition to commuter rail services and intercity luxury bus passenger transport, Prasa also operates the mainline intercity rail passenger transport service, Shosholoza Meyl, and the property business unit, Intersite Property Management.

So what are the qualities that Zenani thinks a woman in the public transport sector needs to get through the day? For her, it's the ability to understand the power of balance – between one's career, family and social responsibilities.

"Dedication and the love for one's career is another important aspect. One must also map out a realistic growth path that brings together the passion and drive in your work and combine that with learning within one's career path," she says emphatically.

She believes an engineering-oriented environment such as rail transport could be intimidating for a woman when most of the players happen to be males. However, for Zenani, it all comes with the territory and the confidence that one has about her chosen career.

"The lack of faith in one's own abilities is the most notable challenge because this can hold a woman back in challenging and opening doors that may be perceived as male-dominated. Another challenge is the categorisation of certain industries and listing that as part of a social norm which I find to be incorrect."

Zenani notes that more women are already flying high in the so-called male-dominated sectors though rail has remained largely untapped. She says women managers are not found in soft services but in engineering and operational spaces. "These are areas that women must focus on in order to form part of the larger component of passenger rail services."

She laments the fact that not enough is being done in profiling women and their achievements in the public sector, saying the image of the public sector – though consisting of a rapidly growing number of women in key decision-making positions – is still perceived as male-dominated with women only playing a support function.

"The profiling of women must permeate all levels of government rather than only focusing at a higher level. The talent recognition for women must be throughout the scope of the Public Sector, from the secretaries that run our offices right up to the most senior level. The recognition must highlight women's ability for emotional intelligence. In that, I mean women using their hearts to make fundamental business decisions that only women can do."

Her long-term goal is to continue to be an integral part of Prasa's vision to position passenger rail services as the number one public transport provider by 2015.

She attributes her modest achievement to date to her late role model and grandmother, Nozizwe Zenani, who taught her humility and an unwavering respect for self and others.

"My grandmother also taught me that each person I interact with teaches me something about life and myself. She also taught me the importance and magic of having a sense of humour in life," remarks Zenani.

When asked about her plans for the immediate future, Zenani says she sees herself growing in the public sector even more. "I have and continue to love the public sector, its dynamism, its unlimited capacity to teach one about one's self and about business."

In between writing speeches for Prasa's CEO, fielding media queries and positively positioning the public entity, Zenani still finds time for herself and the apple of her eye, her son Gabriel.

"I plan my life around Gabriel. I am also blessed to have a boss who is very understanding. My boss respects the importance of motherhood and family. In return, I make sure that my work goals are achieved on a daily basis.

I plan my time in the morning and focus on delivering my goals for the day. I still do find time in the evenings after dinner to assist him with his homework.

"Procrastination does not exist in my vocabulary. I do what has to be done on a daily basis in order to stay ahead." ☺



# Break the bond, not the bank

Writer: Joe Cimino\*

believe everyone should eventually own a home. The banks tell you it's your best investment. Is it really, or is this a common misconception? Let's look at a home priced at R700 000. You have put down a deposit of R30 000. At 10% interest, your payment will be R6 465,65 per month. If you took the monthly payment times the number of payments (240 months = 20 years), you will pay R1 5 814,756 for that R700 000 house. Now, how is paying an extra R800 000 for the house your best investment?

Even if the house is worth R1,6 million in 20 years' time, you would only just be getting your money back. Again, how is this the best investment?

The key to killing that huge debt is to do so as fast as possible. The first five years on a home bond in most cases is all interest. So, the quicker you can add additional money to the payment, the more you will score.

For every R500 extra you put into your new bond, you could save almost R1 500 (a month) in interest. That's about a 300% return on your "investment."

This sounds like the way to go; however, most people are being choked by their credit card debts.

This is prohibiting you from putting extra money into your bond. So, it ties in with what I said previously: "Quit using your credit cards".

It will, however, get worse with the holiday season fast approaching; all the shops are already in "holiday spirit". What amazes me is that people buy gifts for everyone and then spend the first few months of the new year broke. With the world economic crisis looking as if it's going to get worse, I suggest you exercise caution in spending this year.

Here's a little trick my MD taught me about children and Christmas. When your child asks, "Can I have this or that for Christmas?", instead of the characteristic "No" say: "Yes, put it on the list". This quiets them down.

A couple of days before Christmas, ask them for the list they never made. All those items they wanted will be replaced by other things and you will come out unscathed.

As far as friends and gifts for them, tell them that you are giving your family financial freedom this holiday season. Tell them upfront you are not exchanging gifts this year. It may actually turn out to be mutual relief. ☺

**\* Financial Fitness trains corporate and government employees on debt, retirement and retrenchment. For further information, call Joe Cimino on 011 783 8828 or e-mail: [joe@finfit.co.za](mailto:joe@finfit.co.za).**

# The role of the Public Service in youth development

*Writer: Minister Richard Baloyi\**

**T**he National Youth Convention held in Kimberley, Northern Cape, on 6 August 2011 served as a platform where we shared information on policies, programmes and challenges in youth development activities organised by the Public Service and Administration portfolio.

The National Youth Development Agency (NYDA) arranged the convention to engage on issues of policy and programmes as a building block for the development and strengthening of the Integrated Youth Development Strategy for 2011 to 2015.

Addressing the convention, we highlighted various policy instruments and interventions intended for youth development.

The Human Resources Development Strategic Framework for the Public Service seeks to build an efficient and effective public service through policies, structures and operational processes for developing capable and high-performing people.

The framework provides for the promotion of learnerships and internships as part of a strategy for capacity development, in terms of which non-graduate youth and graduates are exposed to practical work in programmes of their choice or as guided by their academic achievements.

The Internship Programme provides participants with work exposure for a period of 12 months. Since inception,

the programme has enrolled a number of participants across various departments.

Challenges in the implementation of the policy on learnerships and internships include poor management in the application of the policy; the fact that no provision is made for absorption at the end of the internship programmes; the lack of proper coordination,

supervision, mentoring as well as placement; and exit management of the interns.

One of government's priorities for 2009 to 2014 is to improve the nation's skills base profile and promote rural development.

The Medium Term Strategic Framework (MTSF) for 2009 – 2014 emphasises the importance of broadening access to post-secondary education and providing learners with tools to make informed choices regarding education and career opportunities.

The Integrated Rural Youth and Skills Development Project is aligned with the MTSF and is being implemented in Limpopo, KwaZulu-Natal and the Northern Cape.

While these initiatives are mainly run by the Department of Rural Development, the Portfolio of Public Service and Administration has joined the implementation programme and established implementation task teams to add its voice to the project.

In terms of this programme, career open days were held in the two rural areas of Riemvasmaak and Vrede in the Northern Cape.



*Minister Richard Baloyi*

... continued on page 47

# 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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or visit  
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The Public Service Sector Education and Training Authority will be providing learning opportunities to youth in the three identified provinces on tourism, public administration, procurement, agriculture and mining. These training areas will be prioritised in each province on economic lines as guided by the province's Local Economic Development Strategy.

The State Information Technology Agency will be implementing internships aimed at addressing the shortages of information and communications technology skills across the three spheres of government in these three pilot programmes.

In an effort to address the challenge of youth disabilities, youth development in the Public Service is also informed by conventions and charters of both the United Nations (UN) and African Union.

South Africa ratified the UN Convention on the Rights of People with Disabilities and government has put in place the Integrated National Disability Strategy of 1997. The strategy outlines priorities that need attention with regard to mainstreaming services for people with disabilities and ensures that youth with disabilities, in particular, gain access to youth development programmes.

However, in practice much more still needs to be done. Both the public and private sectors have not yet met the target of 2% of people with disabilities in their establishments. *The 2009 – 2010 Commission for Employment Equity Report* found that people with disabilities made up only 0,9% of the total workforce. According to the report, the private sector employs 34 778 people with disabilities, which is 1% of its total workforce, while the public sector employs 6 052 of people with disabilities, equating to 0,6% of its workforce.

The NYDA will be enlisted as a partner in dealing with matters of disability. The portfolio has already started a partnership negotiation with business. These partnerships aim to secure training expertise and financial capacity for support.

To determine whether the Public Service is meeting its targets with regard to the absorption of young graduates and school leavers, the Department of Public Service and Administration is making strides to collect accurate data, with a specific focus on the number of interns who complete internships and learnerships; the number of interns who find employment in the Public Service or the private sector; the number of interns who experience positive gains in exiting internships and learnerships; and the numbers of graduates per sector that our academic institutions are producing from year to year.

As part of the drive to absorb young graduates and

school leavers, the Public Administration Leadership and Management Academy (PALAMA) is building capacity through partnerships with various stakeholders, paying particular attention to the training of mentors; induction for interns and learners; rolling out programmes such as financial management for non-financial managers; legislative and regulatory frameworks in the Public Service; as well as public service career open days for schools during which learners will be encouraged to enter the Public Service and pursue a career of choice.

In support of the job creation drive, we have also developed the Breaking Barriers to Entry into Public Service Programme (also known as "BB2E"), which seeks to equip unemployed graduates with competencies to access employment opportunities in the Public Service.

PALAMA sought a partnership with the NYDA to implement the BB2E because of the important role the NYDA plays in managing the database of unemployed graduates and from which PALAMA sources the beneficiaries of BB2E.

Remarkable progress has been made since the implementation of BB2E in December 2010. A total of 1 192 unemployed graduates participated in the week-long Orientation to Public Service course. The number of graduates who have been placed in various departments as interns is at least 20% of those who enrolled for the programme in the 2010/11 financial year. A special tracking system will be put in place to accurately trace the success of these learners in exploiting employment opportunities in the wider labour market.

An important aspect of the BB2E is the role of mentors and/or coaches in supporting the development of interns. The BB2E is not only designed to enhance the employment potential of graduates, but to develop a new public service cadre.

While we have attained political freedom, much more needs to be done so that our country can achieve economic emancipation. This is a challenge we must boldly confront and address.

One of the important roles that the Ministry for Public Service and Administration plays is to help build a strong skills base among our youth through the policy interventions mentioned and many others. In addition to them being able to secure jobs in the Public Service or elsewhere, they too become part of the solution to the challenges confronting us. 🌐

**\* Richard Baloyi is Minister for Public Service and Administration**

# PALAMA

brings executive development in-house



Writer: Professor Lekoa Solly Mollo\*

**C**entral to all government programmes is the goal of improving the conditions of life of all South Africans, thereby contributing to building a better Africa and a better world. Associated with this ideal is the creation of an efficient and effective public service that is development-oriented.

In order to play a developmental role, the State requires capacity in three critical areas:

- strategic capacity: the ability of the State to unite the public sector, business, labour and civil society to implement its shared programme
- organisational ability: the ability to set up efficient and effective structures and systems to realise goals
- technical ability: programmes and projects that are planned around the broad objectives of the State in such a way that they deliver on government's overall plan.

This requires a professional, multiskilled, flexible, high-performance, adaptable and versatile public service with the appropriate knowledge, administrative skills, ethos and commitment to implement its policies effectively. Equally important is social capacity to understand and support the State's overall objectives.

## Meeting capacity challenges

While many gains have been achieved in our young democracy, the current state of the Public Service is still characterised by poor planning capacity, little focus on talent management and retention, weak controls in procurement and financial management processes and poor policy implementation. Government recognises that this situation is, to a significant extent, a consequence of inadequate leadership, management and administration skills at different levels in the Public Service, and the requisite values, ethics

and commitment to serve.

The Public Administration Leadership and Management Academy (PALAMA), as government's training department, envisions a professional public service made up of individuals who lead, care, serve and deliver.

PALAMA designs, develops and delivers relevant programmes for capacity development in both generic and specialist programmes for the Public Service. Through multistakeholder project teams and consultations, PALAMA ensures that the programmes remain relevant and focus on competences required for organisational performance and service delivery. This is based on the understanding that learning and development should not just enhance the knowledge and skills of individuals, but should also contribute to the achievement of government performance outcomes that impact on society.

## Executive Development Programme (EDP)

PALAMA's leadership development and support programmes build leadership capacity across all levels in the Public Service – from initial access, through the leadership pipeline and ongoing professionalisation. This approach is grounded in distributed leadership at all performance levels, and an emphasis on the development of a common sense of purpose, culture, values and ethos.

The EDP is one of four programmes in PALAMA's management and leadership development portfolio, collectively known as the Integrated Management Development Programme (IMDP). As PALAMA's flagship leadership development programme, the

... continued on page 50

# IDC – a new path to development

Since 1940, the Industrial Development Corporation (IDC), 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 to build your opportunity.

**For further information, please contact:**

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Website: [www.idc.co.za](http://www.idc.co.za)

EDP is aimed at enhancing the capacity of public service leaders in a dynamic, democratic and developmental state. The EDP is aligned to the competency framework for the Senior Management Service in the Public Service and is informed by research and practitioner insights.

Since its major redesign, the EDP has been brought in line with the needs of senior and executive managers in the Public Service's transformation context. The EDP is offered in collaboration with consortia of universities on a regional basis. The modules of the EDP are structured as follows:

### Compulsory modules at National Qualifications Framework (NQF) Level 8:

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

### Electives at NQF Level 9:

- Leading Change
- The South African Economy in the Global Environment
- Communication and Customer-Focused Strategies
- Research for Senior Managers.

### Mini-dissertation at NQF Level 9:

- Compulsory one-day work session on research methodology
- Mini-dissertation culminating in a Master's qualification.

The programme is presented over a minimum period of 12 months – one module of three days – and contact sessions, each in a cycle of five weeks. A three-day compulsory orientation session is held before the presentation of the first module. Participants are supported by an e-learning platform for the duration of the programme. The time between modules enables learners to complete assignments and initiate conversations for change in the workplace.

The primary purpose of the EDP is to improve the leadership capacity and performance in the workplace, and allows participants to structure their learning as follows:

- Professional skills enhancement: Learners can select certain modules from the programme within the main aim of enhancing existing professional skills. This approach is particularly useful for addressing areas for development that emerge from the competency assessments undertaken as part of the appointment process.
- Postgraduate Certificate in Executive Development: Learners can complete the six core modules of the EDP to acquire a professional qualification in the form of a postgraduate certificate.
- Credits towards a Master's Degree: If learners meet the entrance

requirements of the university, they can acquire credits toward a Master's qualification by attending all 10 modules of the EDP. The learner is required to submit and pass a mini-dissertation as required by the accrediting institution.

To date, more than 200 public service graduates have received the Postgraduate Certificate in Executive Development. In the last two financial years, 2 216 managers successfully completed various modules of the EDP.

### Further improvement for impact

The EDP is continuously subjected to a series of improvements, including integration of new content, policy developments, the mainstreaming of gender considerations and interactive methodologies. Responses from participants have consistently underscored the relevance and value of this programme. Findings from the 2010/11 survey include the following:

- More than 85% of the participants rated the relevance of the EDP modules, the networking opportunities and the practical applicability of the modules to their work context as "good" or "excellent".
- Ninety-four per cent of the participants reflected a high degree of confidence in the course content. They considered the content relevant and appropriate in terms of the developmental sector. Participants also indicated the value of the course content in providing exposure to the academic side of management practice.
- Most participants reported they had become more confident managers and considered themselves to possess the knowledge and skills required to operate more competently in each of the management areas.
- Many participants reported that their involvement in the EDP enabled them to clarify their roles and played a part in enabling them to function better in that role. Some reported that the primary change was a heightened awareness of certain management issues.
- Participants recommended that all senior managers in the various government departments also attend this programme. During 2011/12, a research study will be completed, which focuses on the impact assessment beyond individual learning. More work will also be done to enhance the design and application strategies. PALAMA invites all senior managers to take advantage of this dynamic programme for the advancement of leadership capacity in the Public Service. 

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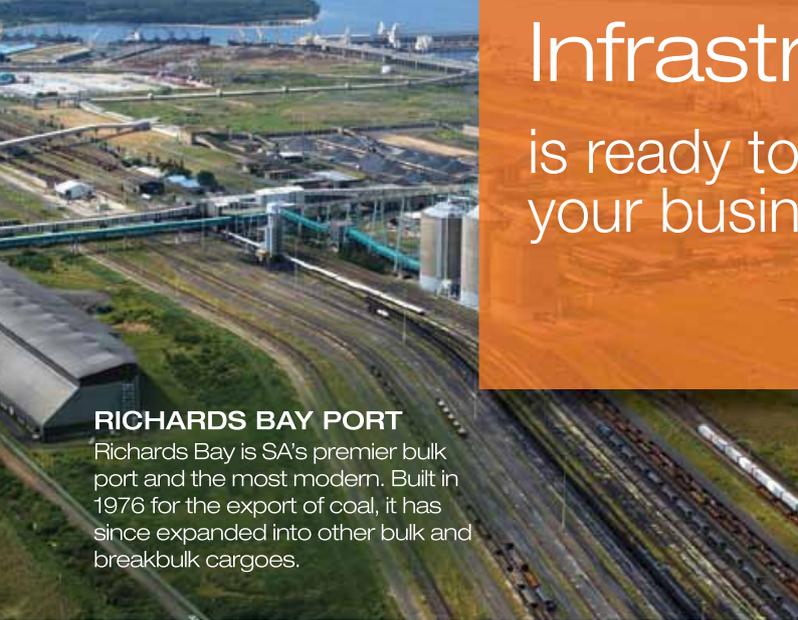
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# IBSA promotes



*Writer: Clayson Monyela\**

**R**ealising the significant roles they each play in their respective regions, in 2003 India, Brazil and South Africa created the dialogue-forum IBSA (India, Brazil, South Africa), an innovative South-South alliance aimed at promoting trilateral cooperation and gaining bargaining power in multilateral institutions. These three countries have since enjoyed increasing international influence.

IBSA originated from a visionary concept in 2000, when former President Thabo Mbeki promoted the idea of a G-8 of the South. Countries identified by former President Mbeki were China, India, Brazil, Mexico, Nigeria, Egypt and Saudi Arabia. It was felt that the North's continuous economic and political dominance on a global level impels the South to create a counter point that could be used to address the developmental needs unique to the South and developing countries.

India, Brazil and South Africa agreed on the initial IBSA concept at the G-8 meeting in Evian, France, in 2003. Further trilateral consultations at ministerial level between then Minister of Foreign Affairs, Nkosazana Dlamini Zuma, Celso Amorim from Brazil and Yashwant Sinha from India constituted the foundation of IBSA. The IBSA Dialogue Forum was formalised and launched through the adoption of the Brasilia Declaration in Brasilia on 6 June 2003.

The realisation of a trilateral alliance between India, Brazil and South Africa stems from three commonalities between the countries, namely:

- all three are vibrant democracies
- they share common views on various global issues
- they are substantial emerging economies within their subregions.

Since the first discussion of the IBSA Dialogue Forum in Evian and the trilateral ministerial meeting in Brasilia in 2003, a continuation of formal dialogue followed. Seven ministerial level meetings have taken place on

the three respective continents since 2003 and four heads of state and government summit meetings been held annually since 2006. As chairperson of the IBSA Dialogue Forum, President Jacob Zuma is scheduled to host the fifth IBSA Summit of Heads of State and Government this month.

IBSA endeavours to combine the collective strengths and qualities of the three IBSA countries from three different continents into a unique model of multilateralism. Cooperation takes place in a broad range of areas that will lead to technology and skills transfer, socio-economic upliftment, job opportunities and infrastructural development.

The engagement processes of IBSA countries take place on three levels:

- Heads of State and Government level, where joint positions on global political and multilateral issues are coordinated and articulated
- trilateral government-to-government level, where it takes shape through sectoral cooperation within working groups, focusing on specific needs
- people-to-people cooperation, on a non-government level.

The joint positions of the IBSA Heads of State and Government are pertinent issues affecting developing countries, such as the reform of global governance institutions; the Doha Round and World Trade Organisation issues; hunger and poverty eradication; and

# sustainable development

the millennium development goals (MDGs).

As a result of IBSA's focus on promoting sustainable development, the IBSA Fund for Poverty and Hunger Alleviation (IBSA Fund) was established specifically for the alleviation of poverty and hunger in non-IBSA developing countries. The effectiveness of the IBSA Fund landed it the United Nations South Alliance award. In addition, in 2010 the IBSA Fund was awarded the prestigious MDG Award, which recognised the work of IBSA in using innovative approaches to share, replicate and scale-up successful development experiences for combating poverty and hunger in other parts of the world (new development assistance paradigm).

South-South cooperation initiatives' core value is the betterment of the lives of traditionally marginalised people of the South. Both the New Partnership for Africa's Development (Nepad) and IBSA work from this perspective and there is a strong correlation between their key objectives, namely to:

- eradicate poverty
- counter the marginalisation of developing countries in global political and economic processes
- promote sustainable economic growth and development
- empower women.

The three levels of IBSA interaction have potential benefits to Africa and other developing countries in the following ways:

- joint positions regarding sustainability, development and environmental issues are of key importance to the South
- joint positions have been taken on disarmament and non-proliferation, because of the devastating effects it can have if neglected
- peacekeeping plays a decisive part in regional stability
- the joint statements on a global level have a strong influence on the international discourse concerning important issues impacting on the South.

The government-to-government level enhances South-South cooperation and leads to certain benefits, which include:

- lesser dependence on the North in terms of economic progress, technical expertise and skills development
- governmental cooperation enhances the eradication of poverty in developing countries.

An important benefit of the people-to-people level cooperation – which caters specifically for non-government actors – is real engagement and exchange of information at all levels of society, giving people the opportunity to influence government decisions.

Apart from the official and non-governmental IBSA structures that have been put in place since 2003, numerous memorandums of understanding, agreements and action plans were signed, carrying the potential of benefiting ordinary people, once implemented.

One of IBSA's challenges is the fact that South-South business relations need to be supported with compatible technical infrastructure and systems. In this regard, South-South transport connectivity between the three IBSA countries, as a result of traditional North-South colonial trading patterns, needs to be revolutionised. Finding solutions to this challenge will have a direct impact on the IBSA trade target of US\$25 billion by 2015. Intra-IBSA trade has enormous potential and could

have a major impact on the economic needs of the southern regions.

Another challenge lies in the vastness and depth of civil society and how best this level of interaction can be steered towards effective and constructive synergies. With South Africa's accession to the Brazil-Russia-India-China-South Africa (Brics) Forum in January 2011, it is recognised that the agendas of both forums are highly comparable with a

number of synergies, but importantly that the two forums remain on separate, but parallel tracks.

South Africa's trade with its IBSA partners has increased significantly since the forum's inception. South Africa's trade statistics with IBSA for the period 2007 to 2010 show an increase in overall trade from R36,920 billion in 2007 to R58,133 billion in 2010. The combined increase in South Africa's trade with IBSA of R21,213 billion over the period shows the impact that the IBSA Dialogue Forum has on sustainable development on the three continents.

In view of South Africa's geostrategic position in the middle of a potentially flourishing South-South trade axis, it is clear what important role the country can play in realising new trading patterns that will benefit the southern African region (Southern African Development Community) as well as the rest of Africa. IBSA shows the required characteristics of being Nepad's global partner in the industrialisation of Africa and also in laying a foundation in fast-tracking the knowledge era on the continent. It is clear that the IBSA Dialogue Forum is a decisive vehicle for creating economic synergy through the combined strengths of the three emerging powers of the South. 🌐

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

*South Africa's trade with its IBSA partners has increased significantly since the forum's inception. South Africa's trade statistics with IBSA for the period 2007 to 2010 show an increase in overall trade from R36,920 billion in 2007 to R58,133 billion in 2010.*

# THE UNIVERSITY RESERVE TRAINING PROGRAMME (URTP)



Major General RC Andersen briefing URTP members in Bloemfontein on 30 June 2011.



Major General RC Andersen answering during a Questions and Discussion period.



Mr MM Kali, National Diploma: Civil Engineering 3rd year; Colonel Shuping Motswadira; Ms DV Gomba, National Diploma: Computer Systems Engineering 3rd year and Mr CJ Schlebusch, Engineers Graphics and Designs and 4 years in Education.

The University Reserve Training Programme (URTP) is a military training programme of the South African National Defence Force (SANDF) aimed at recruiting registered students from Academic Institutions for enrolment in the Reserves which is the part-time component of SANDF.

The purpose of the URTP is to enhance the professional and intellectual capacity of the SANDF Reserves. This will be achieved by selecting and training young South Africans with exceptional leadership potential and academic or technical qualifications. The training of these members will qualify them for eventual appointment as junior officers if they successfully complete the training and comply with the required standards for officer's appointment.

During 2010 the four Services (South African Army, South African Air Force, South African Navy and South African Military Health Service) of the SANDF identified 14 Tertiary Institutions at which they intend to roll-out the URTP in coming financial years.

The training programme is modularised and conducted during university vacations and certain weekends. Training is scheduled in a manner that does not interfere with the academic programme of the students.

The SA Army is the first Service to roll-out this programme and recruited candidates during April 2011 at various institutions in Bloemfontein. From these 60 students were selected for training after completing the prescribed SANDF selection process.

The new recruits (12 female and 48 male), who represent different race groups, reported for training at the Oliehouthoutplaas Mobilisation Centre on 24 June. The first part of their Basic Military Training was conducted from 25 June till 15 July. This will be followed by modularised training (distance learning with short contact sessions) until March 2012 when the basic training will be completed. The next phase of the training will be the Officer's Formative Course for those members who have successfully completed the basic training and are selected to become candidate officers.

Members who are selected for the programme will receive certain service benefits and are remunerated for the days they attend training.

Announcements on the expansion of the programme to other SA Tertiary Institutions was made during August 2011.

**COLONEL MONICA MULLER**

**Photos by SERGEANT NICO MALATJI**



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# SA-EU

*President Jacob Zuma flanked by European Commission President Jose Manuel Barroso and European Council President Herman Rompuy addresses a press conference after the summit, Mpumalanga.*

## clears major hurdles

Writer: Bathandwa Mbola

**M**ore handshakes than headbutts. This was the effect of a recent one-day summit between South Africa and the European Union (EU) – a positive step beyond the differing approaches adopted by the two sides previously on issues such as Zimbabwe, Libya and regional trade partnerships.

By the end of the summit, the South Africa-EU partnership emerged more mature and characterised by mutual respect and potential for further cooperation.

President Jacob Zuma headed the South African delegation, while the EU was represented by the President of the European Council, Herman Van Rompuy, and European Commission President Jose Manuel Barroso, among others.

The leaders declared they were ready to put the past behind them and work as partners to ensure equitable results.

The end-of-summit communiqué indicated that the parties had cleared the main hurdles in the Economic Partnership Agreement (EPA) with the southern African nations. Namibia, South Africa and Angola are the only three countries out of seven in the Southern African Development Community-EPA configuration group that have not yet signed the interim agreement that commits to certain trade agreements with the EU, in an effort to

create free-trade areas.

In the past decade, South Africa has raised delicate questions about market access and why the trade agreements favour Europe, instead of being mutually beneficial.

“We are both very optimistic that the negotiations are going to go forward,” said President Zuma.

Barroso added that the summit had “taken stock of the EPA negotiations and cleared up some important misunderstandings that could have been a hindrance to signing”.

The leaders reaffirmed a mutually beneficial agreement that would enhance growth and generate jobs.

“We reiterate our strong commitment to conclude the negotiations as a matter of priority. We are convinced that the solution to the pending issues can be found.”

On Libya, Van Rompuy said even though they had differences in the past, they shared the same vision. He reiterated President Zuma’s words that “the future of Libya belongs to the Libyan people”.

In an effort to rebuild Libya, the National Transitional Council (NTC) was formed to write Libya’s first chapter of freedom. By 21 September, 20 African countries had recognised the NTC. The African Union (AU) subsequently also recognised Libya’s transitional authority as legitimate. The process will be followed by accreditation and the presentation of credentials by the NTC’s envoys in all of the AU’s 54 member states.

Van Rompuy said the NTC was the legitimate representative of the Libyan people for the time being, but they still had “to broaden the interim government to make it more representative of the Libyan people”.

– a view that has been shared by the AU and President Zuma before.

“It is essential to help the country to succeed in its transition to an inclusive democracy,” said Van Rompuy.

The two sides also agreed that the AU still had an important role to play in supporting the people of Libya in building a democratic, independent and united country.

“The goal is to build a new, democratic and pluralistic Libya in which human rights, fundamental freedoms and justice will be guaranteed and prosperity shared.”

On differences over Zimbabwe, both sides agreed on the need to end the political crisis in that country. President Zuma, who is also the mediator in the power-sharing government between Robert Mugabe and Morgan Tsvangirai, has been calling on Western nations to lift the travel ban, assets freeze and arms embargo imposed on Mugabe and his inner circle.

The President has maintained that the lifting of the

the means of cooperation to support and build South Sudan.

Climate change was also on the South Africa-EU agenda, as the next United Nations conference in Durban in November 2011 draws near. South Africa and the EU share the view that the conference should agree on actions that would make key decisions reached in Cancun in 2010 fully operational.

President Zuma, who described the discussions as “fruitful and deep”, commended the EU’s commitment to trade and aid, despite the debt crisis engulfing some countries in the 27-member bloc, threatening to destabilise the European zone.

The EU is forging ahead and keeping to its commitments as they also look into establishing a South African Development Partnership, the purpose of which would be to look at new opportunities of trade and cooperation in other areas such as infrastructure, education, information and communications technology, crime and justice.

South Africa is one of the EU’s biggest recipients of



*President Jacob Zuma flanked by European Commission President Jose Manuel Barroso and European Council President Herman Rompuy.*

sanctions would shore up the fragile unity government and show that there are no favourites.

Van Rompuy said the EU had already lifted some restrictive measures a few months ago. However, “a credible road map for elections is of utmost importance. It will facilitate for the EU a review of restricted measures”.

Also discussed at the summit was the Sudanese tension, which persists even after the north and south split into two countries in July. Both sides urged the finalisation of the outstanding issues such as citizenship, demarcation and oil revenues. However, they committed to further explore

development assistance; most notable is the recent R1,2 billion grant to the Ministry of Health to bolster the public health system, especially in the fight against HIV, AIDS and tuberculosis.

From 2007 to 2013, South Africa is set to receive €980 million from the EU, or an average of €140 million a year.

“We consider all that has been achieved so far as a demonstration of the level of commitment and importance by both parties to the full realisation of a strong and mutually beneficial relationship,” added Zuma.

The next annual meeting will be held in Brussels next year. ☺

# Using the e-Audit system to assess performance of Municipalities' spatial tools in South Africa

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The e-Audit system is a "conceptualised online questionnaire/survey tool" that will assist in assessing municipal spatial tools such as Geographic information systems (GIS), Spatial Development Frameworks (SDF), Integrated Development Plan (IDP), and Land Use Management Systems (LUMS). The e-Audit is a product of the Department of Rural Development and Land Reform (DRDLR) under Directorate: Spatial Planning Implementation.

The purpose of the e-Audit is to assist the department to conduct surveys to assess the state of the SDF's, IDPs, GIS and LUMS of all municipalities. After each survey has been conducted, DRDLR is able to draw reports and determine the status of all municipalities' spatial tools in terms of the following subsections: SDF, SDF technical, IDP, GIS, LUMS and Capacity. It is important for municipalities to have SDFs, IDPs, GIS and LUMS, but some of the municipalities in South Africa are without the above mentioned planning tools. However there are those whom have the above planning tools, but lack understanding or capacity in the development of these planning tools.

The system is designed in such a way that there is only one administrator, DRDLR users at National level, DRDLR users at Provincial level and Municipal Manager (municipal) users at each municipality.

The municipal user, provincial user and the department users will be sent an email with their login credentials from the system administrator to login into the system. Only Municipalities will populate the questionnaire and DRDLR National and Provincial users may only have view rights to the questionnaires populated by each municipality.

The administrator at National office is able to add users, remove users, start a survey, and send out e-mails from the system to all the users, select municipalities that

should be involved in a survey, view and print reports from the survey.

DRDLR users at National level are able to extract and print reports from all municipalities. Users at Provincial levels can only extract and view reports of municipalities within their Province and Municipal users are only able to view and extract reports of their own Municipality and print questionnaires during a survey.

There will be a survey running at the end of every quarter. Every municipality will be expected to complete the survey as this will work to their advantage. Whenever there is a survey an email will be sent to the municipalities that need to participate in the survey, the email will have a link on it to connect to the e-Audit website and will state the user name and password. To participate in the survey the municipal users will click on the link attached to email.

The system will help DRDLR coordinate and assist municipalities of optimal functioning of spatial planning tools. The system is fully functional and operational to all municipalities in South Africa since 1 July 2011.

The effectiveness of the system does not only depend on DRDLR users but also on the cooperation and participation of all municipal users. The e-Audit system will enable DRDLR to monitor and compare the performance of municipal Spatial Planning tools in South Africa and will be able to assist by providing support to all municipalities who fall short on their spatial planning tools. This will enable municipalities in South Africa to render effective and efficient service delivery to the public.

For further assistance and more detailed information please contact the e-Audit Systems Administrator on 012-3128766, e-mail at [eaudit@ruraldevelopment.gov.za](mailto:eaudit@ruraldevelopment.gov.za)



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Department:  
Rural Development and Land Reform  
REPUBLIC OF SOUTH AFRICA



Health Minister Dr Aaron Motsoaledi

“We thought we should extend the brand and have events that are related to the magazine; hence the forum. Critically, the forum is a response to concerns raised by our political principals that the Public Service tends to shy away from the battle of ideas. When we investigate why we shy away from the battle of ideas, it’s maybe because we never have an opportunity to sit down and engage and try to understand, for example, what the NHI is all about.”

Minister Motsoaledi’s passion for his portfolio and the NHI project made for an insightful evening during which the Minister shared his vision and public servants from a range of departments were able to probe deeper with questions of their own.

The Minister’s interaction with public servants embodied the core purpose of the forum: an opportunity for public officials to interact directly with senior national leadership on key programmes and policies of government, without the commentary or interpretation with which such issues may be discussed in public media.

In this regard, the forum stimulates intellectual rigour among officials as they formulate or think about or implement public policy.

A secondary facility provided by the forum is the chance for public servants to network, share best practices or common challenges, and form supporting or mentoring relationships. The forum is a platform where challenging issues in public policy are stated and debated, but also where innovation and breakthroughs can be showcased.

Among the guests who attended was State Security Head of Communication, Brian Dube, who viewed the session as empowering to public service managers. “Such a forum is long overdue and one hopes that more people will participate in future sessions,” he said.

Mbizeni Mdlalose, KwaZulu-Natal Communication Manager of the South African Social Security Agency, said all communicators should be able to articulate government’s position on all issues.

“The forum capacitated me to understand the NHI without having to rely on the media for information. Moving forward, I will be a good messenger for this noble cause (of the NHI).”

■ **Next on the PSM Forum schedule is Advocate Sandile Nogxina, former Director-General of Mineral Resources, and current Special Adviser to Mineral Resources Minister Susan Shabangu. He will share his experience and comment on the values, ethos and practices that marked his time in the Public Service, which also included the Public Service and Administration and Energy portfolios.**

**A** new platform for the sharing of ideas among public service managers has been created with the launch of the agenda-setting Public Sector Manager Forum.

The forum is an extension of the still-new brand of the Government Communications-produced *Public Sector Manager (PSM)* magazine that seeks to build public servants’ own understanding of key policies of government, and to promote pride and camaraderie among officials as a community within the broader South African society.

PSM proudly hosted its inaugural forum on 29 September 2011, with the Minister of Health, Dr Aaron Motsoaledi, on the podium at the Sheraton Hotel in Pretoria to further unpack the National Health Insurance (NHI) project, which he had discussed at some length in an earlier interview with the magazine.

As host for the launch, GCIS Deputy Chief Executive Officer: Communication and Content and PSM Head of Editorial and Production, Vusi Mona, said: “The whole aim of this magazine is to provide a platform through which we can share best practices, debate policy initiatives and profile the best among us, but also for the Executive to communicate with public servants.



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1. DCEO of GCIS Vusi Mona, Biovac Institute Deputy Chairman Mpumi Sowazi, GCIS CEO Jimmy Manyi
2. Tasneem Carrim, Ntombi Mthombeni and Dorris Simpson of GCIS
3. Dr Kenneth Thobejane with Gcinikhaya Makholwane and Kabelo Mahobye of the Council for Medical Schemes

4. Xolani Tyilana of the Department of Human Settlements with Mrs Moloko Gantsho and her husband Dr Monwabisi Gantsho, CEO and Registrar of the Council for Medical Schemes
5. Josephine Appolus of the Department of Traditional Affairs and Barileng Dibakoane of the Department of Cooperative Governance

# Leading with distinction

*Professor Craig Househam*

*Writer: Xoliswa Zulu*

**O**ne would hardly expect the man in charge of health in the Western Cape to be a free spirit. He has a stud in his ear and a tattoo, reflecting a man who is comfortable in his own skin.

A Harley Davidson is his preferred mode of transport, and it's when he's dressed in his black leather biker jacket, matching T-shirt, dark blue jeans and biker boots, that he is himself.

When he's at the office, leading over 28 000 people, power suits are his choice of attire, but the stud stays in place.

Professor Craig Househam is no softy, though; under that playful exterior is a man who takes his job seriously and running a massive department is no easy feat.

Househam was recently named the Top Performing Government Leader at the Annual African Access Business Awards. The annual awards ceremony recognises and honours top performers in both business and government.

While accolades were heaped on him, Househam prefers to be modest, saying "it's nice that somebody thinks you're doing ok".

"I've been head since 2001 and my management team has been stable, certainly for the last five years. I think strong management, with a stable management team, makes it easier to get things done.

"I've stayed in the Public Service despite offers from the outside, simply because I believe it's something worth doing.

I enjoy my job ... I think it's a challenge, and there's never a boring moment. What you do makes a difference," he smiles.

Since becoming head of the department, Househam has come up with new and exciting ways to improve health services in the Western Cape. His brainchild, Healthcare 2010, propelled healthcare to another level in the province, something he attributes to his "hard-working team".

"We're currently engaged in developing Healthcare 2020 or Vision 2020," he says. "We did a review in the early part of the year of how much we achieved with Healthcare 2010 and we have achieved a lot, particularly in restructuring and improving infrastructure."

Currently, the province is in the process of building two new hospitals, in Khayelitsha and Mitchell's Plain.

"Healthcare 2020 will look at how we can reduce the burden of disease, particularly in four areas. Firstly, by reducing injuries; secondly, promoting healthy lifestyles to reduce the incidence

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**Intelligence Transfer Centre (ITC)** is a purely South African conference company with ETDP SETA accreditation. Their Directors are hands-on and are seen at every conference they host, since they pride themselves in quality and teamwork. They are seen as progressive industry analysts within the conference arena, providing conferencing and training relying on extensive market research.

**What makes ITC conferences different?** The conferences are solutions driven and recommendations are given to industry specific regulators and authorities after each conference. Feedback is then requested from the authorities to address the challenges and give solutions to their past delegates. ITC also provide training courses or alternatively they can bring the trainer to your organisation for in-house training, addressing your specific skills requirements. They focus mainly on Government and State Owned Enterprise Conferences as well as Private Sector conferences.

**UPCOMING GOVERNMENT RELATED CONFERENCES:**

<b>July</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Annual Leadership Development for Women – ( In Government and State Owned Enterprise);</li> <li>• Dam Management</li> </ul>
<b>August</b>	<ul style="list-style-type: none"> <li>• 2<sup>nd</sup> Annual Talent Management – (In Government and State Owned Enterprise)</li> </ul>
<b>October</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Annual Women in Politics Africa;</li> <li>• 3<sup>rd</sup> Annual Road Safety Summit</li> <li>• 3<sup>rd</sup> Annual Business Process Management In Government and State Owned Enterprise</li> </ul>
<b>November</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Annual Road Safety Summit;</li> <li>• 2<sup>nd</sup> Annual Women In Engineering;</li> </ul>
<b>December</b>	<ul style="list-style-type: none"> <li>• 3<sup>rd</sup> Annual Hospital Build Infrastructure;</li> <li>• 2<sup>nd</sup> Annual Performance Monitoring and Evaluation</li> </ul>



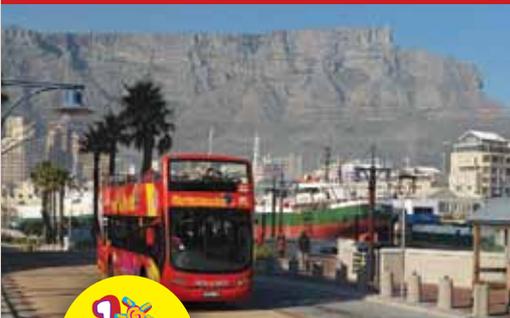
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## LUTHULI MUSEUM

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  
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Website: [www.luthulimuseum.org.za](http://www.luthulimuseum.org.za)  
Email: [luthulimuseum@luthulimuseum.org.za](mailto:luthulimuseum@luthulimuseum.org.za)

Chief Albert Luthuli

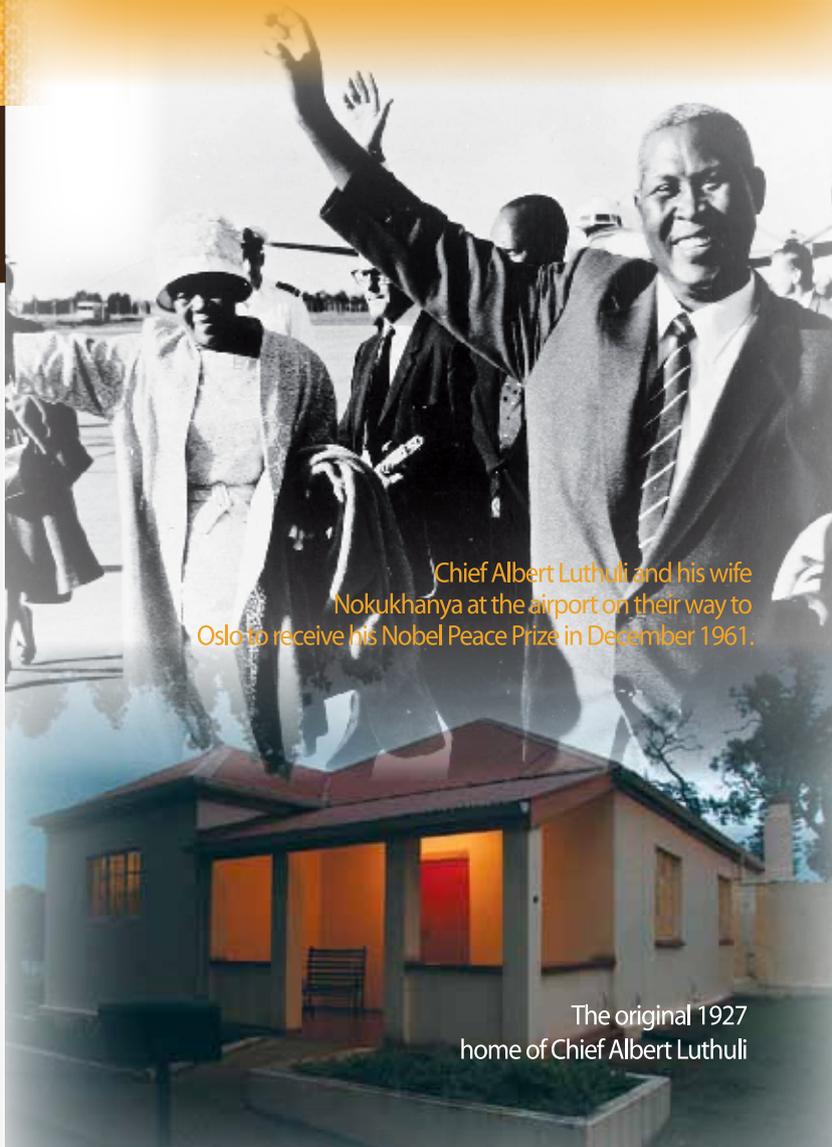
(ANC President - General from 1952 - 1967)

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



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

of non-communicable chronic disease; thirdly, reducing the impact of the burden of disease on mothers and children; and finally, looking at infectious diseases such as HIV and tuberculosis (TB)," he explains.

A discussion document will be released later in the year and the aim is to release the revised strategy for 2020 in April next year, looking at the next 10 years.

According to Househam, access to healthcare in the Western Cape is good but the attitude of staff towards patients and the load on the province's facilities continue to be a challenge.

Another challenge facing the department is the difficulty for emergency medical services to access informal settlements.

"An ambulance can drive around for hours in the dark looking for an address which they can't find, so we are looking at ways of dealing with that."

Despite all its challenges, says Househam, the department has managed to maintain a level of care.

On the issue of the National Health Insurance (NHI) scheme, Househam says it will only work if the country finds adequate management capacity.

"As South Africans, we would not mind using a health service, provided that care is of quality. It will work if we can find adequate management capacity and that's the biggest challenge in South Africa.

"I think the biggest challenge is government's ability to manage and regulate what is a major change in the way health services are run in the country and that will determine the success or failure of the NHI. It's not a simple process."

Househam has been in the Public Service for over 30 years and while stress can take its toll, he has managed to keep his cool under the toughest of conditions.

"I believe in taking time off, having fun and laughing," he chuckles. "You've got to be an ordinary human being; have fun. This job will kill you if you take everything too seriously. One of the most important things in management is having a sense of humour."

His motto is simple: "I'd rather do something and make a mistake and fail and learn how to fix it," he explains. "I've made some grand mistakes, but fixed them. Learn from your mistakes, but don't do it again," he says sternly.

## Focus on women's health

As October is Breast Cancer Month, the department will be focusing on women's health and, to an extent, child health.

"We have adopted in the Western Cape what we call a 'seasonal approach' where we divide the year into four quarters. In this quarter, we will be dealing with women's health and we will be encouraging screening.

"We also have a partnership with PinkDrive where women can have mammograms done. We will be focusing across

the whole department on women, particularly on breast and cervical cancer screening and also general well-being," he explains.

## Fighting HIV and AIDS

The Western Cape also focuses on HIV and AIDS education through a programme called Peer Educators, where young people are trained to inform other young people about the disease. "With the HIV Counselling and Testing (HCT) Campaign of mass testing, we tested 1, 1 million people in the first year."

The HCT Campaign was launched by President Jacob Zuma last year in April, and almost 13 million people countrywide have been tested.

"I'm proud of what the department has done in terms of financial management, human resource management and service delivery. It's not perfect, there's a long way to go, but I think in the context of what we have, we haven't done half bad." 🗣️



## Employer of choice

According to Professor Craig Househam, Head of Health in the Western Cape, the province provides health services to 78% of the population. "We have 28 900 employees and we have an annual budget of R13, 3 billion currently."

The department also has a programme called the Barrats Values Assessment. The assessment asks staff to identify values that are important to them and values that they would like to see in the department.

"This has shown that the people who work for us are inherently good," he explains. "As management, the way we've decided to look at the whole values approach is to understand the people who work for us and the kind of department we'd like to be."

Because of that assessment, the department has developed what they call C<sup>2</sup>AIR<sup>2</sup>; which stands for "Care and Competence; Accountability and Integrity; Responsive and Respect." That's the department we want to see and we want to change so people can say "that's where I want to work".

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Minister Naledi Pandor

# Energy options for a climate of change

Writer: Chris Bathembu

**A**s South Africa looks to overhaul its energy sector as part of the country's response to climate change, we need to invest more in research and technology to move away from high carbon emission sources.

Just weeks before the United Nations Climate Change Conference (COP17) to be held in Durban from 28 November to 9 December 2011, government and the private sector are placing the issue of climate change on the national agenda.

The Minister of Science and Technology, Naledi Pandor, told delegates at a women's climate conference in Pretoria in September that South Africa would have to become more creative in coming up with new energy technologies to replace the country's long-term dependence on coal-fired electricity.

She said researchers were working on various innovations that would lead to more investment in wind and solar energy.

"The time has come for us to become more creative and better; we have to be innovative in our research if we are to influence a new climate regime," said Pandor.

South Africa's long-term mitigation scenarios have prompted a national climate policy based on lowering green house gas (GHG) emissions and, in response to these scenarios, government has adopted mitigation strategies which focus on energy efficiency and renewable energy alternatives.

As a result of these strategies, officials say South Africa's emissions will peak by 2030 and then decline, with the focus on scaling up grid-connected solar thermal power, utility-scale wind power development, solar water heaters and demand-side energy efficiency.

Pandor said South Africa should not be harshly judged for its heavy use of coal as a source of energy as coal "will

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## NELSON MANDELA MUSEUM: *10 years of delivering a memorable cultural experience*



There are few places to beat the Eastern Cape as a heritage destination. Its rolling hills and magnificent natural environment is where one of its most famous sons, Nelson Mandela, was born.

Ten years to the day after his release on 11 February 1990, the Nelson Mandela Museum opened its doors. Nelson Mandela insisted it was not just to be a static collection but a living memorial to his values and vision. It was to inspire and enrich all who visit it, serve as a catalyst for development and should share the heritage resources linked to him.

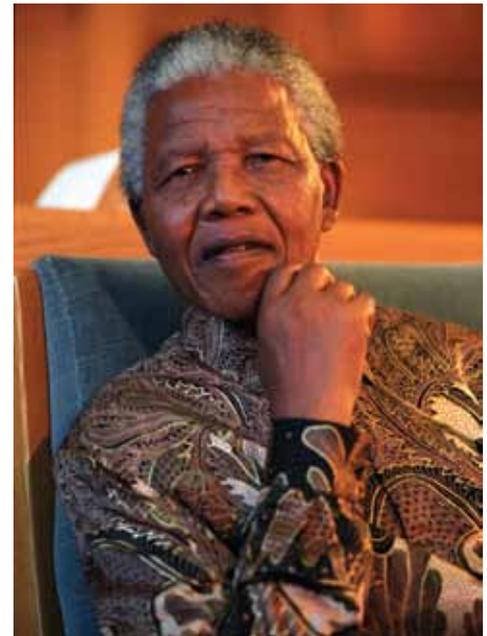
Located in Qunu (Nelson Mandela Youth & Heritage Centre) and in Mthatha (in the Bhunga Building) - both conveniently situated on the N2 - the museum currently houses two exhibitions: *The Meaning of Mandela* and *Mandela and Luthuli in Conversation*. Some of the gifts that were given to Nelson Mandela from the South African and international communities are incorporated within both exhibitions. At Qunu the Museum experience is a dynamic one, with

various indoor and outdoor spaces for temporary exhibitions. Presently on show is a comic exhibition about the life and times of Nelson Mandela, and art and craft exhibitions by local emerging artists. Beautiful products created by local youth on site are available for sale.

In Qunu, village tours are arranged on request and visitors can follow Madiba's footprints to his original home, the family graveyard where his parents and children are buried, his primary school where he was named Nelson on his first day of attendance, the church where he was christened and his favourite sliding stone.

The museum in Qunu has upmarket accommodation suitable for leisure and business travellers, as well as fully fitted state-of-the-art conference facilities.

The Nelson Mandela Museum offers a memorable cultural experience that gives insights into the life of Nelson Mandela, with guided tours and a heritage trail that follows his footprints.



Open 09h00 to 16h00 daily including weekends.

**No entrance fee – donations encouraged.**

For more information, please contact:

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Fax: +27 (0) 47 532 3345

Email: [mandelamuseum2@intekom.co.za](mailto:mandelamuseum2@intekom.co.za)

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

*in the footprints ...*

not be there forever". The country needed to be praised for the efforts it was making to implement some of its projects, including the ambitious plan on solar energy, which promises to expand the country's clean energy landscape significantly.

Signs are that the next decade could mark the beginning of the solar power boom in South Africa, providing the country secures the funding for an ambitious project earmarked for the Northern Cape.

The Department of Energy held a solar park conference in October 2010, during which local and foreign investors were presented with a preliminary feasibility study and called upon to consider putting their money into building a solar park capable of generating 5 000 MW of power – as much as one coal-fired power station. Initial projections show that the park, to be situated in Upington, would cost about R150 billion. The State is counting on private investors to assist with funding.

In his analysis of the country's energy operations, Eddie O'Connor, CEO and co-founder of Mainstream Renewal Power, insists that private investors are unlikely to invest in coal plants in South Africa mainly due to fines associated with carbon emission. "How can they tell what the cost of production will be (fines and traded coal costs included) in 2020, 2030 or 2040? There is no clear line of sight to continuing profits so no one will invest."

"It's not enough to compare the capital costs of coal with renewable resources, or even the fuel costs. Ongoing non-fuel costs have to be considered and those costs for coal

plants are a good deal higher than for renewables. With wind and solar, what you see is what you get, one upfront price and some small annual costs related to maintenance, rates and rental payments."

Earlier this year, the Department of Economic Development announced an investment of R25 billion to support a plan to ramp up renewable energy and the green economy. The new economic growth path for South Africa also sees a possible 300 000 jobs being created in the green economy by 2020, with 80 000 in the manufacturing sector.

The green economy has been identified as one of six drivers to create five million jobs by 2020 and help bring down unemployment, which is currently running at 24%.

Cabinet announced in August that it had approved the implementation of several solar water geyser roll-out programmes and that engagements with potential funders had already started.

Eskom was granted R1,5 billion by the National Energy Regulator of South Africa for the installation of 259 000 solar water geyser systems. To date, over 144 141 units have been installed, at a cost of over R750 million.

Pandor said these investments, if they were followed up, could boost South Africa's response to climate change. She noted that countries such as India and China were investing more in technology and research, but that when it comes to sub-Saharan Africa, "you see a different picture". "We have less people with PhDs, and we are not investing as much in technology research – this will have to change." 





# 35 years after Black Wednesday:

Did the banning of “black” newspapers tell the whole story?

Writer: Sandile Memela\*

It is 35 years ago that the apartheid regime mounted its assault against the freedom and integrity of so-called “black” newspapers. In 1977, the Government silenced *The World* and *Weekend World* as publications that were mistaken for revolutionary voices simply because of the skin colour of the staff and the market they catered for.

Some of its senior journalists, including the editor, were detained without trial.

While the public misunderstood this as confirmation of their radical political nature, there has always been a need to acutely re-examine the role and relevance of black newspapers in the struggle for freedom – or put it into proper perspective.

Although some black journalists were subjected to political harassment, it would be misleading to generally bestow upon all or most black editors and journalists the status of being unsung heroes of the struggle for liberation.

To a large extent, black newspapers were, primarily,

instruments of systematic and repetitive agendas calculated to soften or dilute political consciousness among their readers.

It was a mistake to assume that the detention of a handful of their staff catapulted them to the vanguard of the struggle or to whipping up radical militancy in the communities.

A critical examination of the lives of black editors in the 1970s and 1980s, for instance, soon reveals that they were not necessarily the hard-core political activists they made themselves out to be.

In fact, the apartheid intelligence regime that was responsible for banning publications such as those referred to was not only out of touch with realities on the ground, their decisions also were not based on any particular track record papers like *The World* had in heightening political consciousness among their readers.

When *The World* was banned in 1977, big business had to quickly reinvent a substitute that would tap into the sleeping

giant known as the “black market”.

It was in this context that the strategy was developed to sponsor the transmogrification of a popular knock-and-drop into a mainstream publication that would rise in stature, influence and power.

Perhaps in its own unique way, the story of *the Sowetan* newspaper, particularly, represents an important milestone in the struggle for self-determination and freedom of thought and expression.

In fact, it punctuates the sad history of the constraints on so-called black media and its journalists to articulate the hopes and aspirations of the African majority.

### **Sowetan turned 30 this year**

There is no doubt that in their role as self-appointed custodians of freedom of expression, a few politically conscious black journalists have exercised a powerful influence to give expression to the African majority’s demands for freedom and democracy. Significantly, this was fleetingly brought into focus this year with the celebration of the three decades of the existence of a former knock-and-drop, *Sowetan*, which has grown to be an influential publication.

However, there will always be a need to critically examine and debate the claim that black journalism served a political agenda or was founded to pursue the commercial interests of its owners.

This is an important distinction to place the role and responsibility of black journalists and media into its proper context.

Significantly, *Sowetan* and its predecessors – *Bantu World*, *The World*, *Post* and *The Mirror* – did not develop under African conception, ownership or control.

The publications were largely the result of the colonial agenda to co-opt Africans into the Western thought and lifestyle.

Their purpose, essentially, was to dilute anything that was an

expression of African heritage, history and culture or articulate it from a Western perspective.

What this means is that these publications were, in essence, imitations of European thought and cultural patterns. They were vehicles to entrench Western intellectual domination through the creation and promotion of African elite.

*Bantu World* was founded by a former white farmer, Bertram Paver, who had no intention to propagate the African desire for self-determination and independence.

Instead, not only did he desire for the newspaper to be dominantly English but also to propagate news proposing the standpoint that Westernisation benefited Africans.

While Africans owned 50% of the newspapers, only seven out of 20 pages of the newspaper were in indigenous languages, thus encouraging the marginalisation of African languages from the mainstream.

The first generation of editors and journalists in the 1930s, 1940s and 1950s were highly educated and Westernised African gentlemen who enjoyed prestige among the African readership because they

were representatives of the white man’s way.

These black editors – including Victor Selope-Thema (1932 – 1952), Jacob Nhlapho (1953 – 1957) and Manasseh Moerane (1962 – 1973) – were, over the decades, increasingly dependent on white editorial directors who guided and shaped their political orientation and outlook.

Thus from the beginning, a publication like *Sowetan* was created and controlled by white money to propagate a white perspective and create an African middle class alienated from its own history, heritage and experiences.

After the banning of the liberation movements in 1960, for instance, the so-called black newspapers did not step into the

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Sandile Memela



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political vacuum as their primary concern was to make a profit and, at the same time, to depoliticise the African population through an overcautious editorial policy.

It was into this political void that young students like Steve Biko, Barney Pityana and others stepped to mobilise the black community through the philosophy of Black Consciousness.

African journalists who worked on publications like *The World* and *Post* were, largely, conservative types who espoused the liberal philosophy of gradualism and were reluctant to embrace or reflect Black Consciousness.

However, this did not stop journalists like Bokwe Mafuna and Harry Nengwekulu, for instance, from organising them into a politically conscious formation that awakened their political commitment.

To a large extent, black journalists were ensconced in middle-class lifestyles and outlooks that confined them to reporting on non-political stories that emphasised sports, entertainment, crime and “society”.

They conformed to the role that was prescribed by white editorial directors who had more interest in using the newspaper to tap into the black market than in waging political battles to liberate the oppressed.

The dramatic change of attitude happened with the rise of Steve Biko and the rumbles of discontent among students in Soweto in the 1970s with the introduction of Afrikaans as a medium of instruction.

Much as Percy Qoboza (1964 – 1977) was an outspoken critic of the apartheid regime, he functioned under very strict white editorial control.

Thus, when the paper was banned in 1977, only to be resurrected as *Post* in 1981, Qoboza was forced to resign for reasons that may have been linked to his being “uncontrollable”.

He epitomised a new phenomenon of growing struggle consciousness among young and courageous journalists who had been banned or imprisoned – including Phil Mthimkulu, Zwelakhe Sisulu, Mathata Tsedu, Joe Tlholoe, Thami Mazwai and Aggrey Klaaste, among others – for deviating from the market-oriented profit-making strategy to political activism.

The owners of *Sowetan* were opposed to the notion of using the newspaper to express support for banned organisations like the African National Congress and Pan Africanist Congress or articulating political views.

It was, mainly, a vehicle not only to create a black middle class

but also to create opportunities for white business in the black market through sensational stories.

Significantly, the first editor of *Sowetan*, Joe Latakomo, was a sports writer whose beat presumably posed no threat to the political regime. Editors and senior writers of *Sowetan* were expected to conform to the interests of capital and thus protect and preserve the status quo.

Many of them were forced to ignore politics and readjust to promoting entertainment, sports, general news (crime, sex and scandals) and small business.

Although partly true, it is misleading to portray the history of *Sowetan* as primarily about being the custodian of African political aspirations and hopes.

It was an accident of history that a few of its journalists were subjected to detention, banishment and imprisonment.

Instead, it has to be understood that *Sowetan* and its predecessors were not established to pursue what could be considered an authentic African agenda for political self-determination and liberation. In fact, they were vehicles of white control and domination over African thought.

More often than not, the editorial controllers were inclined to be hostile to any African journalist who used the newspaper for political purposes. For instance, any journalist who called for the return of the land, redistribution of wealth or condemnation of racism faced serious consequences.

The fact that men like Qoboza, Klaaste, Tlholoe or Mazwai were, once upon a time, part of *Sowetan's* evolution or history does not excuse it of its role as being an instrument for white business to tap into the so-called black market.

Today, *Sowetan* has what can be considered an ambivalent relationship with the Government, for instance, which raises questions about its role in the development of an African state.

But the claim that it was more of a political newspaper than a commercial institution on the side of capital needs to be debated. The true history and role of so-called black newspapers and their editors and journalists still needs to be critically re-examined. 🗣️

**\* Sandile Memela is Chief Director: Marketing and Public Relations at the Department of Arts and Culture. His book, *Where Angels Fear, on power dynamics in newsrooms, will be published by Gecko in this month. He writes in his own capacity.***

# Communicating compassion

**T**he number of people in need of food relief due to drought, conflict and high food prices in Somalia has reached a staggering four million. This is more than half of the country's population.

Although many organisations from across the world are reaching out to help Somalia, aid to date has not nearly been enough. The people there are still in desperate need of food, water and medical treatment.

Government Communications (GCIS) embarked on a donation drive to extend a helping hand to the victims affected by drought and famine in Somalia.

The drive was the brainchild of a group of 38 inspired female GCIS employees who gathered at a recent Women in Management workshop to commemorate the Annual Public Service Women Management Week in August.

Their inspiration came from a story conveyed by the Deputy Chief Executive: Government and Stakeholder Engagement at GCIS, Nebo Legoabe, of an old man who religiously visited the ocean every morning to throw back the starfish that had been carried ashore by the waves.

One day, an intrigued young boy approached the old man and asked him, "What are you doing?"

The old man replied, "I am throwing the starfish back into the ocean before the sun rises."

Curious, the young boy asked, "But why?" The old man replied, "If I do not throw them back before sunrise, they will burn in the sun and die."

Fascinated, the young boy said, "There are a lot of starfish out here, how many of them are you going to throw back into the ocean in time?"

The old man simply responded, "it doesn't matter; I am saving one starfish a day."

Touched by the generosity of the old man in the story, the women in GCIS decided they, too, wanted to lend a helping hand to those in need.

"As an organisation and Africans at heart, we were deeply touched by the images shown. We are now trying to unify our efforts as GCIS through organising a collection of donations for the affected people in Somalia to help them overcome this ordeal," says Mavis Tshokolo, Director: Human Resource Development at GCIS.

Through GCIS' Employee Health and Wellness Programme, staff members were encouraged to make donations to the Somalia Relief Mission through the Gift of the Givers Foundation. The donation drive ran from 24 August to 16 September 2011.

"Volunteering is a great way to advance a cause, support an organisation and make a difference in our communities. We recently celebrated Mandela Day, which highlighted extending a helping hand to others. I would say whenever possible, let us use our time and talents where they are really needed. Let us all get involved," says Tshokolo.

GCIS' Deputy Chief Executive for Corporate Services, Phumla Williams, was excited about the staff's generosity.

"In order to assist the dire humanitarian situation in Somalia, GCIS Management saw it fit to pledge solidarity by way of gathering donation items aimed towards the alleviation of the position of the Somalis. We appreciate the interest and hope shown by our staff members." ☺



# Land reform starts with office reform



Minister Gugile Kwinti

**E**nsuring that all South Africans, particularly rural black people, have reasonable access to land with secure rights to fulfil their basic needs for housing and productive livelihoods is at the core of the recently released Green Paper on Land Reform, says Rural Development and Land Reform Minister Gugile Kwinti.

“The objective is to create a new trajectory for land reform that will attempt to break from the past without significantly disrupting agricultural production and food security. This will also avoid land redistribution that does not generate livelihoods, employment and incomes,” adds Minister Kwinti.

Releasing the draft Green Paper in late August for comment, Minister Kwinti said the Green Paper was seeking a single reconfigured four-tier system of land reform.

The Green Paper proposes a recapitalisation and development programme to ensure that all land-reform farms are optimally productive.

To achieve, the department believes that only a committed, compassionate and aggressive new public service cadre will be better placed to implement government’s

The recently released *Green Paper on Land Reform* has expectedly unleashed a flurry of reaction. The Department of Rural Development and Land Reform firmly believes that only a conscientised public service will help government realise its long-term objectives on land reform, writes **Mbulelo Baloyi.**

long-term land reform policy.

Rural Development and Land Reform Head of Communication Services Eddie Mohoebi says land reform public service officials are strategically placed at the cutting edge of service delivery.

“Land reform public service officials and project officers have to be imbued with the three characteristics of commitment, compassion and aggression, as they are to play an increasing role in the wake of the mooted reforms as laid out in the recently released Green Paper on Land Reform.”

Mohoebi says it is important that the Public Service understands the department’s vision and accompanying imperatives.

Land reform in South Africa remains a thorny and sensitive issue that is at the heart of the nation’s transformation agenda.

“This will ensure that all South Africans, particularly rural black people, have reasonable access to land with secure rights to fulfil their basic needs

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for housing and productive livelihoods.”

Mohoebi says for government to realise the envisaged objectives as set out in the Green Paper, Public Service officials have an added responsibility to implement whatever decisions have been taken at an executive level.

“This legislative initiative that the department is taking emanates from the material conditions of existence that our people are experiencing in rural areas where poverty is a daily existence for our people,” says Mohoebi.

“We are faced with a situation where on a daily basis the things that we take for granted, such as having access to clean, drinkable water, our people in rural areas do not have. You talk about having sanitation, they do not have; the same with economic opportunities. In rural areas, unemployment is a daily monster that our communities have to face day in and day out.

“Now, Rural Development wants to change that because we are saying in rural communities there must be vibrancy, there must be equity, the same opportunities that we see in urban centres must be there in rural areas.

“There must be sustainability. People who do not understand and who have not experienced the hunger and frustration that the people in rural areas experience on a daily basis cannot have the determination and commitment that we are referring to as well as compassion,” says Mohoebi.

Some of the principles underlying land reform include the de-racialising of the rural economy, the democratisation and equitable land allocation and use across race, gender and class. In addition, there is a need for a sustained production discipline for food security.

Mohoebi says the political will is there and all that is needed is a new kind of activist public service official.

“If someone in administration does his or her work with commitment, compassion and aggression, that person will understand why we are doing the Green Paper and why we want to de-racialise the rural economy so that we can also avail business opportunities to up-and-coming service-providers.

“Now, when an invoice comes, she or he would not sit on the invoice, go on lunch, take leave, take sick leave, go home early while the invoice is sitting on their table and the emergent supplier is not paid and by the time the supplier is paid after 60 days, the supplier has already been liquidated,” remarks Mohoebi.

Mohoebi says this goes further – if there is a commitment, compassion and aggression among the Public Service, it will not be an anomaly to have an observant supply chain management official querying the delay in payment of service-providers, particularly the small, medium and micro-enterprises.

“You will, even, as a supply chain management official, say to somebody: ‘This order number for this particular service was generated 15 days ago; I have not seen an invoice on my desk in the last 15 days, and has this service been provided; if not, why not?’ In enquiring about this, one sees the aggression in the relentless follow-up and pursuing of the payment for that service-provider.

“In a nutshell, we should not have a public service that is time-bound, seeing that they get paid from being in the office from eight to four. We need a civil service that says ‘I am here to serve and I am given an opportunity to change somebody’s life out there and for doing this I am being remunerated, I am not happy to go home unless and until such task has been executed’.

“What we envisage is that there should be no gap between the leadership, the management and the people at the lower level because the leadership may understand the imperatives that we are trying to achieve and the urgency of the issues we are dealing with - but this urgency and understanding is not being disseminated at lower levels,” says Mohoebi.

“The aggression I talk about implies that when a task is at hand, people should be so committed and compassionate that they approach their work with a ‘can be done attitude’.

“That compassion that I was talking about should be that even the cleaners sweeping the floor understand to say, ‘I am keeping this place healthy and clean so that the people who are implementing these government projects have an environment that is conducive so as to enable them to deliver what is expected of them’.

He says a public service official must consciously know and be aware at all times that his or her contribution through his or her work has changed somebody’s living condition for the better. 



Vusi Madonsela

# DGs must work together for common good

Directors-General (DGs) should become as adept at building networks and camaraderie among themselves as peers, as they are at building teams within their departments. This was part of a call to action presented to the Forum of South African Directors-General (Fosad) recently by Social Development DG, Vusi Madonsela, one of the longest-serving heads of department in government. **Mbulelo Baloyi** reports.

**W**e all work for a living. However, it is significant that as we toil every day for that living, we also derive some job satisfaction from it, DG Vusi Madonsela modestly advised his counterparts and compatriots at a recent Fosad gala dinner in Tshwane.

The occasion was a welcome function for newly-appointed DGs at the Department of International Relations and Cooperation's impressive campus along Soutpansberg Road.

Among the new members welcomed by Fosad were the DGs of Arts and Culture (Sibusiso Xaba); Communications (Rosey Sekese); International Relations and Cooperation (Jerry Matjila); Labour (Nkosinathi Nhleko); Trade and industry (Lionel October); and National Treasury (Lungisa Fuzile). The DGs from the Eastern Cape Provincial Government (Mbulelo Sogoni) and Limpopo (Rachel Molepo-Modipa) were also introduced.

Madonsela pointed out that between them and their political principals, DGs had a collective responsibility for the overall efficiency and efficacy of the systems of government in the management of public affairs.

As chief accounting officers, they retain primary accountability for the soundness of the policy outputs of their individual departments as well as the vigour of each department's administrative systems and integrity in the management of public financial affairs, he said.

Having been inducted into Fosad in July 2003, Madonsela recalled how he felt like being thrown into the deep end of a pool in the months that followed his joining the Public Service.

"As I recall, when the newly-appointed cohort of my time were welcomed, it took only an announcement of our names at the beginning of the July 2003 Fosad workshop and us taking a bow in our acknowledgment of our reception into the (Fosad) ranks."

Madonsela said he and other DGs appointed way back had learnt the hard way as they navigated their new roles, adding that induction had taught them its inadequacies when welcoming new DGs.

"Crisply put, what followed our introductory workshop, as we returned to our individual departments, was a succession of many unhappy episodes of trial and error by new DGs. Many of my contemporaries, especially those like me, who were fairly new entrants into the Public Service, felt quite akin to being left alone at sea to swim and observe

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the flow of the tidal wave to propel you as you throw your best strokes to find your path ashore," he said.

Now in his ninth year as a Fosad member – four years more than he had originally planned – Madonsela said he often asked himself why he had almost doubled his original intended contract in the Public Service.

"There are only two possible answers. The obvious one, of course, is that I could not get another job. The alternative answer, which I greatly prefer, is that I do not want another job. I very much like it here in government."



*Vusi Madonsela and Tom Moyane of the Department of Correctional Services*

He added that Fosad had to give serious consideration to an induction programme covering the methods of work of the various structures of government with particular emphasis on the workings of the Cabinet with its committees and the cluster system.

This induction should also demonstrate the interconnectedness with Fosad as part of the overall matrix of coordinating government's work.

Madonsela said it was imperative for DGs to understand the role of implementation forums as part of a system of coordinating

government's work since these forums led the charge in the implementation of the Government's Programme of Action.

He added that this was relevant in the wake of the advent of the outcomes-based performance approach of government.

"The real purpose of the proposed induction is to aid colleagues to each identify their spot in the matrix and to appreciate their individual and collective role as an important link in the chain that is the juggernaut of managing public affairs."

Madonsela also encouraged the forum to foster a culture of camaraderie among themselves to share experiences on the development and management of a sound administrative political interface.

"Up to now, the camaraderie I speak of has not been consciously cultivated, but left to chance," noted Madonsela. He said he was particularly fortunate to be granted the opportunity to impose on the good nature of the former DG of Health, Thami Mseleku, who took him by the hand and mentored him.

"I realise that some of the issues I raise here are complex, controversial and perhaps even provocative. Worse still, they could be unmandated and untimely to be raised on an occasion such as this gala dinner but I hope that the merits or the lack thereof of the proposal shall be carefully examined on a platform specifically created to deliberate on the matter."

He added that he had come to know of many an anecdote shared by some DGs regarding the idiosyncrasies of the job.

"While those among us with strong personalities are able to bear such idiosyncrasies and, as the cliché goes, 'take them on the chin', as a mere test of character in the Public Service, some of our colleagues crumble in ways that not only affect them alone, but also send shivers down the spine

of the institutions or departments they manage."

Fosad, according to Madonsela, should be like a good sports team that works together for the common good.

"We have a considerable semblance of that spirit at Fosad. All we need to do is to nurture it and encourage the sharing of it widely throughout our ranks. Teamwork should mean loyalty to one another, to our principals and to those we manage – in reality, to the whole of government and the citizenry." 🌐



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## Why saving is important



Karabo Morule, Strategy and Marketing Executive at Old Mutual, explains that when it comes to ensuring a secure financial future, failing to plan means planning to fail.

Research conducted for Old Mutual's biannual Savings Monitor, which tracks the saving trends of South Africans, indicates that South Africans have felt the impact of the recent recession, but are starting to plan positively for the future.

However, most of us are still saving far too little and are under-prepared for what lies ahead. Many of us will need to support ageing parents, as well as provide for our children's tertiary education.

Unfortunately, there are no shortcuts to financial freedom. Get-rich-quick-schemes simply don't work. **Invest with a company that has a proven track record** and that's well known within the industry – don't be lured by the offer of astronomical returns which are simply not viable in current market conditions.

**Understand your time horizon and risk profile** – the longer you have to invest, the more risk you can afford to take and the stronger the likelihood of making healthy returns, as well as taking advantage of compound interest (i.e. interest on interest). It's time in the market that counts – not timing the market.

It's better to **keep investing at regular intervals over the long term**. Most people want to invest when markets are doing well and tend to disinvest when markets fall. It makes better sense to keep investing through market lows, when shares are undervalued and a lot cheaper, in order to gain more wealth during the highs.

**Diversify** so that if one asset, investment or market doesn't perform well, you'll still have other investments doing their best for you – thus managing your risk. Don't focus on returns from individual investments. See your investment portfolio as a whole.

**Balance your portfolio** – don't invest only in property or cash. There'll always be times when one asset class outperforms another. Remember that cash and bonds provide stability, whereas shares and property provide growth. Choose a professional portfolio manager who can investigate opportunities and make sound investments.

**Remember, each person is unique** – what's good for your neighbour isn't necessarily a good investment choice for you.

**A sound financial plan helps to achieve success**, regardless of what the market's doing. A financial adviser can help you by compiling a holistic financial plan that meets your requirements and suits your current circumstances.

### Investment Tips

- Always be aware of the tax implications of any investment decisions. A professional adviser should explain the most tax-efficient way to invest.
- Read the fine print. Ensure you're aware of what you're investing in and the risks associated with it.
- Meet with your financial adviser on an annual basis to ensure your investments are still on track, and don't be afraid to ask questions about things you don't understand.

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# WHAT DO WOMEN LOOK FOR IN A CAR?



Writer: Ashref Ismail\*

**T**he question *What women want?* will remain an enigma and wise people will tell you that like UFOs and the Bermuda Triangle they are best left in the realm of unsolved mysteries.

Fifty or 60 years ago, the number of women drivers wasn't nearly as significant as it is today. Not only are there far more women drivers and owners, but women have a big say in the decision when a new family car is considered.

Be they moms doing lift club duty, out shopping, visiting the gym, getting to work and back, or running children to various appointments, women make up a huge proportion of drivers on our roads. Increasingly, as they've climbed their way up corporate ladders and assumed a greater role in the workplace, so they've beefed up the numbers of females buying cars.

In Judith E Nichols' book, *Understanding the Increasing Affluence of Women*, she writes that in most United States households women bring in half or more of the income and also control about 80% of household spending, including new car purchases. Refreshingly, manufacturers are beginning to seriously consider the wants and needs of women.

Step back four or five decades, and consider how little thought was put into a female's perspective when it came to designing cars. The cliché about snapping expensive French-manicured fingernails while driving isn't just a cliché: badly positioned windscreen wiper stalks, carelessly placed bonnet openers, tyre-puncture repair kits ... all of which could cause manicure casualties.

Nowadays, manufacturers pay particular attention to details in trim, fabric, colours and compartments, shapes and positioning of controls. Storage is also a big deal to women buyers, whether it's room for groceries, handbags, kids' toys, foldable seats or built-in car booster seats.

At my workplace, a snap survey revealed that many women want attractive design, performance and a strong brand. However, among the emerging, entry-level market the major considerations remain affordability, reliability and resale value. It was also not surprising to learn that many moms put safety, space and comfort among their top priorities.

As for the exterior, women want great designs, but they also don't want to compromise on safety and efficiency. The top three colours remain black, white and silver. Red remains



a favourite colour in small, sporty cars.

A number of 30-something single females mention wanting a car with “soul” and “character”.

“I don’t do boring. I want a car that expresses my personality, my lifestyle and my achievements,” says one senior manager. Many young women love sport-utility vehicles (or guys that drive sport-utility vehicles!) with the Range Rover Sport Supercharged being the most popular aspirational model. Where affordability is a challenge, many opt for soft roaders such as BMW X1s, Freelanders, Hyundai ix35s, Kia Sportages, Toyota Rav 4s and the like.

Mother-of-two Onica Nesane, a special projects coordinator from Pretoria, says looks is a priority in her choice of car, but she also requires top-notch safety features, both active and passive. “Gizmos aren’t a necessity, but satellite navigation, a quality music system and cup holders are non-negotiable. Leather is my preference because it is cooler in summer and easier to clean when the little ones mess on it.”

One website blogger, known just as BlogHer, wrote: “Comfort is important. I like adjustable seats. We aren’t all built the same and it’s nice to be able to tilt and adjust the

seats as needed. I hate that it’s a premium feature in a car. Just because we aren’t independently wealthy doesn’t mean we should have to suffer with uncomfortable seats.”

I didn’t realise it, but according to my better half, headrests are the bane of most women’s lives, because they are not designed for pony-tails or indeed, many of today’s hairstyles.

So, are we any closer to knowing what women want from a vehicle? According to Volvo research, it’s fairly simple: women want a car that has plenty of storage; is easy to park; has good visibility; is easy to get in and out of; can be personalised; and requires minimal maintenance.

But don’t forget the comfort, the easy-to-clean upholstery, the efficient aircon/heating system, the leg-room for teenagers, the good looks and, of course, the soul. None of the respondents indicated that they spoke to their cars or had pet names for them! ☺

**Ashref Ismail**  
**Member of the SA Guild of Motoring Journalists**  
**Presenter of “Bumper2Bumper”**

Catch Ashref on DSTv Audio Channel 165 every Friday from 19h00 to 21h00 for your high octane, low calory, turbo-charged motoring fix!



## 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



# Dressed to the nines



Eskey cream suite

**R3 500**

Striped formal shirt

**R850**

Ninalillou navy shoes

**R1 500**

Romano Botta capri suit

**R4 500**

Romano Botta blouse

**R650**

Ninalillou shoes

**R1 500**





T-Vente classic suite

**R 7 500**

Nino Picoli tie

**R300**

T-Vente classic shirt

**R1 050**

Cufflinks

**R450**



Jag Club suede shoes

**R2 800**

Marros belt

**R1 900**

Jacket

**R 3 800**

Shirt

**R1 050**

White Sea jeans

**R750**

Photographers: Sipiwe Mhlambi and Siyabulela Duda  
Clothing: Versione Gente, Maponya Mall – 011 938 1426



# CLIMATE CHANGE WORKING TOGETHER SAVING TOMORROW TODAY



**S**outh African Government regards climate change as one of the greatest threats to sustainable development.

Government also believes that climate change, if unmitigated, also has the potential to undermine many of the positive advances made in meeting our own development goals and the Millennium Development Goals.

South Africa is a signatory to the United Nations Framework Convention on Climate Change with the Department of Environmental Affairs being the Focal Point.

For us, taking meaningful climate action is about seizing the opportunity – to build international competitiveness; new green economic and social infrastructure, create prosperity and jobs; transform our economy and society; reduce poverty; improve health and quality of life for all.

This is our unwavering commitment to the international community and to the next generation of South Africans.

**K**ey risks of climate change for South Africa include:

Temperature increases which could affect crop production by 10-20% and reduce agricultural yields and therefore food security.

Coastal areas will be flooded, affecting livelihoods and coastal infrastructure.

Loss of natural resource based livelihoods, disasters from floods and drought, access to water in an already water stressed region.

Higher carbon dioxide levels could reduce proteins in grasslands in livestock producing areas, in particular in poorer drier parts of the country.



**environmental affairs**

Department:  
Environmental Affairs  
**REPUBLIC OF SOUTH AFRICA**



# THE ROAD TO DURBAN AND BEYOND

*“To mainstream climate resilient development, all departments and state owned enterprises will need to review their policies, strategies, legislation, and plans, falling within their jurisdiction to ensure full alignment with the climate change response policy”, SA Green Paper on Climate Change.*

**O**ur journey to the 17th Conference of Parties of the United Nations Conference of Parties (COP17) must provide a platform to collect the multitudes of our diversified experiences and wisdom with a common resolve to address human development’s greatest challenge.

South Africans are already changing their lifestyles and their way of doing business in a bid to contribute their bit of reducing our carbon footprint, and this energy and genius must be harnessed.

As a country, we will, ahead of the UN conference, complete and approve South Africa’s White Paper on Climate Change, and thus putting together the basic blocks for long term instruments to address the environmental, social and economic implications of our carbon reduction plans and targets.

We have prepared National Sector Plans on Adaptation which outlines strategies and programmes on adaptation so that we can leverage opportunities arising from the international arena.

We come from a proud history of unwavering support across rural and urban, across the borders and formed solidarity across the continent and the globe. The mobilising of our society to act in the face of climate change must be dealt with at that same scale and ensure that the voices of the poor and of Africa is heard.

We call upon all our social partners, business and labour, women and youth, clergy and traditional leaders, sportsmen and entertainers, to embrace the climate change message and work together with us to **save tomorrow today**.



**Ms Edna Molewa**  
**Minister of Water and Environmental Affairs**



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



**W**hen Chef Duncan Damian De Gouveia completed school, he wanted to become a radio DJ. After trying his luck at that, he realised his talents lay elsewhere – in cooking.

With a nudge from his family, he began full-time training at the Royal Hotel in Durban for three years. Duncan is now the Head Chef at Riverstone Lodge, Muldersdrift, part of the Signature Life Hotels group. He says the secret to any great dish is using fresh products and staying away from processed foods. His love lies in Mediterranean food and he describes his dishes and flavours as intense. "My favourite ingredient is garlic, if I could put it in chocolate mousse, I would."



## Oxtail with red wine, red kidney beans and rosemary

### Ingredients

- 1 kg oxtail
- 1 onion cut into quarters
- 3 cloves of garlic, crushed
- 4 sprigs of rosemary
- ½ cup chopped leeks
- ½ cup chopped celery
- 2 bay leaves
- 2 cups of red wine
- seasoned flour
- 1 lt beef stock
- 1 can of red kidney beans (drained)
- 1 cup of baby corn
- 1 cup of mushrooms
- 1 cup of cut carrots

### Method

Roll the oxtail in the seasoned flour until coated. Place it in an oven-proof dish and put it in a pre-heated oven at 200°C for half an hour or until golden brown.

In a large pot, fry the onions, garlic, celery, leeks, rosemary and bay leaves in olive oil until golden brown. Add the red wine and deglaze the pot. Let some of the alcohol cook out for approximately five minutes. Add the oxtail once golden brown and stir gently to coat the oxtail in the wine mixture. Add the beef stock, cover with a lid and simmer for approximately two hours or until the oxtail is tender. Add the remainder of the ingredients and cook for a further 10 minutes. Add seasoning to taste.



# Intense Flavour

*Writer: Samona Murugan*

## Creamy dukkah spice chicken livers

### Ingredients

- 2 cups of cream
- 1 tbsp dukkah spice (available at any good grocery store)
- 1 tbsp olive oil
- 2 cloves of garlic, finely chopped
- 200 g chicken livers
- ½ cup chopped onions
- Seasoning: salt and pepper

## Method

Add the olive oil in a heated pan and add the onions. Cook until soft and translucent. Add the garlic and dukkah spice and cook for approximately two minutes. Add the chicken livers and fry until golden brown. Add the cream and simmer until the livers are cooked through. Add seasoning to taste.

## Pumpkin and beer bread

### Ingredients

500 g plain flour  
1 cup of roasted pumpkin  
½ bottle beer  
pinch of salt



Combine all ingredients in a bowl and mix until a firm dough has formed. If the dough is too wet, add more flour and if too dry, add more beer. Cover with cling wrap and let it rest for half an hour. Bake at 180°C until golden brown.



## Caramelised onion pap

### Ingredients

1 onion sliced  
125 g butter  
1 clove of garlic chopped  
½ cup brown sugar  
2 cups of mielie meal  
4 cups of water

### Method

In a medium pot, add the butter and fry the onion and garlic

until golden brown. Add the sugar and stir until caramelised. Add the mielie meal and stir so that all is coated. Add the water and bring to the boil while continuously stirring. The pap will begin to cook and thicken.

## Malva pudding

### Ingredients

1 cup sugar  
1 egg  
1 tbsp apricot jam  
1 cup flour  
1 tbsp bicarbonate of soda  
a generous pinch of salt  
1 tbsp of butter  
1 tbsp of vinegar  
1 cup milk

### Sauce

1 cup of cream  
125 g of butter  
1 cup of sugar  
½ a cup of hot water

### Method

Beat the egg and sugar well in a mixer. Add the jam. Sift the flour, bicarbonate of soda and salt. Melt the butter and add the vinegar. Add the liquids and flour into the egg mixture and beat well. Bake in a covered dish at 180°C for 45 minutes to an hour. Melt the ingredients for the sauce together and pour over the pudding as it comes out of the oven. 🍷



# Mammograms on the move

Writer: Samona Murugan

**W**omen lead busy and demanding lives, often putting others' needs ahead of their own.

Under these conditions, women often find it difficult to pay the necessary attention to personal health challenges, including breast cancer, which is the most widespread cancer among women. According to research, this cancer affects approximately one million women worldwide.

Fast becoming one of South Africa's best-loved community initiatives, PinkDrive is a non-profit breast cancer organisation powering a mobile mammography and educational unit around the country with the message that "Early Detection of Breast Cancer Saves Lives".

According to the Cancer Association of South Africa (Cansa), one in 29 women in South Africa will be diagnosed with cancer. The good news is that if detected early there is

an excellent chance of recovery. This is why every woman needs to examine her breasts and underarms regularly every month to check for any changes.

October is Breast Cancer Awareness Month, and PinkDrive has kicked into high gear with their community projects, outreach examination programmes, high coffees and luncheons to spread cancer awareness, prevention and education.

PinkDrive currently runs two mobile breast-check units. The educational unit travels to semi-urban areas around South Africa with the aim of giving various disadvantaged communities access to mammography education and potential screenings, while the mobile screening unit operates through local clinics, community health centres and hospitals.

The educational breast-check unit operates in

Gauteng and visits 87 clinics on a rotational basis. The mammography unit is now based in the Western Cape, and provides 25 women with a free mammogram daily. These women are guided PinkDrive's way via community health centres and referred by PinkDrive for further investigations, if required post the mammograms.

Cansa and PinkDrive encourage all women to invest in their health by learning how to detect breast cancer early.

For more information, visit [www.pinkdrive.co.za](http://www.pinkdrive.co.za), call 011 608 4144 or e-mail [info@pinkdrive.co.za](mailto:info@pinkdrive.co.za)

## Breast cancer facts

### Warning signs

- A change in the shape or size of the breast
- Dimpling, puckering (orange peel)
- A lump or thickening in the breast or under the arm
- Nipple retraction
- Unexpected, abnormal nipple discharge
- A change in the colour or feel of the skin of the breast or around the nipple
- Swelling, redness or a feeling of "heat" in the breast.

### Risk factors

- Family history: a woman's risk of breast cancer is higher if her mother, sister, or daughter had breast cancer
- Age – majority occur after age 50
- First period before age 12
- Tobacco use
- Obesity – and possibly high-fat diet
- Exposure to pesticides or other chemicals is currently being examined as a possible risk factor, including women who received diethylstilboestrol
- Physical inactivity
- Alcohol (greater risk if two to five drinks consumed per day)
- Long-term, post-menopausal use of combined oestrogen and progesterone hormone replacement therapy
- Not having children, or having the first child after age 30 and not breast-feeding.

### How cancer is diagnosed

- Clinical examination by a medical doctor
- Ultrasound – in women under 30

- Mammogram
- Fine needle biopsy
- Surgical biopsy (frozen section).

### Breast awareness

- Do breast self-examinations (BSE) once a month (seven to 10 days after menses – on the same day each month)
- Abnormalities are easier to detect once one is familiar with the normal – more than 80% of lumps are found by the person doing BSE
- Consult a doctor as soon as possible if abnormalities are observed – most lumps are benign, for example, fibroadenomas
- Yearly mammograms after age 40.

### Breast facts and myths

- Anti-perspirants cause breast cancer – **FALSE**
- Keeping change in your bra will cause breast cancer – **FALSE**
- A severe bump on the breast will cause cancer – **FALSE**
- Excessive alcohol intake has a connection with breast cancer – **TRUE**
- You are at higher risk if your mother or sister had breast cancer – **TRUE**
- Being overweight increases your risk of breast cancer – **TRUE**
- Mammograms can cause cancer – **FALSE** <sup>SM</sup>





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[www.zulu.org.za](http://www.zulu.org.za) *Zulu Kingdom. **Exceptional***

# Mellow in Moz

Mozambique's coastline is a haven of white beaches, rustling palms and many resorts and lodges. The newest of these is Massinga Beach.

**L**ocated some 89 km up the coast from Inhambane Airport, this lodge overlooks a breath-taking stretch of endless beaches. The seductive views and the drone of the pounding waves make Massinga Beach Lodge the ideal spot for honeymooners, romantic getaways, discerning divers, fishermen and family vacations.

The lodge boasts 16 ocean-front rooms with a 180-degree sea view. Each room includes a private splash pool, deck and sun loungers. To ensure maximum comfort and relaxation, guests are treated to a mini bar, laptop safe, mosquito net, an en-suite rain shower and a free-standing bath tub opening out onto a private deck.

If travelling with family, the spacious ocean view suites are ideal.

This secluded escape with its breathtaking views of the untamed beach stretching as far as the eye can see is complemented by scrumptious cuisine. Fresh coconut cocktails and local seafood are prepared and served with flair and a friendly Mozambican twist.

Since being on holiday entails doing as little possible or as much as your heart desires, the lodge obliges. You can enjoy body massages and relaxation therapy in the privacy of the bedroom deck, take a leisurely stroll to your private picnic spot along the long white, unspoiled beach or watch whales cavorting in the distance from the comfort of the elevated decks while being served your favourite cocktail.

For those a little more energetic, ramble through the sprawling picturesque palm groves, enjoy the thrill of fishing or diving nearby or get involved in the local community school initiative. Diving is offered off numerous reefs featuring soft and hard corals, including Sylvia Shoal, New Year's and Tokyo D that are frequented by rays, sharks, turtles and game fish. Fish lovers can also do deepsea fishing on a Benguerra 530, where a skipper and crew are provided.

The lodge offers a wide range of family activities such as board games, table tennis, darts, pool, beach games and walks, DSTV and a wide DVD selection. Adventurous families can enjoy quad biking off-site through the 100-ha estate, day tours to the historic city of Inhambane, surfing, kayaking, snorkelling and swimming in the warm Indian Ocean.



Writer: Samona Murugan

Also on offer are stargazing trips as well as guided dolphin- and whale-watching safari trips, where you can see whales, whale shark, dolphins and manta rays, depending on the season.

## Getting there:

Self-drive: Seven to eight hours' driving time from Maputo. Tar road suitable for sedan on EN1 north to Massinga. Last 14 kms 4x4 only; secure parking available.

Flights: For more information on flights, visit: [www.lam.co.mz](http://www.lam.co.mz)  
For more information and reservations, call +258 847 895 4444 or e-mail: [ian@massingabeach.co.za](mailto:ian@massingabeach.co.za).

## What you will need:

### Passport

South African citizens do not need an entry visa to visit Mozambique.

You need a passport valid for at least six months after you intend leaving Mozambique. Visitors can be asked to provide proof of outgoing travel documents or sufficient funds to provide for their needs during their stay. The law requires you to



carry identification at all times and you may be asked by the police to produce your documents. Rather than carry original documents, make a copy of your passport and other important documents and have them certified, and store your original documents safely.

### Travelling by vehicle

If you are driving to Mozambique, note the following:

- A privately owned vehicle or trailer/boat trailer, from within the Southern African Development Community travelling into Mozambique must be accompanied with the relevant registration book or documents. You will be required to produce these upon entry at the border.
- If the driver is not the registered owner, then a letter from the owner, authorising the use of the vehicle is required.
- If you are driving a hired vehicle, then the rental company must provide a letter of authorisation to the driver to use the vehicle in Mozambique.
- Vehicles with a foreign registration must pay third party insurance and road tax. This is R160 per vehicle.
- It is strongly advised to insure your vehicle comprehensively and make sure that cross-border travel is covered by your policy.
- Two emergency triangles per vehicle are required by law, as is the wearing of seatbelts.

### Foreign exchange

The local currency is known as the Mozambican Metical (MZN). The current exchange rate is R1,10 and is equivalent to MZN 4,00.

There is no restriction on how much money can be brought into the country. If you bring in more than the equivalent of US\$5 000, you must fill in a declaration form at the customs desk at the entry border. Money can be exchanged for meticals at banks and Bureau de Change branches. It is advisable to change your money before entering Mozambique.

Foreign currency can be used to settle transactions. In fact, some vendors prefer this sort of transaction, but this is more applicable in the southern parts of Mozambique.

Foreign currency will only be processed on production of a valid air ticket, passport and proof of residential address.

### Health requirements

Inoculations against disease like hepatitis, tetanus and yellow fever are not required to enter Mozambique. It is, however, recommended that you consult your doctor before your trip and it would be wise to take precautions against diseases such as hepatitis, malaria (very important), tetanus and yellow fever. If, on your return home, you do not feel well, notify your doctor that you have been to Mozambique with possible exposure to these diseases. ☹



# Signal and comfort at a good price

**E**ating out, a hotel, your seat on the Gautrain, these may be some of the last places where you want to be thinking about how quickly you could get online, but the demands of work (and sometimes socialising) are such that you probably need to be able to whip out connectivity at the drop of a dongle.

To the rescue comes TP Link's TL MR3420 3G/3.75G Wireless N Router, allowing users to share 3G/3.75 mobile broadband almost anywhere anytime.

This little device also comes with a pleasant twist – an Ethernet port that can connect to your DSL modem, giving you a back-up connection to the Internet in the event of a failure – not to mention that it comes in at under R600.

## Set-up

Set-up is quite easy. Simply connect the router to power and a PC and follow the quick set-up through the browser-based control centre.

During the set-up, you can choose to either use only 3G or WAN, or to prefer one and use the other as backup. It's easy to set up any of those options and equally simple to change later if you add, remove or change a connection method.

It should be noted that WiFi is on by default in the set-up options, but without any security. Users should therefore remember to not just click "Next" without reading through the options carefully.

Also, remember to change the router's default password after the set-up as it's not part of the process.

On a whim, I decided to try setting up the router over WiFi as the router defaults its Wireless to be open. It went just about as smoothly as the set-up via PC. Although it's not officially supported, it is entirely possible to do the set-up from your mobile device.

The browser-based control centre is clear and intuitive: Things are usually where you expect them to be and if they aren't, there are one or two other places you'd need to check before you find it.



Writer: Gerrit Vermeulen\*

Overall, it's a simple and effective layout that makes set-up and administration much easier.

## USB dongle support

The MR3420 supports many 3G dongles and should work fine with most of those on offer, though buyers should make sure (<http://www.tp-link.com/common/subject/3g-router/compatible/list/>) as there could be one that is not supported.

In daily use with around six to seven connections (four wired, two or three wireless), the MR3420 performed admirably and kept things running smoothly.

## Conclusion

The MR3420 is priced at a competitive R569 (including VAT), though this of course excludes an ADSL or 3G modem.

As wireless routers go, though, this is one to drop into your laptop bag.

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





## 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.



# "My Dress, My Size"



My dress, my size...  
Perfect for my apple shape  
Perfect for my height  
Very perfect for my style

The same is for my life  
For all that I have  
All I possess  
All that I experienced  
All that makes me smile  
And all that makes me cry

I am all that I am, because of my own journey  
My own triumphs and tribulations  
My own laughs and cries  
My own have(s) and have not(s)  
My own winning and loss  
My own confidence and doubts

All this make me my own perfect self  
The end product of who I have become should  
not deceive you  
The smooth mahogany face should not tempt  
you to any rosy conclusion  
The persona I portray make me my own perfect  
self

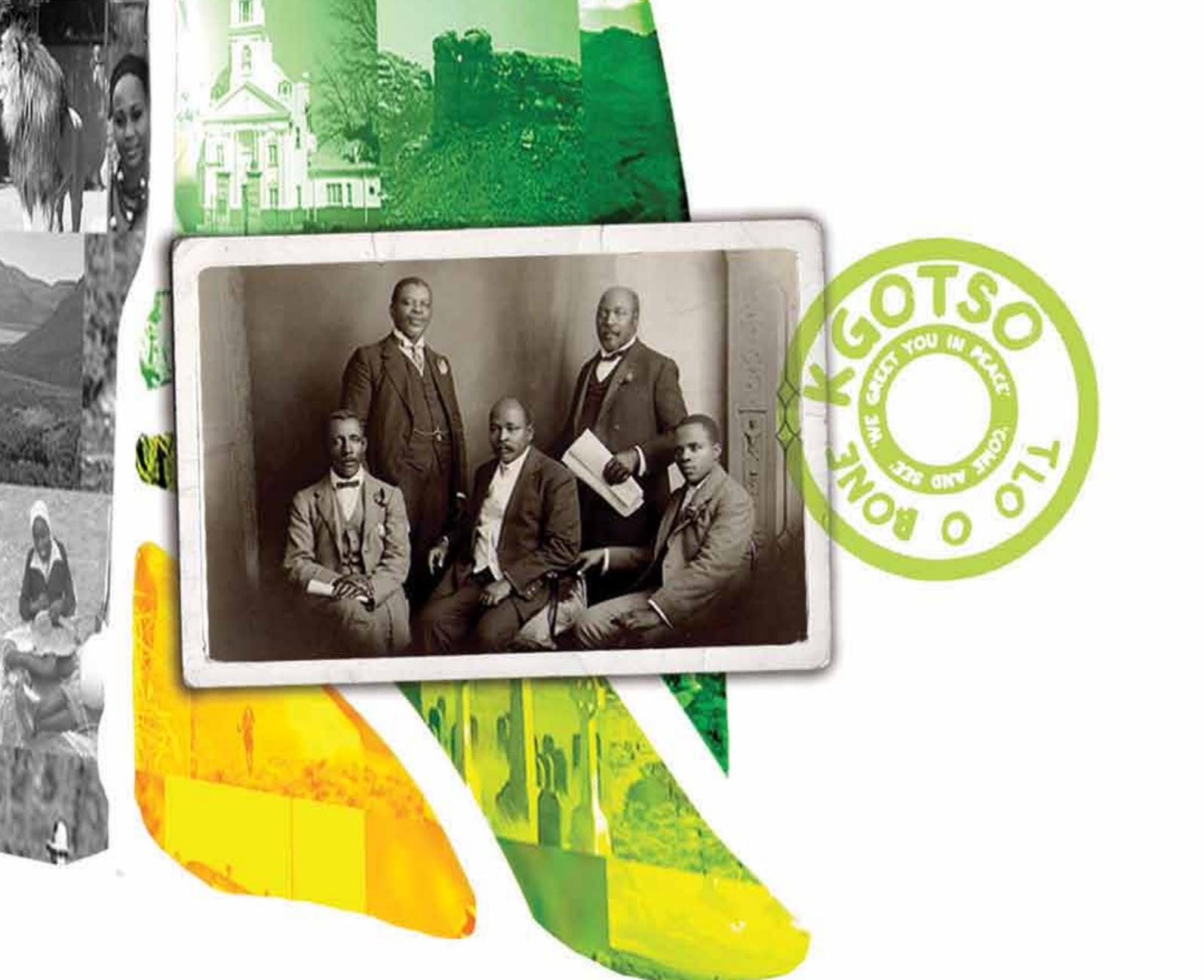
I have my own battles  
My own low moments  
My own shortcomings  
I even have my own insecurities

When you wish you were me?  
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