

PSM Public Sector Manager

Manager

Tips on
how to stay fit
this winter

**Minister
Manuel**
on lessons
for the
future

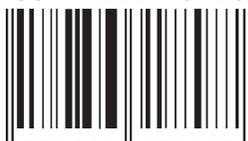
**Everything
you need
to know
about the
Gautrain**

**Young
managers
on the rise**

**Book
reviews:
the latest
must-reads**

**A tribute
to Madiba**
our global icon

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July 2011



Government Employees Medical Scheme enjoys unprecedented growth

Scheme reaches the 1,5 million member milestone

For years the South African medical schemes sector struggled to improve access to healthcare for South Africans. But much of this changed with the launch in January 2005 of the Government Employees Medical Scheme (GEMS), a medical scheme that has seen unprecedented growth since its inception.

“GEMS now covers over 1,5 million beneficiaries, which equates to almost 3% of the entire population of South Africa,” says GEMS Chairperson, Professor Richard Levin. “This kind of growth is unheard of in the medical schemes market and what makes us even more proud is that many of these beneficiaries were not able to afford medical scheme cover previously.”

According to Prof Levin, who has been the Scheme’s Chairperson for five years, it has been remarkable to witness the success of GEMS in providing public service employees with healthcare cover. “Prior to the advent of GEMS, public service employees did not have access to medical scheme benefits that offered such value for money,” he points out. “Now they have some of the finest benefits available at affordable rates.”

“GEMS promotes improved access to outstanding healthcare benefits especially for lower income earners,” continues Prof Levin. “The Scheme’s

performance has been inspirational and sets an example to other employers by demonstrating that meaningful benefits can be made available to all employees.”

“The need for the establishment of GEMS stems from the imperative of Public Service as a major employer in South Africa to protect, improve and support the health status of its work force in a manner, and at a cost, that is justifiable to the citizens of this country. In GEMS, the employer has one of the most effective and efficient mechanisms at its disposal to proactively provide for a healthy and productive workforce and to support those employees who suffer from ill health.”

Prof Levin points out that GEMS has broken “every record” in the South African healthcare funding market. Among the reasons for this is the great emphasis the Scheme has placed on providing outstanding service to its members and in developing products that meet the needs of Public Service employees. GEMS concentrates on providing good core benefits and does away with superfluous frills, he observes. “As a scheme whose sole purpose is to provide affordable and accessible healthcare services to our members, we are committed to making every healthcare rand count.”

The Scheme also concentrates on ensuring that members understand their benefits and communicates with its members in a manner and in a language they are able to understand. The needs and perceptions of members are all

important to GEMS and its operations. A number of channels are provided through which members can communicate easily and openly with the Scheme. These range from feedback on service levels to suggestions regarding new benefits, services or other improvements. “We have worked hard to ensure that GEMS, despite its great size, does not become a faceless bureaucratic entity, but rather remains highly approachable and easy to communicate with,” adds Prof Levin. “Our impressive membership growth suggests that we are succeeding in this.”

GEMS has also implemented a number of initiatives to ensure that the Scheme’s benefits are easy to access and use. Among these are the courier delivery of chronic medication, the sending of claims alerts via SMS, and ‘Friends of GEMS’, a registry of healthcare service providers that enables members to easily locate healthcare service providers in their area.

GEMS works to get members actively involved in the running of their scheme, encouraging them to attend stakeholder meetings and AGMs, according to Prof Levin. This is important and helps to ensure that GEMS is a scheme that is “for its members and by its members”.

“We have now cemented our reputation as an industry pioneer that is always ‘a step ahead’ of the rest of the market. As you well know, access to excellent healthcare benefits is one of the standard service conditions that employees expect from an employer of choice, which is what the Public Service is becoming as it continues along the road to its stated goal of reinvention.”



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This month, South Africa and the world will celebrate the birthday of one of the founding fathers of our democracy: Nelson Rolihlahla Mandela.

At this time, it is befitting to reflect on what Madiba, through his words and actions, has taught us. This living legend means many things to many people. To the formerly oppressed, he is our liberator and to his beloved movement, the African National Congress, he is one of a collective and a great leader in his own right.

To South Africans in general, he is the great reconciler, unifier and nation-builder who, through his leadership and vision, pulled our country back from the brink of a precipice in the early 1990s to create an inclusive nationalism founded on universalist values. To the world at large, he remains an icon and a symbol of great statesmanship. And of course, let us not forget that to his family he is a father, a grandfather and a great grandfather. These are the many sides of the man.

But as managers in the Public Service, we ought to ask ourselves the questions: What does Nelson Mandela mean for us? How do we live his values as we serve the public?

Madiba, during his active years in public life, displayed a caring and burden-bearing attitude towards others. Many a story abound about how he showed personal interest in the well-being of those who either worked with or for him – the Cabinet Minister whose wife had just given birth, the cajoling of his former deputy Thabo Mbeki to go on leave because he was overworking himself, the unannounced personal visit to boxer Baby Jake Matlala after he had won a match in the United States, the children's Christmas parties he hosted at his home in Qunu. There are many such acts attributed to him.

From these we learn that Madiba could relate to others. As senior public managers, we would be carrying his legacy forward if we could relate to and show an interest in those citizens that we serve. It is a blight on the legacy of the founding President of a democratic administration when as public service managers and civil servants in general we treat those who need service from government as a nuisance who must be dismissed as quickly as possible. That attitude is certainly not part of the bequest we inherited from Madiba.

Another aspect of his legacy that we can learn from as senior managers is his ability to think. One major flaw connected with much of the Public Service is that too many senior managers have too little time to think. It seems typical of senior managers to make knee-jerk decisions based on gut-level feelings or tradition about how certain things should be done.

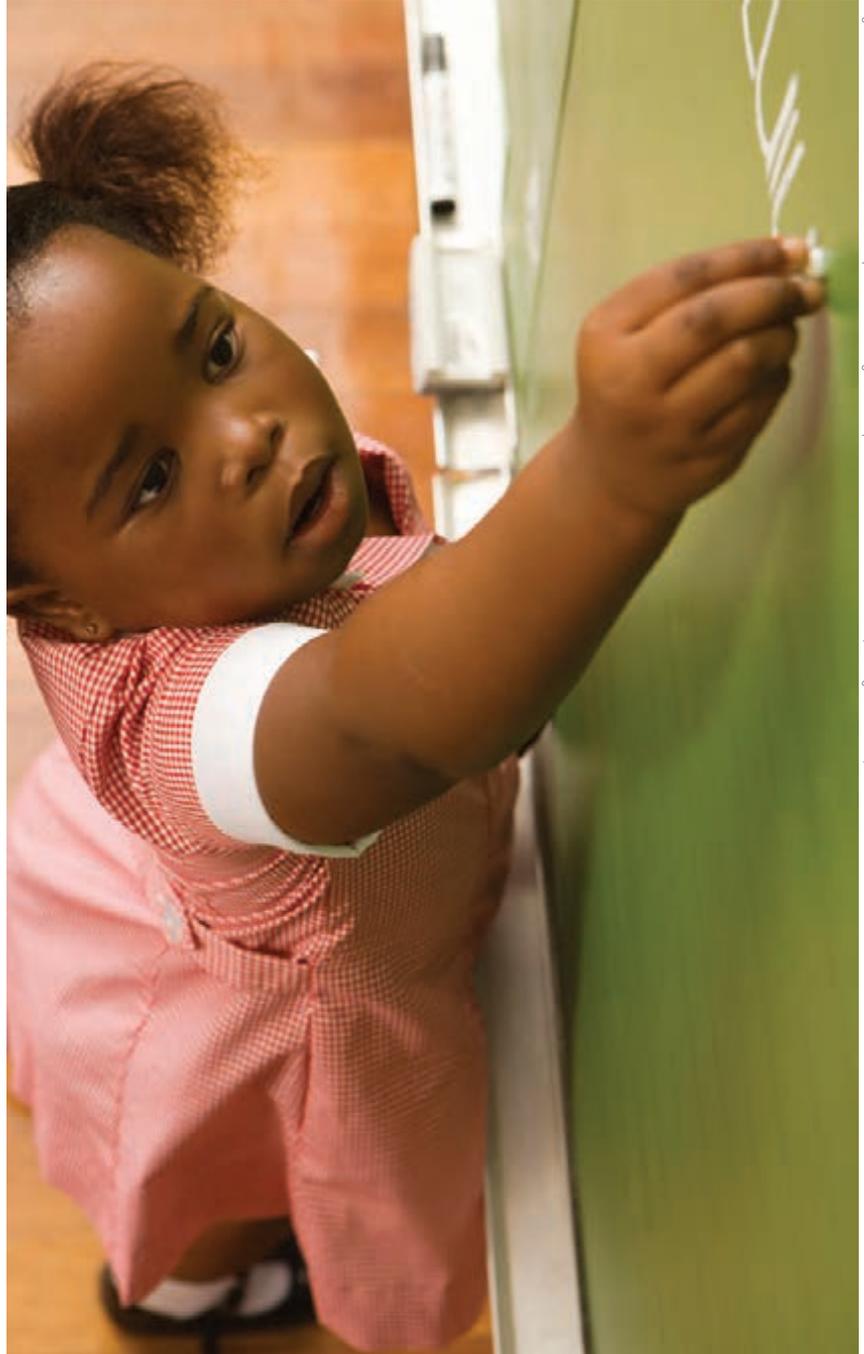
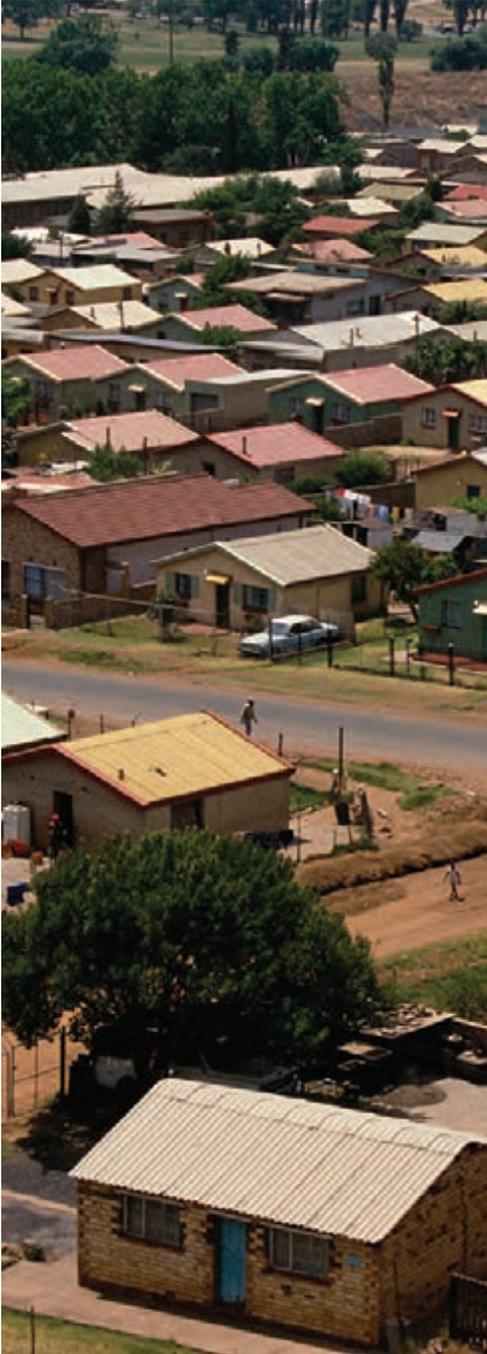
Madiba came from a generation who had cultivated the skill of observation, fact-gathering, reflection, reasoning and judgement to arrive at a solution that advanced the cause of the struggle. When the time came for Madiba and his generation to change the course of the struggle, they did not hesitate. However, that was preceded by intense reflection and reasoning. The same approach can be adopted by senior managers to advance the cause of this Administration.

In conclusion, as we honour and celebrate the legacy of Madiba this month by volunteering 67 minutes of our time in acts of service and kindness, may we be inspired to do more to live his values within the Public Service.

Ortm Gillins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

Partnering with the public sector to build our communities.



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MAKE THINGS HAPPEN

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Let's do it the **Mandela way**

The celebration of Mandela Day on 18 July, gives us as public sector managers an opportunity to not only volunteer our 67 minutes in community service but to reflect deeply on what the man symbolises.

For us, Mandela should symbolise change. In his youthfulness days, he and the likes of Walter Sisulu, Oliver Tambo, Anton Lembede and Ashley Mda were part of a group of young intellectuals who articulated the need for change within their organisation – the African National Congress (ANC) – and critiqued its policies in a desire to speed up the liberation of the oppressed. They became the driving force of that process and transformed the ANC from the declining organisation it had become into a vibrant one.

Again, when it had become necessary to review the armed struggle and consider negotiations with the apartheid government as an option, it was Mandela and his generation who first mooted the idea. The results are there for all to see.

But what are the lessons for us? As public sector managers, we should not be afraid to initiate and be the driving force for change. It took those within the ANC – Mandela and his colleagues – to change the ANC. One submits that the Public Service – about which there are a number of complaints – will not change unless that change is initiated and led by public servants themselves.

Today, we face a different struggle – the struggle to defeat poverty and deliver quality services to all South Africans. The passion that drove Madiba and his colleagues in the 1940s to critique their organisation's policies should be emulated by today's public sector managers as they critically assess what is wrong with the way we do things as government and how we can improve service delivery.

Another lesson we as managers can learn from Mandela is his ability to provide a clear mental image of the future – what in one word is a vision. That vision was well captured in his words during the Rivonia Trial when he said:

During my lifetime I have dedicated myself to the struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and achieve. But, if needs be, it is an ideal for which I am prepared to die.

We have devoted quite a number of pages in this edition to reflect on Madiba and his legacy. We hope that these will inspire us to graduate into doing things the Mandela way.

In "Conversations with Leaders", we feature an interview with Minister Trevor Manuel on the diagnostic report recently released by the National Planning Commission. It is our view that public sector managers are going to play a critical role in resolving the many challenges outlined in the report. Their understanding of the report is therefore very important.

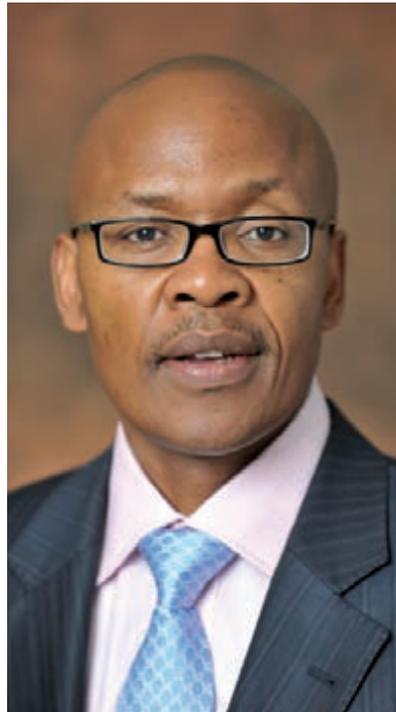
We also have an interview with Gautrain Chief Executive Officer, Jack van der Merwe. The Gautrain is a partnership between the Gauteng Provincial Government and local and international partners. It is the biggest public-private partnership (PPPs) in Africa and has delivered a modern transport network that our country should be proud of. The sad thing is that when such projects are delivered, very little is acknowledged about the role of government in making these happen. *Public Sector Manager* will not underplay the role of government in PPPs. Watch this space.

Enjoy the read!



Jimmy Manyi

**GCIS: CEO
Cabinet Spokesperson**



As public sector managers, we should not be afraid to initiate and be the driving force for change.



Good work overall

As a civil servant, it fills me with pride to see such a magazine produced for us by a department like the Government Communication and Information System. The magazine keeps us up to date about what is happening in our sector.

I would like, though, to see more of a balance between national and provincial news/features. Currently, I see a lot of bias towards national stories, though in the edition which had President Jacob Zuma there was a fair amount of stories reflecting the provinces.

Whilst I enjoyed the latest edition, with Minister Gigaba on the cover, there was a bit of an overkill of youth stories though I am prepared to give an allowance seeing that June is Youth Month.

Otherwise keep up the good work.

*Johnny Buthelezi
Pietermaritzburg*

do make an effort to reflect our part of the world in the magazine. Otherwise it could create the impression that it is meant only for public servants who work in provinces that are run by the ANC, which I am sure it is not the case.

*Candice Pieterse
Cape Town*

Editor's reply: *The magazine is meant for all senior managers in the public sector, irrespective of the province in which they reside or work. Your point about doing provincial launches is well taken and we will consider it.*

More climate change articles please

South Africa will later this year be hosting the conference on climate change. Can I suggest that you consider a series of articles on this subject leading up to the conference.

Not many public servants, including senior managers, know about this important subject. One wonders what they tell their friends and families when they ask them what "this COP17" is that is coming to South Africa.

But more than that, isn't it about time we promote the concept of a "green government"? The amount of paper we churn out as government and the emissions from government's car fleet that is environmentally unfriendly could make a difference if we were to be more sensitive about the environment.

I have seen water pipes and taps leaking and lights left on in many government buildings. Surely, we cannot "speak green" as government while our actions point to the contrary. We have to lead by example.

*- Haley Claasen
Cape Town*

We hear your views!

Remember to include all provinces

I bumped into your magazine by chance. It does not seem to be distributed among public servants here in the Western Cape. Would you consider doing a launch of the magazine for public servants here in the Western Cape?

Also, I could not but notice the absence of Western Cape-based stories in the magazine. Is this deliberate? Please

Please continue to help us make each issue better than the last one by writing to the Editor, e-mail: Vusi.Mona@gcis.gov.za. Don't forget to include your name and the city, town or village where you live.

On

Camera

1. Minister Chabane with Deputy Minister Dina Pule. The Deputy Minister spoke about the work done by the International Marketing Council of South Africa and the Media Development and Diversity Agency.

Minister of Performance Monitoring and Evaluation, Collins Chabane, presented the 2011 Government Communications (GCIS) Budget Vote in Parliament. The speech took place on the first day of Youth Month, which this year marks the 35th anniversary of the Soweto and related youth uprising.



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2. Minister Chabane shares a light moment with former South African National Editors' Forum Chairperson Mathata Tsedu.

3. & 4. GCIS CEO and Cabinet Spokesperson, Jimmy Manyi, with some of the attendees during the GCIS Budget Vote presentation.

5. Minister Collins Chabane.

6. Some of the members of the GCIS management team at the Budget Vote.

7. Attendees view some of the material on display at the exhibition centre.



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SANDF

under new command

On Tuesday, 31 May 2011, the former Chief of the South African National Defence Force (SANDF), General Godfrey Nhlhla Ngwenya, handed over command of the SANDF to General Solly Zacharia Shoke after five years at the helm. The Commander-in-Chief, President Jacob Zuma, appointed Gen Shoke as the Chief of the SANDF.



1. General Godfrey Ngwenya hands over command to General Solly Shoke.
2. President Jacob Zuma with Minister of Defence Lindiwe Sisulu at the Change of Command Parade (swearing-in ceremony and military parade) for the new SANDF Chief in Pretoria.
3. Swearing-in ceremony and military parade of new SANDF Chief in Pretoria.
4. SANDF Change of Command Parade in Pretoria.



Facts and figures at your departmental budget votes **Part 1**

Every year, after the Minister of Finance presents his annual national Budget to Parliament, parliamentary committees have hearings on the budgets for the departments over which they have oversight. At these hearings, ministers table their budgets, outline how their departments have spent funds and focus on their plans for the year ahead. The following are highlights from some of the departmental budget votes already presented this year.

- The Social Responsibility Programme created 16 840 work opportunities and accredited training and 480 youth have been enrolled in the Environment Youth Service.
- The department will create 17 154 work opportunities and enrol 600 young people in the Environmental Youth Service Programme.
- The Working for Wetlands Programme rehabilitated 427 wetlands in 2010 and created 10 000 short-term work opportunities for people from vulnerable and marginalised communities.

Environmental Affairs:
Jobs high on the agenda

- For the 2011/12 financial year, the overall budget for the department has increased by R6,369 billion to R13,868 billion.
- A R5,498-billion allocation for the Education Infrastructure Conditional Grant has been introduced and will increase to R6,207 billion in 2013/14.
- A R700-million School Infrastructure Backlogs Indirect Grant was introduced and will increase to R5,189 billion in 2013/14.
- R80 million is allocated for the printing and distribution of curriculum review documents for 2011/12.

Basic Education:
Biggest share of the pie

- A R43,981-million adjustment has been made for the Extended Public Works Programme: Social Sector Kha Ri Gude literacy programme.
- An additional R14,197 million allocation is made for the National Senior Certificate examinations and assessment function.
- Some 6,5 million learners participated in the annual national assessments, which have been standardised and internationally benchmarked.
- The Funza Lushaka bursaries have been increased to R449,44 million and will reach R893,867 million in 2013/14.

- At current trends, the tourism industry's contribution to the economy is likely to increase from R189 billion in 2009 to R499 billion by 2020.
- The department aims to increase the number of foreign tourist arrivals from seven million in 2009 to 15 million by 2020 and the number of domestic tourists from 14,6 million to 18 million. It is expected to create some 225 000 new jobs by 2020.
- Business tourism has become a significant growth driver worldwide.
- More than 50 airlines, making around 230 000 aircraft landings, and carrying about 33 million passengers a year, are moving through South Africa's 10 principal airports.
- The department has allocated funds to the following programmes to create a skills base for the industry and job opportunities for young people:
 - ➔ The Chefs Youth Training Project with an intake of 800 unemployed young people over a three-year period and a budget of R25 million for year one.

Tourism:
A new departure to grow arrivals



fingertips: highlights from

- R7 million for the Hospitality Youth Initiative, which is a training and experiential placement project for 800 unemployed youth. The project has additional funding of R15 million.
- A total of 975 young people will be trained and placed in the tourism and hospitality sector through the R39-million Tourism Buddies Youth Project.

- The stipend payable to entry-level police trainees was increased from R1 600 per month to R3 175 per month with effect from 1 October 2010.
- During the 2011/12 financial year, the South African Police Service (SAPS) will appoint 6 168 entry-level police trainees and 1 452 administrative support personnel to address capacity shortages.
- The SAPS endeavours to move towards 50% female leadership.
- The SAPS' overall establishment grew from 182 754 on 31 March 2009 to 190 283, reflecting an actual gain of 7 529 employees. The estimated increase in the establishment during the 2010/11 period is 5 027, which will bring the total employee strength to 195 310.
- For the period 1 April 2010 until 31 March 2011, in tackling commercial crime, the Hawks made 8 294 arrests and secured 5 267 convictions. With regard to organised crime, 2 439 arrests were made and 532 convictions secured from 1 April 2010 to 31 March 2011. The Hawks profiled and pursued the 50 most wanted suspects for armed robberies, ATM bombings, cash-in-transit and bank robberies and apprehended 49.

Police: Winning the fight

- The department has been allocated R15,9 billion over the Medium Term Expenditure Framework period with an allocation of R6,09 billion for 2011/12.
- South Africa's energy penetration stands at over 75%. In 2011, with R2,9 billion allocated to the electrification programme, the department will connect more than 150 000 households and build 10 sub-stations. The department will further roll out 10 000 home solar systems in areas with no electricity.
- In 2010/11, the department created 5 811 jobs and connected 194 453 homes to the electricity grid.

Energy: The power of development

- About 95% of the 2011/12 budget (R5,78 billion) will be transferred to:
- the Integrated National Electrification Programme (R3,2 billion)
 - the Nuclear Energy Corporation of South Africa (R586 million)
 - Energy Efficiency and Demand Side Management (R398 million)
 - Transnet (R375 million) for the Multi-Product Pipeline between Durban and Johannesburg, which is expected to be operational by January 2012.

Rural Development and Land Reform: The corps of change

The National Rural Youth Service Corps (NARYSEC) was launched by President Jacob Zuma in Dusseldorp in the Western Cape two months ago. The objective of NARYSEC is to recruit and develop youth in rural areas, aged between 18 and 35 years, to be para-professional and to provide services in their communities. The programme is expected to create about 10 000 opportunities for at least four youths from the 3 000 rural wards in the country, including youth with disabilities. Some R133 million has been budgeted for the NARYSEC in this financial year.

Lessons for the future

Writer: Tyrone Seale

Photographer: Yolande Snyman

“We understand it still that there is no easy road to freedom. We know it well that none of us acting alone can achieve success. We must therefore act together as a united people, for national reconciliation, for nation-building, for the birth of a new world. Let there be justice for all. Let there be peace for all. Let there be work, bread, water and salt for all.

“Let each know that for each the body, the mind and the soul have been freed to fulfil themselves. Never, never and never again shall it be that this beautiful land will again experience the oppression of one by another and suffer the indignity of being the skunk of the world. Let freedom reign.” – Inaugural Address by President Nelson Mandela; 10 May 1994.

As South Africa inches towards the 20th anniversary of the democratic transition, the founding President’s clarion call remains hauntingly timeless and relevant.

A new century has dawned since the ascendancy in the nineties of the national democratic movement over the forces – moral and material – of racism, exclusion, disadvantage, indignity and avarice.

In many respects, at home and abroad, the world is fundamentally different to what it was in 1994 when fighter jets, once used for cross-border “sorties” directed against the liberation movement housed in neighbouring countries, screamed over the Union Buildings on 10 May with the newly adopted, six-coloured flag emblazoned on their tails.

Among the elite at the ‘94 inauguration, just a few hundred were toying with cellphones that were so novel in design and primitive in price that they couldn’t fit in jacket pockets and cost slightly more than a Citi Golf at the time.

The romance of the revolution swirled not on McMillan’s “winds of change” but Mandela’s hurricane of uhuru as the continent marked the end of colonial and apartheid domination.

“Never, never and never again,” rang the refrain ...

And it rings to this day in the East Wing of the self same Union Buildings where Trevor Manuel, Minister in The Presidency for National Planning and Chairperson of the National Planning Commission (NPC), has taken up quarters – without giving a quarter in securing a vision and plan for the South Africa of the future.

A veteran of the democratic National Executive – appointed Minister of Finance by President Mandela in 1994 – Trevor Manuel is piloting a commission mandated by President Jacob Zuma to take a broad, cross-cutting, independent and critical view

of South Africa, to help define the South Africa we seek to achieve in 20 years’ time.

Four months from now, Minister Manuel and his 25-strong brains trust, drawn from civil society, will publish a Vision 2030, elements of which have been crafted to include the following:

- a democratic state, rooted in the values of the Constitution, working with all sectors of society to improve the quality of life.
- people are united in diversity, recognising the



DISCOVER AMATHOLE!

EASTERN CAPE, SOUTH AFRICA

Imagine a place ...

Where a new people were born, forged through early cultural conflict and frontier battles that lasted a century (1779 - 1878). A place where African democracy took flame, that sparked a nation and a continent to fight for justice, freedom, and equality. A place which has created leaders in politics, academia, sport, industry and so much more. A place that has inspired poets, artists, sculptors, songwriters, photographers, authors and healers. A place where the cool mountain air, indigenous forests and waterfalls soothe the spirit, where the evocative cry of the fish eagle over pristine estuaries takes your breath away. Where the abundant coastline and sunshine warms the very depth of your soul, and leaves you feeling blessed.



Wavecrest Hotel, Wild Coast



Katberg Hotel & Mountain Spa, Katberg Mountains



Mpekweni Beach Resort

Discover Amathole!

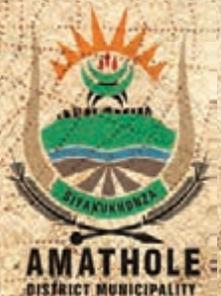
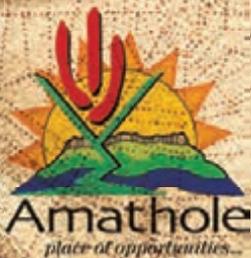
Straddling the Wild Coast to the north-east and the Sunshine Coast to the south-west, lies Amathole, a place of heritage, beauty and adventure. The region boasts undulating grasslands, pristine estuaries, beautiful beaches, montane forests, waterfalls, malaria-free game reserves and of course, the Amathole mountain range. A haven for the adventurous, Amathole offers rock climbing, mountain biking, hiking, hunting, bird watching, 4x4 trails, malaria-free game/nature reserves, watersports, including some of the best surfing spots in the world.

Steeped in history, the area will enthral visitors with its legends of Xhosa kings and stories of early settlers. Explore the San paintings and see the world famous African art collection at Fort Hare University. Experience African traditions at the village of Mgwali and the artistic community of Hogsback, a place which is said to have inspired JRR Tolkien and his book, *The Hobbit*.

Four new heritage routes have been established named after Xhosa kings and heroes. These are the Makana, Sandile, Maqoma and Phalo Routes. Over 350 heritage sites have been identified within the district which is dotted with remnants of forts, mission stations, places of historical significance and burial sites of Xhosa kings and struggle heroes.

Amathole includes:

- Amahlathi (Stutterheim, Cathcart and Keiskammahoek)
- Buffalo City (East London, King William's Town and Bhisho)
- Great Kei (Komga, Kei Mouth, Hagga-Hagga, Morgan's Bay and Chintsa)
- Mbhashe (Dutywa, Willowvale, Elliotdale)
- Mquma (Butterworth, Nqamakwe, Centane)
- Ngqushwa (Peddie, Hamburg)
- Nkonkobe (Seymour, Fort Beaufort, Alice, Middledrift)
- Nxuba (Bedford, Adelaide)



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Place of opportunities...

common interest that binds us as a nation, and we have achieved greater equality for women in all aspects of life

- high-quality education and healthcare, and adequate provision of housing, water, sanitation, energy and transport give impetus to human development
- comprehensive social security covers all citizens in need
- natural wealth is harnessed sustainably, in a way that protects our environment, using science and modern technology to ensure a growing economy that benefits all
- people who are able to work have access to jobs, workers' rights are protected and the workforce is skilled
- business is afforded an environment to invest and profit while promoting the common interests of the nation, including decent work
- an efficient state protects citizens, provides quality services and infrastructure, and gives leadership to national development.

Vision 2030 will set out a path to reaching the stated – and hopefully by then agreed – objectives.

The course to be followed to 2030 will be shaped in large measure by the commission's recently released *Diagnostic Overview* (visit www.npconline.co.za), which played back a sobering reality check to the nation that is meant to cause everyone to reflect where exactly the country is today, in relation to Nelson Mandela's point of departure.

The commission played back some tough insights, most of which should be rated PG: Political Guidance.

The diagnosis identifies nine key challenges that the country faces in eliminating poverty and reducing inequality:

- the first is that too few South Africans work
- the quality of school education for most black people is sub-standard
- poorly located and inadequate infrastructure limits social inclusion and faster economic growth
- spatial challenges continue to marginalise the poor
- South Africa's growth path is highly resource-intensive and hence unsustainable
- the ailing public health system confronts a massive disease burden
- the performance of the Public Service is uneven
- corruption undermines state legitimacy and service delivery
- South Africa remains a divided society.

The core of the challenge is education and employment – two of government's top five priorities (alongside security, health and rural development).

"If you take these two issues, you will see a causal link between them," Minister Manuel says in an interview with *Public Sector Manager* at the start of a day on which he is due to attend a memorial service for friend, comrade and Cabinet colleague Kader Asmal.

Kader Asmal's second Cabinet portfolio – education – is top of the commission's agenda long after Asmal has left office and relinquished the mortal coil.

"The shadow of history is very much with us; no longer in legislation, but now in practice," warns Minister Manuel.

The numbers speak for themselves: of the 68,75% of matriculants who passed their final year last year, only 15% had a mark of 40% or more.

How well are you likely to do at university with a 40% Matric pass, he asks? And if you didn't get into university, how far would 40% get you in the job market?





Minister Manuel cuts to a recent awakening at a function where he was a speaker. "A professor at one of our business schools said 'Let me tell you what shocks me. I deal with people who are doing postgraduate studies in addition to their work, and they can't explain the mathematical concept of percentage. How did they secure their bachelor's degrees?'"

The Minister happened to jet off to South Korea days after his encounter with the business professor, and asked his counterparts in that country what had taken South Korea from a poor, farming nation to one that now commands global leadership in automotive, chemical, electronics and shipping industries.

"It came through Maths," says Minister Manuel. "They are producing more (university-standard) candidates than the universities can accommodate."

Getting to that point on the 2030 horizon requires a lot of heart (and probably a bit of Seoul) on the part of learners, parents, teachers, trade unions and those who manage education in the country, says the NPC Chair, whose straight talk on these issues is unpalatable to many.

Unpalatable indeed is the impact of teacher absenteeism or excessive hours spent on union business in certain poor black communities where, in the course of a 12-year education, learners are missing out on as much as three years of teaching time.

"The link is that if you aren't employed because you have poor education, then you will replicate the poverty of your parents. If you can't find a job and you don't get an income, then society remains unequal. And if society is unequal, there are other problems."

One such problem is what could be considered as the downside, however inadvertent, of Ubuntu.

Communal responsibility and care is a noble and sustainable way to support those who are disadvantaged. But, the higher-than-usual wage demands made by those who are employed and are sharing their income with family members who are

The shadow of history is very much with us; no longer in legislation, but now in practice, warns Minister Manuel.

unemployed – or unemployable – contribute to the cost of doing business in South Africa.

This renders the economy as a whole less competitive and constrains the ease of investment, employment and training, setting off new cycles of underperformance in the economy and society as a whole.

A lack of sound education results in poor life choices and behaviours, triggering what the *Diagnostic Overview* characterises as "the burden of disease".

Poor education and poor socialisation are incubators for the kinds of behaviours that result in the traumas of car accidents, stabbings, shootings, HIV infection and other essentially avoidable conditions which then gobble up hospital beds, medical personnel and other areas of delivery that could have been more positively directed.

"Our (NPC) diagnosis is about how these things tie up," says the Minister who summarises the diagnosis this way: "Your heart is ok, but keep a check on the diabetes, because if you don't, you will eventually have multiple organ failure, which will include the heart."

At the end of the check-up, "Dr Manuel" does offer the patient a lollipop on the way out of the consulting room.

"I am pretty optimistic. You look at what the press does through the LeadSA initiative (Primedia and Independent Newspapers). They report on a school where late-coming is a problem. Later that day, the MEC goes to the school and does something about it. That for me is where hope comes from – not big campaigns, but putting these little things together."

On 16 June, Minister Manuel was at a school in his Cape Flats constituency, Mitchell's Plain, where 500 community members redecorated a school, including repainting ceilings onto which learners had burned their names with cigarette lighters.

Those community builders are the people he wants to see on school governing boards and other structures that will increase young South Africans' return on the investment the country is making in education.

He is optimistic that at the convergence in 2014 of 20 years of democracy, the fifth general election and the build-up to the millennium development goals, the country will have a great deal to celebrate, based on the progress we are making.

But, the celebration will be more like that of a cricketer reaching a half-century than a full ton – just a quick raising of the bat and removal of the helmet before batting on, instead of putting down the bat and calling for a drink or fresh gloves.

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World-class vision made real

Writer: Nina Bhaktawar

Amid the cheer and pride that came with the hosting of the FIFA World Cup™ last year, the successful launch of South Africa (and Africa's) first rapid rail link, the Gautrain, stood out as a highlight of the massive infrastructure delivery trajectory ignited in the country. As the final test runs were carried out on the new link between Johannesburg and Pretoria in July 2011, Public Sector Manager caught up with Jack van der Merwe, Chief Executive Officer (CEO) of the Gautrain Management Agency (GMA).



There can be no doubt that the Gautrain, streaking across Gauteng in all its steel and glory, is the realisation of one of government's most aspirational initiatives.

From being a brave and novel thought a few years ago, fast-track to June 2010 when, impressively, years of hard work, commitment and innovation came alive.

From a governance perspective, the Gautrain project is a good example of how, simply put, government identifies a need, backs it up with the necessary resources and injects innovation to make it real. This is service delivery at 160 km/h!

As CEO of the GMA, Jack van der Merwe is at the helm of the body created through special legislation – the GMA Act, 2006 (Act 5 of 2006) – to specifically ensure that government's interests are protected and that all contracts undertaken in the course of the Gautrain project are implemented.

This is a massive task, given that public-private partnerships (PPPs) comprise legal, technical and financial elements. In the case of the Gautrain project, a fourth element – socio-economic development – also falls under the ambit of the agency. With a budget of just under R30 billion, the Gautrain is also recognised as the biggest PPP in Africa.

Tell us what your job entails – what is a typical day in your life?

Simply put, the GMA manages the Gautrain contract on behalf of government. This means that, at the height of construction, we spent around R30 million every day. So, I always like to think of my job as managing taxpayers' money in the best possible way. I tend to think of it as though it is my own father's money and that helps me to make the right decisions about managing the Gautrain project.

Share with us some of your academic and career highlights

My father worked in Water Affairs for 51 years, so I grew up knowing the Public Service – although his record will probably be hard to beat! In my second year of study towards an engineering degree, I received a magazine from government, showcasing the jobs on offer in my field. I applied to Water Affairs and Public Works. Three months later, on 27 June 1971, I was appointed at the then Transvaal Administration Roads and Works Department.

I did my Honours Degree in between as well as a leadership course at Harvard University.



pre-feasibility study of the Gautrain. In 1999, we started getting money because the first post-apartheid Census was done and it showed the population in Gauteng and their needs. We decided to focus on long-term economic development programmes, of which the Gautrain was one. National Treasury allowed us to apply for additional funding based on a sound model, which we did. Eventually, National Treasury came to the party with half of the funding, and their only proviso was that we establish a single point of accountability, hence the establishment of the GMA.

One can mention many challenges, given that the PPP runs on financial, technical and legal legs. But I want to refer to how we dealt with this. It was purely long-term vision and consistency. Through all the premiers and MECs in my tenure as CEO and Project Leader, I've had nothing but support and a commitment to the same vision.

The second thing is that we got the best international financiers and construction companies to come into the country. So, we used the "best of the best" in terms of resources because of the scale of the project.

After the 1994 elections, I remained on the strategic management committee responsible for setting up the new Department of Transport in the province. When the department was formed, I was appointed Head of Department. When the Public Works portfolio was added to this position, I was promoted to Director-General. My contract was extended for several terms. Eventually, (then) Premier Shilowa decided that the Gautrain required dedicated attention, so in 2004, I was transferred to the Gauteng Department of Finance and Economic Development to set up a PPP unit. Of course, during this time, work on the Gautrain was continuing. Once the GMA Act was passed, I was appointed CEO.

There were many people who thought that the Gautrain was an ambitious project. Take us down the path of some of the challenges and how you dealt with them

Funding was a big problem in the beginning. In June 1997, I travelled to Germany with (then) Premier Tokyo Sexwale and he told the Germans we were there to buy a train. But we didn't have funding available, so the Germans actually paid for the

So, what would you say was the "recipe for success"?

Most big infrastructure projects take an average of 14 years to complete. In this time, you need a few basic things in place.

Firstly, there must be political will. I've had five premiers and nine MECs during the course of this project but everyone remained consistent. What we also need more in government is a short decision-making system. I enjoyed the provincial Cabinet subcommittee's support to the extent that I could call meetings in 72 hours and take vital decisions with them.

More insights

Your family ... I am married and have two sons and one daughter.

The one thing most people don't know about me ... is that I'm a level three rugby coach. I also enjoy scuba diving.

More South Africans should emulate the example of ... Madiba. It's about an attitude. The really great thing about Nelson Mandela is his attitude. He knew he had a history, but he also knew how important it was to look towards the future.

Secondly, your project must be viable, not just from an engineering perspective but also technically, financially and commercially.

Thirdly, you must have the funds available to implement and lastly, you must be able to sell your project to the people. You must be able to say what you are doing and what the benefits are going to be in the long term.

words, if socio-economic targets were not met, there was a penalty of R70 million per quarter.

What were some of the “big” moments for you on this project?

For me, there were a lot of “gates” that we had to get through. For example, if you do a PPP, your biggest fear is that the international market will not respond. But the day we opened the tender boxes, we had 10 rooms full of applications and I felt a kick – it meant that we were doing something right. The second kick was when we signed the legal documents which put everything in place. But I’ll never forget the day we went to Darby where the trains were being built. I remember seeing what is now our Gautrain running across the test tracks. That was a big moment for me.

What do you think public sector managers can learn from the Gautrain project?

There is no replacement for hard work. You need to focus on what you are doing and do it well. I believe we can do whatever we apply ourselves to. Teamwork is another key factor. If you put the challenge out there, you’d be surprised how people rise to them. We are a nation of pioneers, we can find solutions.

Finally, I also think it’s vital to get basic governance right. I’ll give you an example – with our massive budget of R30 million spend per day, we emerged with a two-page audit. You simply can’t succeed if you don’t get the basics correct.

What’s next for you?

The plan with the Gautrain has always taken a long-term approach – design, build, operate and transfer. We have now reached operation phase. In the meantime, I am serving on the committee working on developing the freight line between Gauteng and Durban. I’ve also been tasked by the Gauteng MEC for Transport to work on the development of an integrated transport plan for the province.

I think I have a magic team and it would be a travesty if we don’t keep doing more. I definitely want to build at least a few more roads!



What are the spin-offs of the Gautrain project for South Africa?

Above the economic growth of the province, I also see the country perspective – the pride that people have in this massive project that we completed in record time (we were asked to complete it in time for the World Cup, which started on 11 June 2010, and on 8 June we launched). The achievement – that’s a different spin-off. In the beginning, we would travel to these commuter rail projects all over the world, learning from them. Now, we have people from all over the world interested in our model of implementation. So, we’ve come full circle – now we are being asked for advice. I think we’ve also developed a great deal of skills in the country. So, it’s much wider than a transport solution.

Talking about people – the Gautrain project boasts a major socio-economic development element. How did you achieve such success with this component of the project?

I think the most important approach we took to socio-economic development was taking a carrot-and-stick approach to the concessionaire (Bombela). So, in other

Fast, reliable and safe



The Gautrain is another first for Africa. The high-speed rail system will bring convenience to those who will opt to use it. To illustrate its ability to cut traffic congestion and save commuter time, together with the convenience of safety and reliability, a trip from Sandton to Hatfield in Pretoria takes approximately 28 minutes, while a ride from Johannesburg's Park Station to Pretoria takes 42 minutes.

Fast facts

- Projections estimate that the Gautrain project has already created or sustained more than 29 400 jobs.
- During the morning and afternoon peak hours, there will be a train every 12 minutes. There will be about six trains per hour, per direction.
- Train services will start as early as 5:30. The last trains for the day will leave the stations at 20:30. The Gautrain is able to carry more than 60 000 passengers per hour.
- Over 700 closed-circuit television cameras and more than 400 security guards will keep a watchful eye over the entire system. The Police will be present at each station.
- Airport carriages seat less people than the commuter carriages to allow space for additional luggage.
- Using the Gautrain instead of your car means halving your carbon footprint.
- There is wheelchair access at all stations and every second bus is accessible to people in wheelchairs.
- No eating, drinking or even chewing of gum is allowed on either the busses or trains. Conductors will ensure that the rules are followed.

How to use the Gautrain

The beauty about the Gautrain is not only knowing that your car is parked safely at one of the stations, but that you will not be stranded when you arrive at your next stop. Gautrain's

train, bus and parking services are all fully integrated and may be used separately or jointly by transferring from one to another.

Gautrain Gold Card

To access all these services, you will need a contactless smart card. You can access the station parking facilities without a Gautrain Gold Card (you'll be issued with a paper ticket), but you will need a valid Gautrain Gold Card to use either the trains or the buses. Cash is not accepted on either the trains or the buses or at parking exit gates.

The Gautrain Gold Card can be purchased from all ticket offices and ticket vending machines at any Gautrain station as well as selected retail outlets. You can load journey products onto your Gold Card using cash, debit cards or credit cards.

Ticket vending machines display user instructions in four languages and are equipped with earphone jacks for the audio-impaired.

How it works

With your Gautrain Gold Card you can load a number of different journey products, ranging from single trips to monthly tickets, on the same card and re-use the card more than once. You can register your card and have it blacklisted in the event that it is lost or stolen.

The story of Gautrain is not about a train. It's about how far we have come. The faces we meet, the places we see and our everyday life's journey ...

Did you know?

Since construction started in September 2006, many job opportunities have been created. Many new businesses, shopping malls and high-rise residential blocks are now being built along the route, as people want to live and work close to a Gautrain station.

Name: Luyanda Tsipa

Designation: Executive

Manager: Properties, Eastern
Cape Development Corporation
(ECDC)

Qualifications: B.Juris; Management Development Programme (University of Pretoria); Executive Development Programme (Stellenbosch University); Master of Business Administration (Nelson Mandela Metropolitan University, current)

Trail

My job entails ... Overseeing the management and administration of the ECDC property portfolio, which comprises residential, commercial, industrial vacant land and leisure. The ECDC property portfolio caters for space/accommodation requirements for small, medium and micro-enterprises (SMMEs). It partners with developers to construct economically viable projects with high development impact in fulfilling the economic development mandate of the Eastern Cape.

My greatest strength is ... Being able to strike a balance between implementing a developmental mandate and striving for financial viability. I have the ability to communicate and reach out to people of differing levels and backgrounds. In my work, I often deal with irate and dissatisfied clients and some who are volatile and intimidating but I am able to provide lasting solutions for their challenges.

The best advice I ever received is ... Never make permanent decisions based on temporary situations. This emanates from the belief that "this too shall pass". You do not have to configure your whole life based on a temporary setback.

My motivation comes from ... Waking up each day knowing that every decision I have to make has a direct impact on the livelihoods of previously disadvantaged South Africans. Over and above that, my two daughters; when I look into their eyes, I get the drive ... the vava vooom! I would love to give them the best to ensure that they grow up to excel in life, in the way they are meant to.

The highlight of my career to date is ... Having had the opportunity to manage the state-owned Prestige Property (Parliament, presidential and ministerial offices and residences, including the parliamentary

villages in Cape Town) Portfolio between 2004 and 2007. During this period, I assisted in setting up the 2004 Presidential Inauguration and four subsequent State of the Nation addresses. In my current environment, I enable SMMEs to accomplish their dreams by being a resource through providing an infrastructure for trading.

The number one thing I would like to accomplish while I'm in the Public Service is ... To excel in the area of customer service. Our government is doing a lot in ensuring that services are accessible to the people, but as officials we are not customer-centric, hence the perception that the wheels of government take forever to turn.

The most important lesson I've learnt during my career is ... The work that you do, no matter how little, may mean life or death to the beneficiary/recipient. The existence and livelihoods of some of our people depend on us, even those things that we may take for granted.

Right now I'm reading ... *Not my Daughter*, written by Barbara Delinsky.

To unwind I ... take long walks or go for a swim.

What most people don't know about me is ... I am a very sensitive and private person.

I'm proudly South African because ... I was born here and have stayed here my whole life. The weather and the beauty of this country are unparalleled. We are a tough nation with diverse cultures and because of adversity we know how to enjoy ourselves. I love South Africa!

A portrait of Dr. Zolani Dyosi, a man with a shaved head and a light beard, wearing a light-colored blazer over a white shirt. He is looking slightly to the right of the camera. The background is a blurred outdoor setting with trees and foliage.

blazers

Name: Zolani Dyosi (Dr)

Designation: Programme Director, National Research Foundation

Qualifications: Doctorate in Chemistry, Tshwane University of Technology; Master's in Chemistry, University of Cape Town; BSc Honours, University of the Western Cape; Postgraduate Diploma in Business Management, Southern Business School; Advanced Diploma in Marketing Management, University of South Africa (Unisa). Currently registered for a Master's Degree in Business Leadership at Unisa.

My job entails ... Managing the Technology and Human Resources for Industry Programme (THRIP) that supports 200 technology projects. The total value of the projects is R350 million, of which 40% is government funding and 60% is funding from industry. I also manage a programme that develops skills for the nuclear industry known as the South Africa Nuclear Human Assets and Research Programme (Sanharp).

My role is to host the evaluation of project proposals and I am part of a panel that takes decisions on funding projects. I also provide strategic support to the THRIP Management Committee, which comprises representatives from the Department of Trade and Industry, and the Sanharp Steering Committee, which consists of representatives from the Department of Science and Technology. Among other things, I also drive the production of the *THRIP Annual Report* that is presented to Parliament.

My greatest strength ... Is that I'm blessed with wisdom and knowledge that has helped me to engage with people at all levels of competency, and to solve complex problems in a fast-changing business environment.

The best advice I ever received is ... To believe in myself.

My motivation comes from ... The success I experience with everything in which I am involved.

The highlight of my career to date is ... The visit to South Korea to understand the role played by innovation bodies in technology development through innovative research.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To contribute to fast-tracking the development of technology emanating from applied research generated in South Africa.

The most important lesson I've learnt during my career is ... To remain focused and grab every opportunity to develop my skills.

Right now I'm reading ... Publications on the development of science parks.

To unwind, I ... Engage in discussions with friends.

I'm proudly South African because ... I believe that South Africans have the know-how to develop quality products that can compete with those that are developed internationally.

Moving up

Pumla Ncapayi

Deputy Director-General (DDG): Trade and Investment,
Department of Trade and Industry

Pumla Ncapayi holds a Diploma in Trade Law and Policy from the Geneva, Switzerland-based, World Trade Organisation (WTO).

Her other qualifications include a postgraduate Diploma in Business Management from the University of Natal and a Bachelor of Commerce (BCom) Degree in Economics and Business Management from the University of Transkei (Unitra). She is currently registered for a Master's of Business Administration Degree with the University of KwaZulu-Natal.

The cornerstone of her career and experience is anchored within the field of trade and investment. Unitra was the first institution to employ her in 1996 as a research assistant. In 2003, she was appointed project leader for Asia at the Department of Trade and Industry where her duties included managing relations with South Asian countries, the Association for South East Asian Nation countries as well as Australasia. She was appointed Director: Europe Bilateral Programmes from 2006 until 2008. In 2008, she was appointed Director: Export Promotion and then Acting Chief Director: Export Development and Promotion.

In her new position as DDG: Trade and Investment, she will be required to provide strategic leadership and direction in investment and export promotion, aligned to the National Industrial Policy Framework and the Industrial Policy Action Plan.



Ronnie Mamoepa

Deputy Director-General: Information Services, Department of Home Affairs

Ronnie Mamoepa has extensive experience and has occupied various senior positions in the Public Service. He previously worked at the then Department of Foreign Affairs as Chief Director: Communication and as spokesperson. He moved to the Department of Home Affairs in 2009, in the same portfolio. He has been appointed DDG: Information Services as from April 2011.

In his current position, Mamoepa is responsible for, among other things, providing strategic direction to and ensuring the strategic positioning of the Information Services Branch.

Mamoepa is currently registered for an LLB Degree at the University of the Free State.



Advocate Lothian George Basson

Chief Master (Deputy Director-General: Chief Master's Branch),
Department of Justice and Constitutional Development

Advocate Basson holds a B Juris Degree from the University of Potchefstroom, a Bachelor of Laws (LLB) Degree from the University of Natal and a BCom Honours (Strategic Cost Management) Degree from the University of Cape Town. In 2005, he obtained a Diploma in Executive Management from the Graduate Institute of Management and Technology. Basson was admitted as an advocate of the High Court in 1988.

He has over 30 years' experience in the Master's Office. Some of the management positions he has occupied include acting as Deputy Master and Head of Office in Pietermaritzburg from 1995 until 1997. He then headed the Master's Office in Bloemfontein from 1997 until 2003. He went on to become a chief director in the Master's Branch at the Department of Justice and Constitutional Development.

In 2008, he became Master of the High Court in Johannesburg.

As Chief Master in the Chief Master's Branch in the department, Advocate Basson's duties will entail, among other things, providing professional direction in the management of financial and other risks in the Master's environment.



the ladder

Felicity Nxumalo

Chief Director: Research and Policy Development, Department of Women, Children and People with Disabilities

Felicity Nxumalo has a wealth of experience in the policy domain. She previously oversaw policy coordination, monitoring and evaluation (M&E) of service delivery in the Premier's Office, Gauteng. There, she was also responsible for research support for the Social Service Cluster.

Prior to that, she was Director: Information and Knowledge Management in the Department of Social Development from 2002 until 2006 and later Director: Information and Knowledge Management in the Department of Correctional Services.

She is actively participating in the Knowledge and Information Management National Committee of the Department of Public Service and Administration.

Nxumalo holds a Bachelor of Science (Honours) in Applied Social Science (Information and Communications) from the University of North London, United Kingdom, and a National Library Assistant Diploma from the Tanzania Library Service Board.

In her position as Chief Director: Research and Policy Development in the Department of Women, Children and People with Disabilities, her major responsibility is to conduct, commission and analyse new and existing research towards evidence-based planning, policy development and review.



Karabo Matlou

Director: Strategic Planning and Performance Monitoring, Government Communication and Information System (GCIS)

Karabo Matlou holds a Bachelors of Arts (BA) Degree, with majors in Communication and Psychology from the University of South Africa (Unisa). Additional qualifications include a certificate in Project Management from the University of Pretoria and another in Public Relations, also from Unisa. She is currently studying towards a Master's of Management in the field of Public and Development Management at the University of the Witwatersrand's Graduate School of Public and Development Management.

Her experience in communication strategy development and implementation commenced at GCIS in 2003. In 2006, she was employed by the Department of Rural Development and Land Reform as a communication manager. She was later transferred to the Gauteng Department of Agriculture and Rural Development. In 2007, she joined the Department of Correctional Services as Deputy Director: Performance Reporting, responsible for planning, reporting and M&E of programme performance. In her current position, she will be responsible for the development and implementation of strategic business planning and performance M&E processes in GCIS.



Xolani Vincent Khumalo

Deputy Director: International Liaison, Sport and Recreation South Africa (SRSA)

Xolani Khumalo joined the public sector in 2002 at the age of 20. He worked for the National Archives of South Africa for one year. He moved to the then Department of Foreign Affairs in 2003.

In March 2008, he joined the Department of Arts and Culture (DAC) as Assistant Director: International Relations. In this position, he represented the DAC in countries such as Nigeria, Burkina Faso and Senegal.

Khumalo holds a National Diploma: Archival Science (*Cum laude*) from Unisa. He is currently completing his BA Degree, specialising in International Politics and Diplomacy. He also has certificates in Project Management and Personal Leadership.

In his position as Deputy Director: International Liaison, he is responsible for the management of sport relations between South Africa and countries abroad. He will play a leading role in the formulation of an international relations policy for the SRSA.



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?

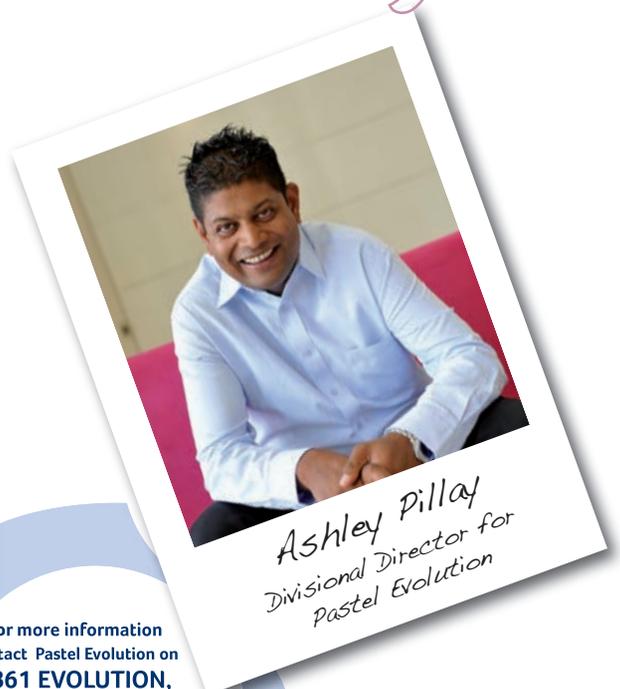
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*Ashley Pillay
Divisional Director for
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Southern African International Trade (SAITEX) Exhibition



In view of South Africa's drive to increase employment and expand entrepreneurship, Southern Africa's foremost trade expo has added importance this year. SAITEX 2011 is dedicated to promote imports and exports and covers all the major sectors of trade in Africa. Owing to the success of the exhibition in 2010, which attracted over 600 exhibiting companies from 32 countries, this year's exhibition is already creating a sense of anticipation among the major traders on the continent. The visitor count has been improving over the years and it is estimated that SAITEX 2011 will play host to over 12 000 visitors from 42 countries.

At the event, local and international manufacturers and exporters will get a chance to assemble under one roof – an environment that is bound to create tremendous trading opportunities. The event will take place at Gallagher Convention Centre in Johannesburg and will run from 17 to 19 July 2011.

South African Local Government Association (Salga) provincial conference



The recent local government elections have ushered new leadership into this sphere of government. As the voice of local government, Salga is convening a provincial conference on 28 and 29 July 2011 in the City of Tshwane to set the agenda for local government leaders for the next five years under the theme: *Reigniting the Quest for Municipal and Social Cohesion towards a Better Standard of Living*. Primary objectives of the conference are to create a platform for political leadership to share and learn and to improve living conditions for communities.

This will also be an elective conference where a new Provincial Executive Committee will be chosen.

For more information and bookings for an exhibition stall, contact: Ms Malebo Tau on 011 276 1169 or e-mail: mtau@salga.org.za

Third African Conference on Sanitation and Hygiene

The Rwandan Government will host delegates from across Africa from 19 to 21 July 2011 to discuss the continent's sanitation and hygiene issues at the third African Conference on Sanitation and Hygiene. The conference is organised by the African Ministers' Council on Water Sanitation Task Force. Objectives are to present and exchange knowledge on strategies to overcome key bottlenecks to implementing large-scale sanitation and hygiene programmes, strengthen the evidence base for scaling up sanitation and hygiene programmes in Africa and kick-start the five-year drive to get Africa back on track to meet the sanitation Millennium Development Goal.

The preliminary programme includes two types of learning opportunities:

- thematic learning exchange, which draws from key experiences and studies to address critical issues
- seminars hosted by agencies or groups of agencies, showcasing their latest thinking and findings.

World Population Day

In 1989, the Governing Council of the United Nations (UN) Development Programme recommended that 11 July be observed as World Population Day.

Flowing from the Day of Five Billion, celebrated on 11 July 1987, the day seeks to focus attention on the urgency and importance of population issues, particularly in the context of overall development plans and programmes, and the need to find solutions for these issues.

In 2001, the world population stood at 6,1 billion, and was growing by 77 million a year. The UN estimates there will be between 7,9 billion and 10,9 billion people in 2050, with 9,3 billion the most likely projection.



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Fusing science with leadership



There is more to nuclear energy than the arms race or enriched uranium, as South Africa's first black African woman nuclear engineer Dr Margaret Mkhosi explains to **Mbulelo Baloyi**.

Fetching wood, cooking and doing homework all at the same time on the dusty, windswept Boschpoort Farm near Coligny in the North West may appear as unlikely conditions to produce a nuclear engineer.

But Dr Margaret Mkhosi knows better; that the chores of youth can shape character and achievement.

Today, Dr Mkhosi boasts among her many academic qualifications, a doctorate in Nuclear Engineering from Ohio State University (OSU) in the United States of America.

She is General Manager for Special Projects at the Technology Innovation Agency (TIA). The TIA is an agency of the Department of Science and Technology mandated to enable and support technological innovation across all sectors of the economy to achieve socio-economic benefits for South Africa and enhance the country's global competitiveness.

"Women become leaders from an early age and this happens unwittingly. That which we took as daily chores such as fetching firewood, preparing food and at the same time attending to your school work, teaches you to juggle different roles without having been taught," says Dr Mkhosi.

After matriculating from Barolong High School, she enrolled for a Bachelor of Science (BSc) Education Degree at the then University of Bophuthatswana (Unibo) in Mafikeng, majoring in Physics and Chemistry. Dr Mkhosi's interface with the public sector dates back to her first job as a teacher in Biology, Physical Science and Mathematics.

Later, she took a job as a lecturer at the former Lehurutshe College of Education near Zeerust, teaching General Science and Physical Science to primary and secondary school educators.

She became a junior lecturer at Unibo and in 1995 she completed her BSC Honours Degree in Physics at the same university.

"There were only two females in my class who majored in Physics and Chemistry. People were trying to discourage us, telling us that no woman had ever majored in Physics in the history of the department. We proved them wrong. I became the first female Physics lecturer at the university," says Dr Mkhosi.

In between lecturing, supervising and undergraduate laboratory practical work, Dr Mkhosi conducted research for her Master's Degree, which she obtained in 2000 at the University of North-West (UNW). Her research was a collaboration programme between the UNW and the then Potchefstroom University for Christian Higher Education.

"My research was on the degradation of the cold and hot legs of the steam generator at the Koeberg Nuclear Power Station after it had operated for 15 years. Performing my

experimental research at Potchefstroom University really opened my eyes. By then, I had already developed an interest in nuclear energy as I had visited the Koeberg Nuclear Power Station in Cape Town during my undergraduate studies," says Dr Mkhosi.

Between 2000 and 2003, the United States Agency for International Development awarded Dr Mkhosi a scholarship to further her studies in nuclear engineering at the OSU in Ohio.

There she did a Master's Degree and a PhD in Nuclear Engineering, which she completed in 2007.

"During this time, funding for my studies had dried up and I had to do some work within the university to fund my studies. At that time, the rest of my family had joined me in the States; it was very hectic," says Dr Mkhosi.

She returned to South Africa in 2008 and took up a position at the Pebble Bed Modular Reactor Pty Ltd as a senior analyst in Nuclear Engineering Analysis.

She then moved to the National Nuclear Regulator as a nuclear engineering accident analysis specialist.

"South Africa does not use nuclear energy for weapons. My interest has always been on the safety aspect of it as I am concerned about the impact it could have on the public should something happen. That is why I am involved in awareness about nuclear energy; facts about it, advantages and disadvantages.

"The public has the right to know; we need to share our knowledge with them, so they also know what the regulations and the safety measures are that have been put in place to protect them," says Dr Mkhosi.

In between her nuclear engineering activities, Dr Mkhosi has undergone several leadership development and training programmes.

"You need good leadership qualities. These are humility and integrity. When leading, you have to be cognisant of the link between authority and leadership."

Dr Mkhosi says some of the challenges faced by female managers in the public sector include stereotypes who think that women are not cut out to lead.

"Being a woman does not make you less of a leader. At the same time, I do not subscribe to the widely-held view that some people are born leaders. I believe that given the

opportunity, one can be developed into a leader. However, you must also be willing to learn and demonstrate your leadership capabilities."

She adds that the public sector does have opportunities for female managers but a leadership development training programme is needed.

"All that the public sector needs to do is to identify the 'high potentials' and oversee their career advancement. As much as I would like to see more women occupy senior positions, I believe it should be on merit. I do not agree with the fact that women should be given positions just because they are women," says Dr Mkhosi.

Dr Mkhosi was recently elected chairperson of Women in Nuclear South Africa during the organisation's sixth Annual General Meeting.

Although conceding that some attempts have been made to chronicle the contribution of women in the public sector, Dr Mkhosi says it remains inadequate. Coupled with this, she adds, is limited recognition of women's talents.

"There are skilled women out there and they should be recognised. The country encourages youth to go into science and technology, but they lack role models. So, if they are aware that they are encouraged to do something that is doable, they will get motivated."

While in the public sector, Dr Mkhosi would like to contribute to building the culture of technology innovation among young people.

"South Africans have to be stimulated at a younger age, so the country does not just rely on inbound technologies all the time. Also, the younger generation, especially those who are in their early career years, need to develop and grow. I would like to see myself contribute towards their grooming."

She has participated in public awareness initiatives around science and technology and through this, has interacted with many people, including educators and learners. She has also mentored girls and women.

Dr Mkhosi counts economic development for women in science and technology as one of the areas she will focus on in future. She says it is an anomaly that women do not have their own businesses in the fields of science and technology.

The public has the right to know; we need to share our knowledge with them, so they also know what the regulations and the safety measures are that have been put in place to protect them



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Special leave for

special circumstances

Part 2 on leave in the Public Service

“I need special leave; I used up all my sick leave, so I’m calling in dead!” “I won’t be coming to work today, I think my hard drive has a slipped disc.” The far-fetched excuses we sometimes hear from employees who want to take special leave are not as outrageous as these. But some unusual circumstances do warrant special leave.

The following types of leave can be taken in addition to annual leave or normal sick leave.

Temporary incapacity leave

Temporary incapacity leave is not an unlimited number of additional sick leave days at an employee’s disposal. It is additional sick leave, which is subject to an investigation and is granted at the employer’s discretion.

If an employee has exhausted his/her normal sick leave and based upon the advice of the treating medical practitioner needs to be absent from work to recuperate, he/she may apply for temporary incapacity leave with full pay. The policy and procedures to deal with applications for incapacity leave are contained in the Policy and Procedure on Incapacity Leave and Ill-Health Retirement (PILIR). The employee must use the correct application form prescribed in terms of PILIR for each occasion that special leave is required. The application must

always be supported by a medical certificate. Additional supporting medical reports and information, as well as a written motivation, must be submitted with the application.

If the employee knows in advance that he/she is due for a clinical procedure, such as an operation, he/she must submit an application in advance. However, should an emergency arise or if the employee is overcome with a sudden illness or injury, he/she must notify the supervisor immediately telephonically or through a relative, friend or colleague.

The application for normal sick leave must be submitted within five working days, after the first day of absence, either personally or through a relative, friend or colleague.

The application for temporary incapacity leave will be assessed in a scientific, objective and fair manner by a health risk manager, who in turn will advise the employer on the findings. With due consideration of all the facts, the employer will decide on the granting of incapacity leave.

Acceptance of medical certificates

Only medical certificates issued and signed by practitioners registered with the Health Professions Council of South Africa and who are legally certified to diagnose and treat patients are acceptable.



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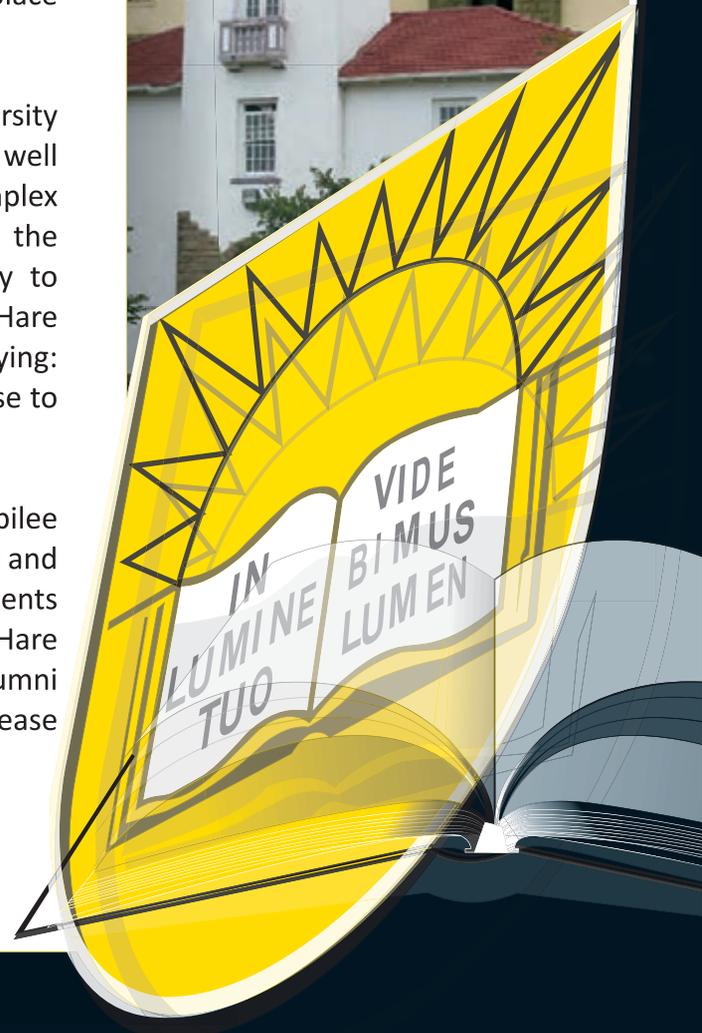
From humble beginnings in the early 20th century, in the Eastern Cape town of Alice, the University of Fort Hare emerged as one of Africa's most distinguished and iconic institutions of Higher Education. Fort Hare occupies a crucial place in the emergence and preservation of the intellectual heritage of Africa. Furthermore, Fort Hare has emerged in the 21st Century as a vibrant intellectual centre, already a major contributor to economic, political, social and civic development in South Africa. Like the famed baobab tree it has withstood all turmoil, hazards and elements (natural and human) to remain a feature in the history of South Africa. A rhetorical question posed by Govan Mbeki, one of our exemplary alumni, sums it up: "Can you separate the history of South Africa from what took place around Fort Hare?"

As it approaches its centenary year, 2016, the University continues to be a relevant skills and knowledge producer, as well as a thought leader. The rapidly changing and complex knowledge society in which it operates requires that the University continually builds its organisational capability to remain responsive and relevant in the global village. Fort Hare alumnus Nelson Mandela notes this significance in saying: "Education is the most powerful weapon which you can use to change the world."

The year 2011 sees Fort Hare celebrating our 95th Jubilee Anniversary with a targeted in-take of some 10,500 national and international students. We invite all our treasured past students to visit our new alumni database via the University of Fort Hare website www.ufh.ac.za and connect through to the new Alumni page. New functionality includes an online database, please visit the site to update your alumni record.

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Leave for occupational injuries and diseases

An employee is granted occupational and diseases leave for the duration of the period that he/she cannot work as a result of injury caused at work or if he/she has contracted an occupational disease. To be granted occupational injury and diseases leave, the employee must bring a claim for compensation against the third party and undertake to use compensation (in terms of the Compensation for Occupational Injuries and Diseases Act, 1993) received to recompense as far as possible for the cost arising from the accident.

Maternity leave

Employees are entitled to four consecutive months' paid maternity leave to commence at any time from four weeks before the expected date of birth; or on a date from which the attending medical practitioner certifies is necessary for the employee's health or that of the unborn child.

Adoption leave

If an employee adopts a child who is younger than two years, he/she qualifies for adoption leave for a maximum of 45 working days. If both spouses or life partners are employed in the Public

Service, both partners qualify for adoption leave, provided that the combined leave taken does not exceed 45 working days.

Family responsibility

An employee is granted three days' leave per annual leave cycle for use if his/her spouse or life partner gives birth to a child or if the employee's child, spouse or life partner is sick. He/she is granted five days' leave per annual leave cycle for use if the employee's child, spouse or life partner dies, or an employee's immediate family member dies.

The aggregate of family responsibility leave days taken, as indicated above, **cannot exceed five days in an annual leave cycle**, unless special circumstances warrant further leave at the discretion of the Head of the Department.

Special leave

An employee may apply for special leave, for example for studies and exams, in terms of the department's Special Leave Policy.

In the next issue: Information about leave for office bearers or shop stewards of recognised employee organisations, unpaid leave and leave for contract workers.

Parental leave – how it's done in other countries

Most countries in the world provide for paid maternity leave and some also offer paid paternity leave. The term **parental leave** is often used to include maternity, paternity and adoption leave. In South Africa, fathers get three days' paid leave under the provision for family responsibility leave.

The United States of America is the only Western country that does not mandate paid parental leave, although the Family and Medical Leave Act of 1993 mandates unpaid parental leave for the majority of American workers.

Central European countries are the most dedicated countries in the world when it comes to parental leave. In the Czech Republic, for example, it is standard that mothers stay at home for three years with every child. Mothers are supported by the State for the entire period.

Sweden also provides generous parental leave. All working parents are entitled to 16 months' paid leave per child, the cost being shared between the employer and the State. To encourage

greater paternal involvement in child rearing, a minimum of two months out of the 16 are required to be used by the "minority" parent, in practice usually the father.

In the United Kingdom, all female employees are entitled to 52 weeks of maternity (or adoption) leave, with the first six weeks paid at 90% of full pay and the remainder at a fixed rate. A spouse or partner of the woman (including same-sex relationships) may request a two-week paid (at a fixed rate) paternity leave.

In Africa, most countries offer paid maternity leave and some also grant paid paternity leave. Kenya offers two months' fully paid maternity leave and two weeks' paid paternity leave. Tanzania offers 12 weeks' paid maternity leave and five days' fully paid paternity leave. However, paid maternity leave may only be taken once every 36 months. Cameroon offers 14 weeks' fully paid maternity leave, while the father can take up to 10 days' paid leave for "family events concerning the worker's home". Zimbabwe offers 90 days' fully paid maternity leave, but no paternity leave.

Source: <http://en.wikipedia.org/>

New degree of access to public service jobs

In his 2011 State of the Nation Address, President Jacob Zuma expressed concern about unemployment and poverty that “persist despite the economic growth experienced in the past 10 years.”

To address these concerns, he declared 2011 the year of job creation through meaningful economic transformation and inclusive growth and urged “every sector and every business entity, regardless of size, to focus on job creation. Every contribution counts in this national effort.”

The President called on the public sector to fill vacant posts to reduce unemployment among graduates. The Public Service and Administration Ministry has responded to this call by aligning its programmes with the national job-creation imperative.

One of the interventions developed by the Public Administration Leadership and Management Academy (Palama) is the Breaking Barriers to Entry into Public Service Programme (BB2E). This programme seeks to equip unemployed graduates with competencies to access employment opportunities in the Public Service.

Palama sought a partnership with the National Youth Development Agency (NYDA) to implement BB2E. The NYDA manages the database of unemployed graduates from which Palama sources the BB2E beneficiaries.

Remarkable progress has been made since the implementation of BB2E in December 2010. A total number of 1 190 unemployed graduates participated in a week-long Orientation to the Public Service course. Of these, 1 092 graduates received completion certificates. At least 20% of those who enrolled in the 2010/11 financial year have been placed in various departments as interns. A special tracking system will be put in place to accurately trace the success of these learners in exploiting employment opportunities.



Writer: Professor Solly Mollo*



The foundation to break entry barriers into the Public Service has been laid. Palama intends trebling the number of beneficiaries of the programme in the next two financial years. An important aspect of the programme is the role of mentors and/or coaches in supporting the development of interns. The intern-mentor relationship is key to enhancing the intern’s capacity to exploit employment opportunities in, among other things, the Public Service.

As public sector managers, we should take it upon ourselves, when presented with the opportunities being created by this programme, to play a mentorship role, impart life skills as well as knowledge, and nurture talent. The BB2E is not only designed to enhance the employment potential of graduates, but to develop what the Minister of Public Service and Administration, Mr Richard Baloyi, describes as a public service cadre of “a special kind”.

Through this programme, the future of the Public Service will be in the hands of those with attributes to develop not only a humane public service but also one with the capacity to speed up the delivery of quality services.

The programme has been very well received with learners expressing their excitement and appreciation for it. Many unemployed graduates attended the programme at their own cost. This shows a firm commitment to the BB2E. The programme is the first in a two-prong approach; 2011/12 will see the piloting of the next phase – the Graduate Internship Development Programme. It is hoped that the latter will be as successful in its piloting as the BB2E.

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

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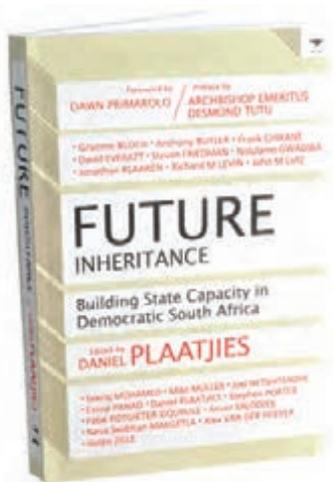


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New on the shelves

Future Inheritance: Building State Capacity in Democratic South Africa by Daniel Plaatjies



Since 1994, the post-apartheid South African State has been under constant pressure to transform the institutional architecture of the apartheid Government. Various formations of the State had to be re-organised and re-structured to meet the imperatives of the new Constitution and the developmental needs of the South African society. This transformation has taken

place simultaneously with the expansion of the social and economic safety net to include the poor and previously disadvantaged. These reform pressures have resulted in the redefinition of the purpose, role and nature of operation of the new State. This book looks at the present architecture and performance of the South African State and assesses its institutional capacity to deliver on its mandates. It offers perspectives from various contributors on the following questions: What is the State supposed to achieve? How will it get there? And where is it now?

Daniel Plaatjies is a professor at the School of Business Management at the University of the Free State and Head of Performance Monitoring and Evaluation within the Office of the Premier of the Free State.

Killing Kebble: An Underworld Exposed by Mandy Wiener

In September 2005, one of South Africa's most prominent businessmen, Brett Kebble, was killed on a suburban street in Johannesburg. The investigation into the case that followed exposed the relationship between the country's Chief of Police

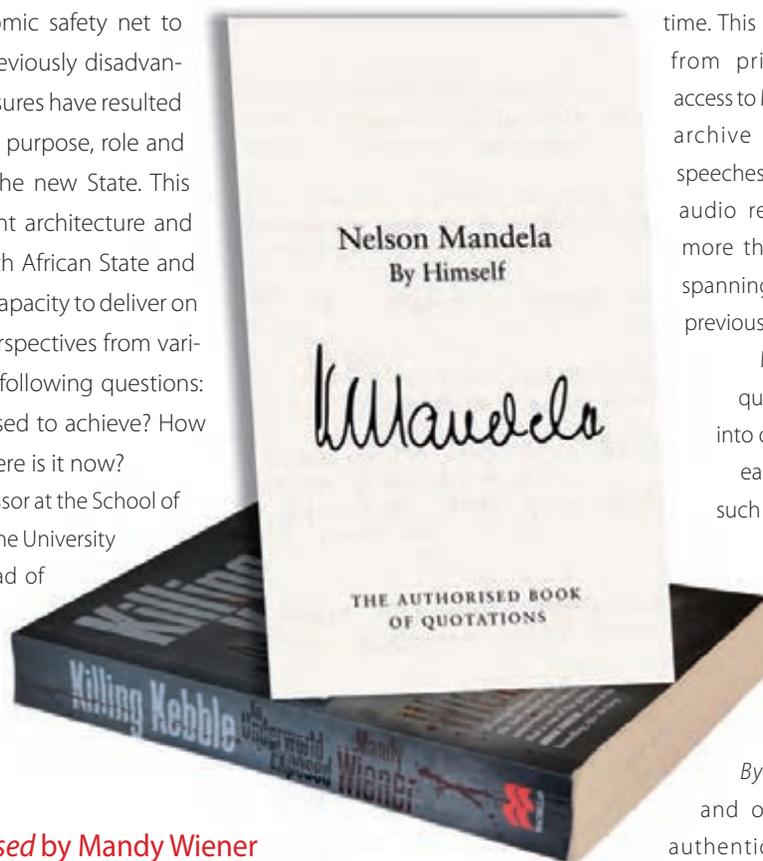
and Interpol President, Jackie Selebi, and Glenn Agliotti. A lawless Johannesburg underbelly was revealed – dominated by drug lords, bouncers, an international smuggling syndicate, a shady security unit moonlighting for the police and sinister self-serving sleuths abusing state agencies.

Indemnified by an agreement struck with the State, Kebble's killers, Mikey Schultz, Nigel McGurk and Faizel "Kappie" Smith, come clean with Mandy Wiener in exclusive interviews. Agliotti has also provided Wiener exclusive access to his story, as have a cast of other characters whose versions of the events were up to now untold.

Wiener is an award-winning *Eyewitness News* journalist who has covered the murder story for the past five years.

Nelson Mandela By Himself – The Authorised Book of Quotations by Nelson Mandela

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But how do you find the right one? Word of mouth can be a good starting point as well as visiting the Financial Planning Institute at www.fpi.co.za, which lists qualified, professionally certified financial advisers.

So, let's say you've found a potential adviser, then make sure you ask about:

- **Registration with the Financial Services Board (FSB):** The Financial Advisory and Intermediary Services Act (FAIS) requires people rendering financial services to be registered with the FSB if financial planners either operate under the licence of a company or have their own licence.
- **A recommendation:** Check with close friends, family members, colleagues or business partners who they use, how long they have been using the adviser and whether they would recommend them.
- **Their references:** Must be provided by the adviser. Probe their clients for their level of satisfaction with the adviser.
- **Experience:** How long have they been in operation?
- **Regular contact:** A regular annual review is crucial in checking whether your plan is proceeding accordingly and whether your needs and circumstances have changed.
- **Capacity:** A financial planner who operates as part of a company or who is a member of an association – even a small one – is preferable as it will ensure continuity in the advice and solutions put in place for you.
- **The six steps:** A quality financial planner will take you through the six internationally recognised steps of the Financial Planner Institute to establish your financial situation, your goals and your plan for reaching them.
- **Contract with reputable product and service providers:** A number of financial service providers run regular training sessions for advisers and have experts who can guide them on technical issues like estate duty, tax planning and investment planning.
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Writer: Joe Cimino*

Have you noticed that we are moving to a cashless way of life?

Between the ease of swiping credit cards, dipping into overdrafts or access bonds and signing new loan agreements we have been driven into maximum credit use – and all at a very high cost.

More and more people are using credit for everyday purchases like fast food and small items. A manager at a famous burger store recently said that between 20% and 30% of clients use credit cards for their burgers and drinks.

hoodwinked into thinking that “credit” is a lifestyle choice.

Unfortunately, it has become an involuntary lifestyle choice, turning borrowing into a necessity for making ends meet – while the long-term personal financial debacles are ignored.

It’s fairly common knowledge that the banks loaded every unwary consumer with as much credit as they could withstand prior to the National Credit Act. Those weary souls are now paying dearly for that “15 minutes” of shopping fame. The average employed South African spends 78% of their pay on debt repayments.

How are you getting through the month: **budget or straight?**

I know the “excuse” that goes along with this: you can’t carry cash because it’s not safe, but this is a smokescreen. Most people would use cash for small items, if they had it to use! The truth is that vast numbers of gainfully employed people are using credit to fund their lifestyle. This has a detrimental effect on their future as they are simply using more and more of tomorrow’s money today.

Yet everything looks so rosy, doesn’t it? Walking through shopping malls, you wouldn’t think there was an economic slowdown, high unemployment or record home repossessions.

However, the statistics say otherwise and most people are feeling the fast increasing cost of essentials like food, fuel and electricity – but are they acknowledging it? No, because they’ve been

Currently, low interest rates are allowing many consumers to, just about, carry their debt burden but once interest rates go up, (and they surely will) everyone will have less money for essentials.

Recently, *Business Day* published a First National Bank statement saying that they expect a 2,5% to 3% interest rate hike to commence from the second half of 2011. Meaning that the little remaining income you may have will be largely eaten up by the additional interest charges.

How can the average person get on top of their finances? First, stop paying for today’s things with tomorrow’s money. In other words, stop using your credit cards and access bond.

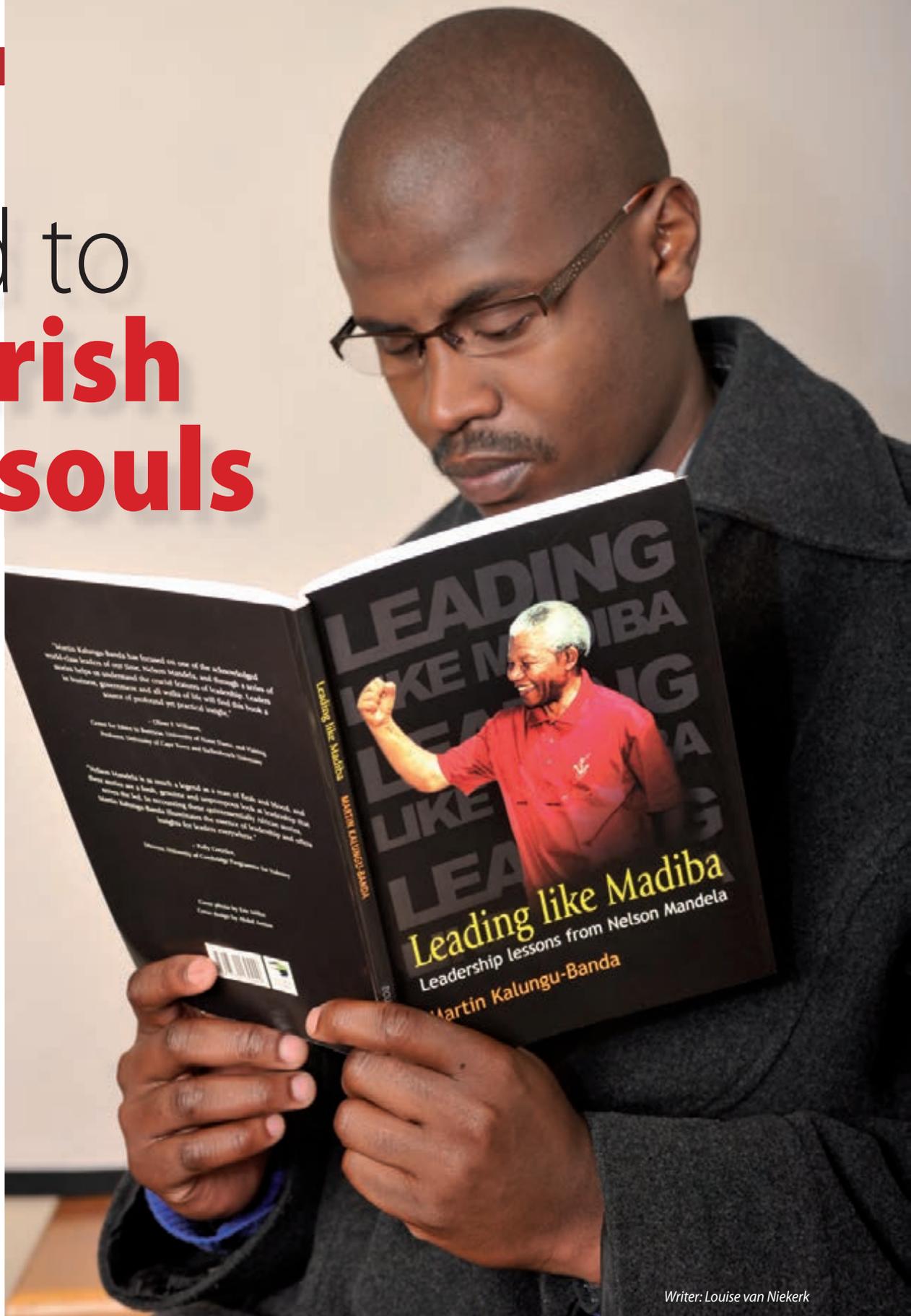
Next, realise if you have savings at 5% and you are paying debt interest at 9% to 18% or higher, you are officially going backwards. You are losing money and future opportunities.

The next thing to think about is, if your bond interest is around R 5 000 a month (for example), is it worth your while earning R13,63 per month from an investment? Wouldn’t it be better to pay off your bond first, save a massive amount of interest and cut many years off your “forever” bond?

*** Joe Cimino is Corporate Solutions Director at Financial Fitness™. For corporate financial training contact: joe@finfit.co.za.**

Food to nourish our souls

A review of
the book,
*Leading
like Madiba
– Leadership
Lessons
from Nelson
Mandela*
by Martin
Kalungu-
Banda



Writer: Louise van Niekerk

Nelson Mandela is an icon of our age and an inspirational, shining light from Africa. When he became President of South Africa's first democratically elected government, the world held its breath in anticipation of the

mammoth task that lay ahead of him – transforming a nation that had been bitterly plagued by inequality and racial divide and rebuilding a country still reeling from the legacy of a systemically discriminatory regime.



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national treasury

Department:
National Treasury
REPUBLIC OF SOUTH AFRICA



But his strong leadership, his emphasis on reconciliation and his humility and wisdom inspired a divided nation and endeared him to the world.

When contemplating Nelson Mandela, Shakespeare's well-known quote comes to mind: "Some are born great, some achieve greatness and some have greatness thrust upon them."

Like a true leader, Madiba never sought greatness; he sought freedom, reconciliation, justice, democracy, equality, responsibility and mutual respect.

It was his actions in the constrained environment of the time that spoke so eloquently for him, making him our role model and a prime example of leadership for all humanity.

Leading like Madiba is not only a book about leadership for leaders; it's an inspirational work about human values for anyone who needs to be reminded of life's most important lessons. Like the author says: "It's about a man whose legacy is his unquenchable passion to spend himself for the well-being of others. By so doing, Mr Mandela has lived a life that is food to nourish our souls."

Each chapter of the book contains a story of how people have been touched and transformed by "Madiba magic". Each story is augmented by comments from the author about the lessons learned from it and each chapter concludes with stimulating "food for thought" inspired by the stories.

Madiba's unannounced visit to the change room where South African football players were preparing for an international match comes to mind. Wearing the same jersey as Mark Fish, Madiba praised Fish and the team for their skill and determination. He then asked Fish if he could ex-

... When I am in the ring nothing can stop me. Not even a wall of steel can stand between victory and me. All I need is to remember that Madiba is watching me fight for honour. He came and drank tea in my home and I am simply invincible. – Champion boxer Jacob Matlala, also known as Baby Jake

change jerseys with him. Fish later remarked, "Each time I am on the football pitch, I know that Madiba is watching me. I can never imagine delivering anything other than the utmost of my abilities for the man who thinks I am the greatest soccer player there has ever been ..."

Four major lessons shine through the narrative and are summarised by the author under "Last Reflections":

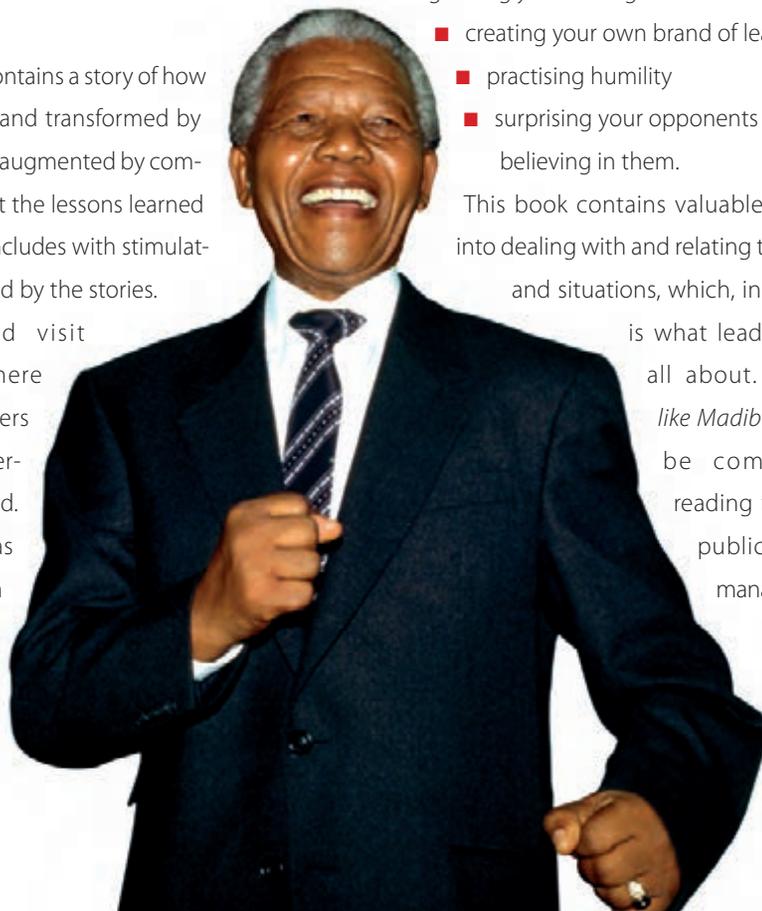
- great leaders are servants of those they are privileged to lead
- leaders lead by example
- leaders notice and honour the good in others
- leaders show a preparedness and an acceptance to learn life-changing lessons from painful experiences.

In addition, the author offers guidelines for growth, which he calls "The Madiba Path to Leadership". These include:

- allowing yourself to be inspired by the giftedness of other people
- growing your courage
- creating your own brand of leadership
- practising humility
- surprising your opponents by believing in them.

This book contains valuable insights into dealing with and relating to people and situations, which, in essence,

is what leadership is all about. *Leading like Madiba* should be compulsory reading for every public service manager.



Whose **Mandela** is it anyway?

*Writer: Busani Ngcaweni**





Why is writing about Nelson Mandela so difficult? I often wonder. On the contrary, many people consider it easy and in fact most “write what they like” about this international icon, often in ahistorical and depoliticised narratives.

Paradoxically, I am also inclined to concur; it is not difficult to write and say *anything* about Madiba. What is difficult is writing what *ought to be written*, what *ought to be said* about *what he really represents*, the *milieu that shaped him*, the *context that shaped his decisions* and numerous other considerations that, if truly appreciated by all those who invoke his name, the world we live in would undoubtedly be a better place today.

Unfortunately, what most writers, commentators and politicians do is *selectively* draw and apply “lessons from Mandela”. Habitually, commentary is punctuated with posture that suggests those in power don’t qualify to be there because they are not a “Mandela”. In South Africa in particular, a debate is unfolding which unfairly gauges the performance and style of contemporary leaders in terms of the yardstick of the Mandela persona. The blemish in the comparison is two-fold.

First, it depoliticises Mandela. That is, it removes him from his organisation, thus indirectly suggesting that his was a lone crusade not informed and influenced by organisational policies, discipline and decisions.

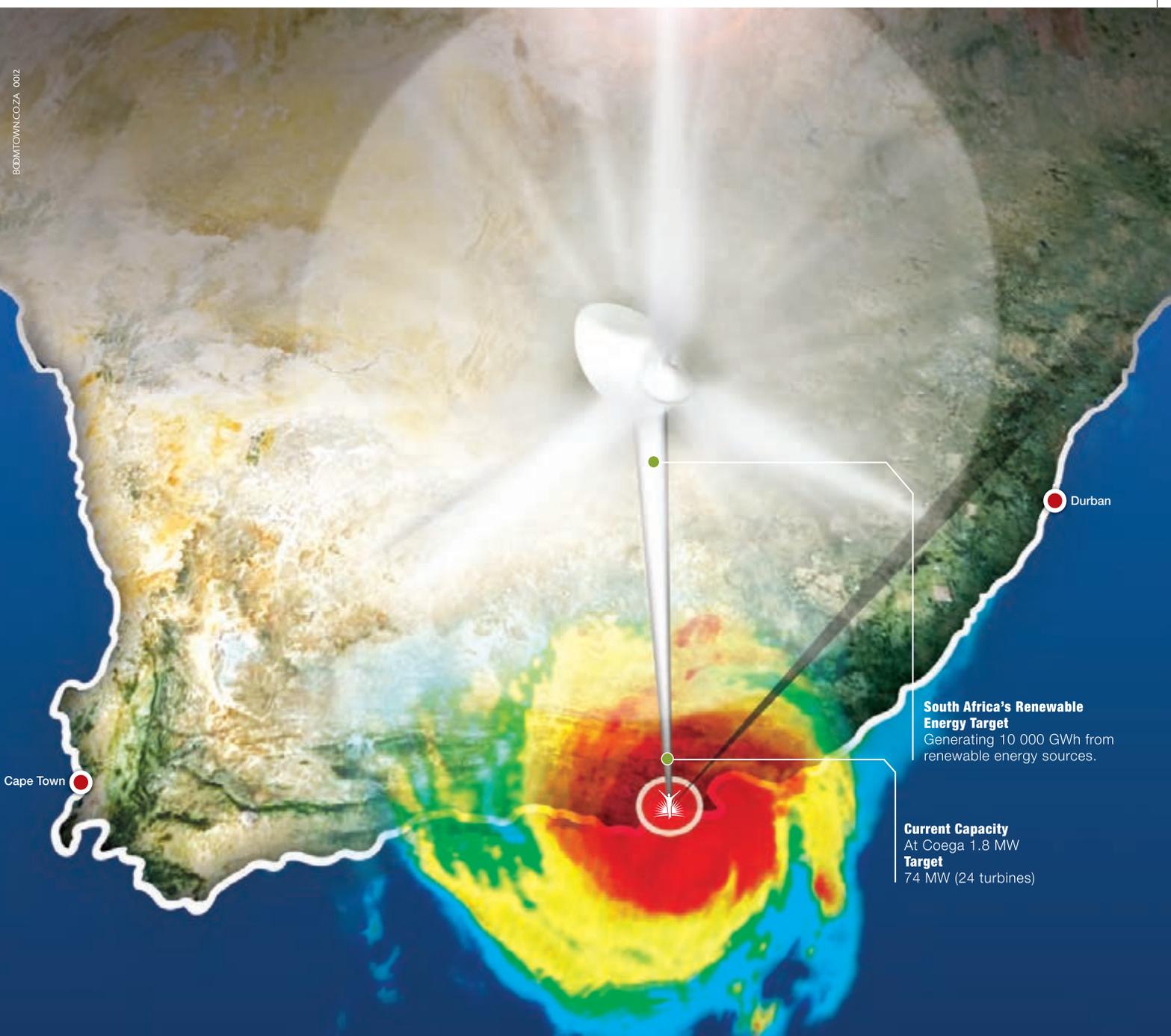
Second, descriptors are applied instead of first settling defining questions. History has proven that in politicised debates, people elect to describe complex phenomena like Mandela instead of engaging with the most elementary aspect of analysis – defining phenomena. You do not define temperature by looking at the sun – temperature is to be felt and not seen!

What is the point of all of this? Let us start with a notation on history before attempting a contemporary definition of the meaning of Mandela.

The freedom fighter

Nelson Rolihlahla Mandela, a lawyer by training, cut his teeth in the African National Congress Youth League (ANCYL), which he founded with luminaries like Anton Lembede, Walter Sisulu and Oliver Tambo. He actually practised law with Tambo up until it was no longer possible to do so because of the political situation in the country.

Even before the events leading up to the Rivonia Trial, Mandela had made a name for himself as a youth activist who steadfastly pursued the ANCYL’s radical Programme of Action, which formed the bedrock of the broader Defiance Campaign and the introduction of the armed struggle, up until he was captured in a hideout in the Midlands of KwaZulu-Natal, put on trial and sent to prison.



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“We are not anti-white, we are against white supremacy ... we have condemned racialism no matter by whom it is professed.

“During my lifetime I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.”

These statements, advanced by Nelson Mandela as part of his defence in the 1961 to 1964 Rivonia Trial, are pertinent since they define Mandela’s character and what he represents. They have global agency today as they did half a century ago.

Eventually, Mandela and his comrades were sentenced to life for acts of “defiance”, “sabotage” and “terrorism”. He spent 27 years in prison, most of which was on Robben Island. When he was released in February 1990, he repeated the latter part of the above citation, signifying his political attitude towards a future non-racial, non-sexist and equal society.

Therefore, commentary on his pursuit of freedom for the African people who were excluded from the body politic of apartheid South Africa as well as his non-racial character should be viewed through his enduring commitment to the democratic principles he inherited from his forebears in the ANC who struggled to create a free, non-racial, non-sexist, inclusive and prosperous South Africa. They shaped his political attitude even as he was voted the first President of the democratic South Africa. Therefore, outside the historical context of his liberation movement, a figure of Nelson Mandela is inconceivable.

The unbanning

When former state presidents PW Botha and later FW de Klerk succumbed to the call for negotiations, Mandela reminded them that he was a prisoner and therefore had no right to negotiate. This ultimately forced De Klerk to unconditionally release all political prisoners. Here,



...I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities...

Mandela understood that he was part of the collective and therefore could not agree to a deal that excluded his comrades in prison and in exile. History is littered with leaders who betrayed the cause of “freedom”.

Arguably, the biggest test of Mandela’s character was his astute political management of the period between 1990 (when political organisations were unbanned and political prisoners released) and 1994 (when South Africa held the first all-inclusive democratic elections).

It is now a fact of history that the Convention for a Democratic South Africa (Codesa) could have collapsed – unleashing yet another period of uncertainty and instability – had Mandela, acting as part of the ANC collective, not steered the process towards a particular direction. In essence, he had to balance two things: ensure that the oppressor believes a future democratic South Africa had room for him while not compromising the fundamental demands of the oppressed majority who had to be comfortable enough to accommodate some interests of the minority who had for centuries enjoyed the spoils of colonialism and apartheid.

The transition

A defining moment was the death of Chris Hani on 10 April 1993. Hardly a year had passed after the 17 June (1992) massacre



...Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for – the freedom of all of us.

in Boipatong when Mandela had to, once again, calm the nation and remind De Klerk of the necessity to fast-track negotiations. The unintended consequence of the Hani murder was the immediate announcement of the date for the national democratic elections set for April 1994.

For many leaders, maintaining calm during this period would have been a tall order. Emotions were high and the anger of the people was most palpable and justified. This is what he had to say:

“Tonight I am reaching out to every single South African, black and white, from the very depths of my being. A white man, full of prejudice and hate, came to our country and committed a deed so foul that our whole nation now teeters on the brink of disaster. A white woman, of Afrikaner origin, risked her life so that we may know, and bring to justice, this assassin ... Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for – the freedom of all of us.”

A further complication was that apartheid negotiators were not honest brokers, so that the biggest task for Madiba was to nudge them towards settlement as soon as practicable. They soon realised that unless they stopped the massacres and unrest, the whole negotiation process would collapse. They had

more to lose than the oppressed. Conditions were ripe for the insurrection! As a matter of course, those overthrown through insurrection cannot negotiate – they take what is offered.

Enter 1994, and the Inkatha Freedom Party (IFP) threatens to boycott the elections. Given the instability and violence in Gauteng and KwaZulu-Natal in particular, Madiba knew that no section of South African society would benefit by boycotting elections. This he told them in so many words. Eventually, the IFP took part in the first democratic Parliament, and in Cabinet.

Mandela the statesman

Mandela presided over the most difficult period in the history of post-apartheid South Africa. The State was weak and bankrupt. Police forces and other state apparatus had no legitimacy. The economy was faltering. Violence continued in the townships. White people were scared. The black majority expected immediate change. South Africa was no longer a rogue state so it was admitted back into the international arena.

By the time he finished his term, Mandela had turned around the State and South Africa’s global standing. Armed and police forces were integrated. There was a unitary state incorporating apartheid-created tribal homelands. He lifted the Rugby World Cup in 1995 and the Africa Cup of Nations in 1996.

The “swart gevaar” evaporated; and doubting Thomases were silenced. More significantly, he initiated a vital project of unifying disparate bureaucracies and formed a single national machinery, all attendant weaknesses notwithstanding.

The social security system was reformed, thus regularising and equalising social grants, from a race-based to an inclusive sys-

Using the e-Audit system to assess performance of Municipalities' Spatial Tools in South Africa

CHIEF DIRECTORATE: SPATIAL PLANNING AND INFORMATION

e-Audit

System

Goes Live on 01 July 2011



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 final testing of the e-audit system has been completed and at this stage the e-audit system will go out live to all municipalities in South Africa on the **01 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



rural development
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Department:
Rural Development and Land Reform
REPUBLIC OF SOUTH AFRICA

tem. The fiscus was stabilised. Foreign direct investment began to return to South Africa. A world-renowned Constitution with the Bill of Rights was inaugurated in 1996.

In the post-colonial era, tyrannical reign is often manifested by the quest for life-time presidency and so Mandela's ground-breaking decision to retire has become a model. In many cases of unending rule, the common refrain is that a particular leader is yet to finish his mission. Invariably this is a coded way of saying the leader has to stay in office forever. Yet, Mandela retired gracefully after only his first term but remained in the service of the public through charitable foundations. To date, he remains an inspiration for the poor and oppressed worldwide.



Whose Mandela is it anyway?

Or should the question be: why should we all celebrate Mandela Day on 18 July, his birthday.

Without risking political correctness, I opine that, despite my opening remarks, Mandela should be celebrated by the entire global community – progressives, tyrants, conservatives and public servants. For the progressives, the reasons are obvious; they are also in pursuit of fair and inclusive local and global political and economic systems. For them, there is no better inspiration than Nelson Mandela.

For those who stand in stark contrast of what Mandela lives and is prepared to die for, celebrating Mandela Day will hopefully help them embrace his clarion call when he opened Parliament in May 1994:

“... Our single most important challenge is therefore to help establish a social order in which the freedom of the individual will truly mean the freedom of the individual. We must construct that people-centred society of freedom in such a manner that it guarantees the political liberties and the human rights of all our citizens ...”

More directly, this is what he had to say to those who either stalled or opposed progress:

“... The people have risen and tyrants have fallen. The demand for free and fair elections is very strong. What is happening here is going to send a message to similar areas.”

As for those of us in the Public Service, the target audience of this magazine, let us recall what he said when addressing a luncheon in honour of outgoing commissioners of the Public Service Commission in 1996:

“For the majority of South Africans, the Public Service was seen as a hostile instrument of an oppressive minority. We have an immense challenge to build a state that is truly oriented towards the service of all South Africans; that is equitably representative of our society; that is guided by the broad

vision of a better life for all; and that is dedicated to making efficient use of public resources. No less demanding are the tasks of rooting out corruption ... Achieving all these goals at the same time as we find the right size for our Public Service, will no doubt produce some testing times ...”

In conclusion, there could be no better tribute or celebration of President Nelson Mandela's legacy than responding to a call for the world's people to show their Ubuntu on 18 July. Liberation from all forms of oppression, including poverty, as well as selfless service to others is what Mandela lives for. Integrity characterises him.

Therein lies a challenge for public sector managers – to serve selflessly and with integrity. As the global masses partake in volunteer activities on Mandela Day, we in turn should use this opportunity to rededicate ourselves to serve in a manner that truly transforms society towards the realisation of the goal of creating a better life for all. Failure to do that would weaken our claim to the Mandela legacy.

Let Mandela be our zeitgeist!

** Ngcaweni heads the Office of the Deputy President. Views expressed herein are private and therefore do not represent those of government*

EXPERIENCE ROBBEN ISLAND

The Museum opened its doors to the public in 1997. On 1 December 1999, in recognition of Robben Island's historic role in overcoming injustice, and the universal importance of its heritage, Robben Island was declared a World Heritage Site by UNESCO.



Ticket prices: Adults (18 and older): R220 All children under 18: R110

Ferry Departure Times: Daily tours : 9am, 11am, 1pm and 3pm

(subject to seasonal changes and weather conditions)

Internet bookings: www.robben-island.org.za

Ticket Sales Office: Nelson Mandela Gateway Building,

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A life transformed.

A country freed. A world changed.

As the international community observes Nelson Mandela's birthday month in July, *Public Sector Manager* pays tribute to the founding President of a democratic public service in South Africa.

The Eastern Cape's most celebrated son – whose personal journey from minding cattle as a child to leading a national liberation movement and catalysing change at international level – remains a study in personal transformation and effective leadership.

In a lifetime spanning colonial rule in Africa, the onset and consolidation of apartheid, World War 2, the Cold War and ultimately the undoing of colonialism and apartheid – much of this observed and influenced while known as prisoner number 46664 – Nelson Mandela has served not just compatriots but humanity at large.

His force of principle and vision caused him to become a global phenomenon without the technological aid of Facebook or Twitter. From Ivory Park to Hyde Park, London, he focused the world's attention on causes for freedom and justice in his own country and beyond.

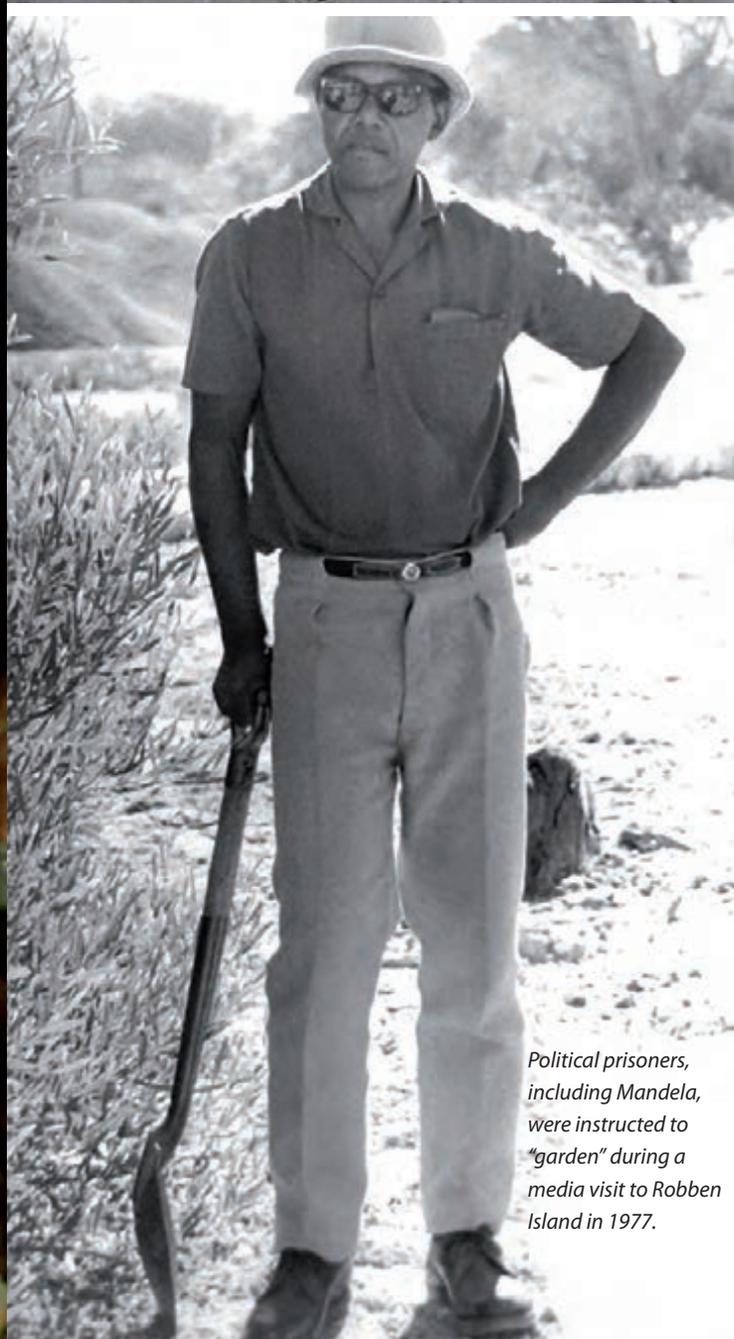




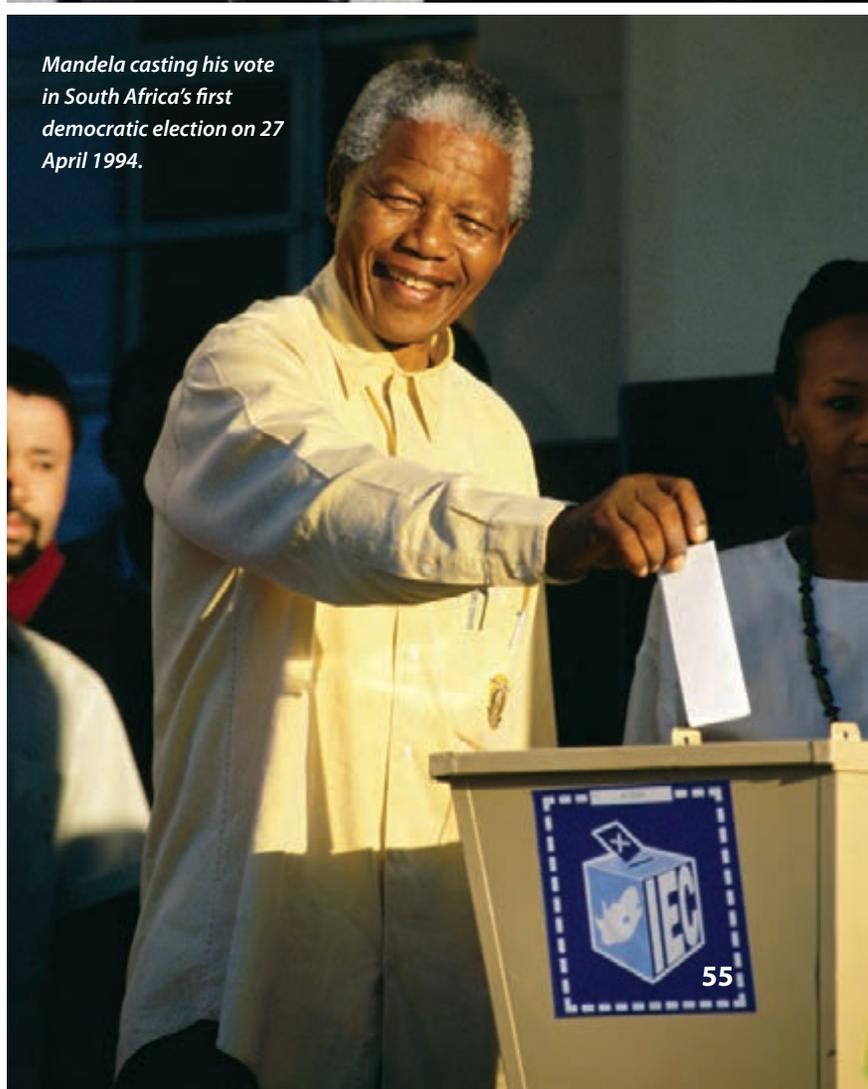
Nelson Mandela during the Defiance Campaign in the 1950s, which aimed to resist the unfair and discriminating policies of the apartheid Government. He was arrested for the first time during this period.



After 27 years in prison, Mandela walked out of Victor Verster Prison on 11 February 1990.



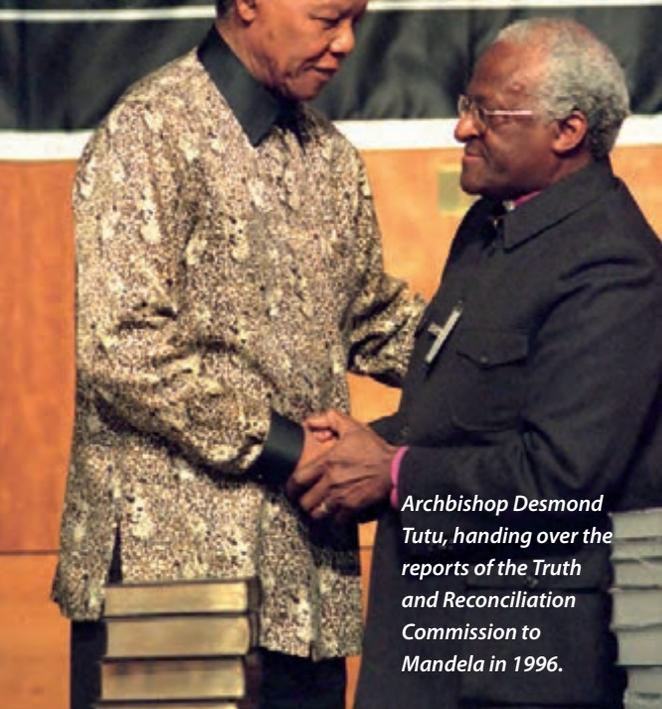
Political prisoners, including Mandela, were instructed to "garden" during a media visit to Robben Island in 1977.



Mandela casting his vote in South Africa's first democratic election on 27 April 1994.

THIS MONTH IN HISTORY

THE ROAD TO RECONCILIATION



Archbishop Desmond Tutu, handing over the reports of the Truth and Reconciliation Commission to Mandela in 1996.



Mandela and his daughter, Zenani, at his inauguration as President of South Africa, 10 May 1994.



The Nobel Peace Prize 1993 was awarded to Nelson Mandela and FW de Klerk for working together to lay the foundations for a new democratic South Africa.



A jubilant Mandela holds the World Cup trophy after South Africa was chosen in 2004 to host the 2010 FIFA World Cup™.



Mandela loves children and has a special ability to reach out to them.



Mandela – former Robben Island prisoner number 46664 – is the driving force behind a worldwide campaign aimed at raising global awareness about HIV and AIDS. 46664 has expanded its focus, now encompassing all areas of Mandela’s humanitarian legacy as well as confronting issues of social injustice.



Make a difference this **Mandela Day**

Writer: Samona Murugan



What will you be doing this Mandela Day to make a difference and bring about change in your community?

July 18 has been declared International Mandela Day by the Nelson Mandela Foundation. It is an annual “day of humanitarian action” in celebration of Nelson Mandela’s life and legacy. The day calls on global humanitarian action from each and every person to bring about change to make the world a better place.

DISCOVER THE HISTORY OF SOUTH AFRICA AT CONSTITUTION HILL



Isolation Cells - Old Fort



Constitutional Court



Prisoner in the Garden Exhibition— Nelson Mandela Courtyard

Nowhere can the story of South Africa's turbulent past and its extraordinary transition to democracy be told as it is at Constitution Hill. This National Heritage site has witnessed over a century of South Africa's history. From British soldiers who fought with the Boers at the turn of the century, the youths caught up in the Soweto Uprising, to the dawn of democracy and the building of South Africa's Constitutional Court, Constitution Hill has witnessed it all. Visit Constitution Hill and learn about the injustices of South Africa's past while observing the process by which freedom was won and is now protected. Exhibitions and guided tours have been designed as an interactive experience, offering visitors the opportunity to participate in the building of Constitution Hill.

The precinct boasts the following museums:

Women's Jail

The Women's Jail at Constitution Hill is the first museum in the country that is devoted to telling the story of the prison experiences of women during the colonial and apartheid era. The likes of Winnie Madikizela-Mandela and other political activists as well as the notorious Daisy de Melker were incarcerated here.

The Old Fort

Its oppressive solitary confinement cells are the focal point of the former jail. It is now a museum, with a permanent exhibition on Nelson Mandela, but also a place of renewal, where exhibitions, functions and conferences are held. View a film documenting Mandela's time at the Old Fort, and his emotional return to Constitution Hill some 40 years later at the Mandela Cell.

Number Four

Infamous for its brutal treatment of inmates, many of whom were political prisoners fighting against racial inequality in South Africa; today, the former prison is a museum devoted to human rights.

Visiting hours:

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Saturday: 10h00-15h00

Sunday closed

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Life in a Cell Exhibition



Mahatma Gandhi Exhibition

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CONSTITUTION HILL

Mandela Day is about creating a global movement for good, which recognises that positive change begins with small, selfless and individual actions. It serves as a catalyst for people around the world to realise that they have the ability to change the world.

On 18 July every year, people are asked to donate at least 67 minutes of their time in service to their communities. The 67 minutes are symbolic of the number of years Mr Mandela was tirelessly involved in social activism.

Whether it's helping out a neighbour, doing a good deed for those less fortunate than yourselves, or simply donating your time to help a worthy cause, you too can make a difference in just 67 minutes.

The first Mandela Day, in 2009, was celebrated with people responding enthusiastically to the challenge of improving the lives of those around them.

The Johannesburg Festival Orchestra organised a concert for the children of Alexandra; former political prisoners visited the Syferfontein informal settlement in Pacaltsdorp, near George, to provide community members with breakfast; Moyo restaurant staff took party packs, face painters and drummers to Umthombo Street Children in Durban and Charlotte Maxeke Hospital in Johannesburg; vehicle-tracking company Tracker distributed food parcels, blankets, clothes and shoes to the Slovoville community, outside Roodepoort and in Dobsonville, Soweto; supermarket chain Shoprite hosted four Mandela Day parties for senior citizens in Port Elizabeth, George, Mthatha and East London; and the Soroptimist Club of Tshwane delivered food hampers to Potter's House, a centre for abused and destitute women.

On a larger scale, South African

government departments and radio stations also participated enthusiastically and gave of their time on Mandela Day. The Department of International Relations and Cooperation ensured that the message reached global audiences by spreading it through South Africa's foreign missions. These efforts led to governments and civil-society organisations adopting Mandela Day. More than 300 Department of Health practitioners organised X-rays and other medical services for people in Mqanduli in the Eastern Cape and the Limpopo Housing MEC arranged for the construction of 67 houses for destitute families.

The interpretation of making a difference is up to us and we can use our unique mandates as departments to do this.

Political parties also rose to the challenge, with African National Congress (ANC) and ANC Youth League members conducting a clean-up campaign at the Nhlazatshe taxi rank and visiting the Gugulethu Old Age Home in the Western Cape.



Nelson Mandela spent more than 67 years serving his community, his country and the world. You too can devote just 67 minutes of your time to change the world for the better, in a small gesture of solidarity with humanity. July 18 is a call to action for people everywhere to take responsibility for making the world a better place, one small step at a time, just as Nelson Mandela did.

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moral regeneration movement

The question often arises whether there is a need for an entity such as the Moral Regeneration Movement (MRM); and whether South Africans are indeed so immoral that they actually need a body to tell them how to behave?

The answer is that it is not so much about being degenerate, because our belief is that South Africans are inherently people of sound morals. However, the culture of resistance that developed to the previous regime tended to make most people “anti-establishment.”

The MRM was therefore created to promote positive values and facilitate, coordinate and act as a networking platform for processes and initiatives aimed at fighting moral degeneration and decay.

The ultimate objective is to facilitate the development of a

It came about after a long process of consultation with various stakeholders from all strata of the South African society and is the main tool that the MRM uses in the quest to contribute to the attainment of a just, caring and cohesive society.

One of the new and exciting programmes being initiated under MRM Month is a pilot youth programme. A group of about 18 youth coordinators are being engaged for a period of six months to help with facilitating issues of morality and ethical behaviour among young people.

During this period, there will be a transfer of skills, including computer literacy, report writing, presentation and facilitation, social mobilisation, conflict resolution and stakeholder management. At the end of the programme, they will be expected to be able to facilitate social dialogue within communities. The movement would like to expand this programme and is looking for organisations and people to partner with.

There are many organisations and institutions that aim to combat moral decay and it is our hope that we will win this

Moral regeneration: the value of values

sound, caring and cohesive society through the realisation of the values and ideals enshrined in our Constitution. Our slogan and rallying call is: “Harnessing the Moral Wealth of the Nation”.

Every year, we celebrate MRM Month in July to call upon all South Africans to evaluate whether they live lives that promote positive values.

The idea of having MRM Month in July was influenced by two things; firstly, the fact that it is the birthday month of Tata Nelson Rolihlahla Mandela and secondly, that it is the month in which the Charter of Positive Values was adopted. Communities all over the country in all provinces will be encouraged to participate in activities that will highlight moral issues and themes, thus creating greater awareness and interest in moral regeneration issues.

2011 is the third year we will be celebrating MRM Month and our theme is *Together Nurturing the Good in Everyone through the Charter of Positive Values*. The Charter of Positive Values is a booklet encapsulating nine moral themes (or positive values) as espoused in the Constitution.

battle if we all believe in Ubuntu and Batho Pele.

The regeneration of the moral fibre of a country is the responsibility of everybody, young and old, and it behoves all of us to put our shoulders to the wheel and push for a moral society because ultimately that will lead to peace, prosperity and stability.

*** Zandile Mdhlahla is Chief Executive Officer of the Moral Regeneration Movement.**





Using technology to build eThekweni's integrated Disaster Management Centre.



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

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

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

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

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

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

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

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

Does the Government need the media?

stories (which the former misunderstands to be propaganda) or a government unaided by mainstream media but speaks directly to the people, they would choose the latter.

The time has come for government to not only walk away from the unnecessary wrangling with the media, but to develop a new communication strategy that delivers the message directly to the people. We have to draw an important distinction between the medium and the message.

It's also time for government to review relations with the mainstream media because in the indigenous cultural context, the media is not the message.

In fact, it will never be enough for government to place an advert or advertorial in a newspaper. Even to call a media briefing or press conference at an exclusive hotel or arrange for a one-on-one with some top editors does not necessarily work.

As a government that is the product of a former liberation movement embedded among the people, the Government – through Government Communications, for instance – must create structures and platforms where its messengers, that is, the political principals or communicators, can speak directly to the people. If this happens – in their own language and in their own space and place – there is a greater chance for them to internalise the message. In fact, they become messengers themselves.

In the Africa that the Government operates in, the messenger is a message. In the light of the unending creative tension between government and the hostile media, perhaps it is now time that the former re-examined the role of communicators who overemphasise the media.

*Writer: Sandile Memela**

The Government of the Republic of South Africa does not need to fight the media, at least, not in public. It is an open secret that not only is the media overly juniorised, but its professionals are so underpaid and demoralised that they cannot uphold their own standards. After almost two decades in post-apartheid society, the Government should realise that engaging in a public spat with the media makes the latter look like angels when they are not.

Engaging the media on how to correctly cover government stories, improve its battered image, enhance its poor standards plagued by poor research, lack of skilled staff and junior writers is not the Government's responsibility. This is mistaken for interference with so-called freedom of expression and the media. Thus, the Government should re-examine its programme to shift it towards selling its message directly to the people.

If the people of this country were to be asked to choose between a negatively biased media without government

There is very little doubt that the African cultural context that the Government operates in requires a special type of communicator.

A government spokesperson must be intuitively connected to the community or have an extensive network of grassroots contacts that run deep into the heart of the community or sector.

Such a person must be a living part of the community, be connected to the grassroots and understand their history, language, needs, aspirations and hopes.

It is very important for every government spokesperson to be that connective link which promotes and encourages the dissemination of vital information and forges closer connections.

For freedom of expression to flourish, government must be seen to encourage direct information and knowledge-sharing and critical exchange of views.

(And this is something that the media does not exactly encourage as it tends to publish only viewpoints that are hyper critical of government.)

This will make it easier not only to ignore the intermediary role of the media but for the people to take ownership of government programmes and have a sense of belonging in making this country work.

Of course, this will deliver the Government's mandate to create an empowered, fair and inclusive citizenship.

There should be very little place or consideration for media that is not concerned with and completely at one with the urgent need to empower the people through information and knowledge so that they can be active agents of the change they want to see in their lives, and in their country.

What we need to admit is that the biggest challenge in getting the Government to speak directly to the people who put it into power is the minds and attitudes of some of its spokespersons and political principals, themselves. Some government spokespeople have an obsession with the use of mainstream media which, is not, necessarily, the best vehicle to deliver government's message or reach the people.

Of course, it cannot be wrong to understand or appreciate modern media – including glossy print, Twitter, Facebook and others – and to use it to enhance government messaging.

But when it becomes the primary and dominant means of communication and it does not speak the same language as the people of the country, then there is a problem.

In the last three elections, we have seen how the governing party, for instance, has out of relative condemnation and negative coverage by the media always found ways that intuitively connect it to the people to emerge as victorious.

The Government must rid itself of the habit of overrelying on the medium to reach the people.

The media is not the message. Of course, one cannot minimise its relevance, despite the fact that print is consumed by less than 8% of the population, for instance. But we have to look at what works and stop pretending we do not know

how government manages to touch the hearts and minds of the people in its service-delivery strategies.

It is strange that the governing party's winning communication and

marketing strategies, for instance, have not, exactly, resounded in government.

We must realise that the reason for this lies less in the governing party doing the right thing than in government communication or its communicator, for instance, not learning from their own successful history.

Instead, there seems to be an obsession with mainstream media whose motive is nothing else but profit-making.

The Government will always be condemned to make a choice: a government that uses the media as the message or one that is intuitively connected and speaks directly to the people.

Government strategies need to emphasise taking the message directly to the people.

And for this, the Government does not, necessarily, need the media.

****Sandile Memela is Chief Director: Marketing and Public Relations for the Department of Arts and Culture. He writes in his personal capacity.***

The time has come for government to not only walk away from the unnecessary wrangling with the media but to develop a new communication strategy that delivers the message directly to the people.

NATIONAL HOUSING FINANCE CORPORATION

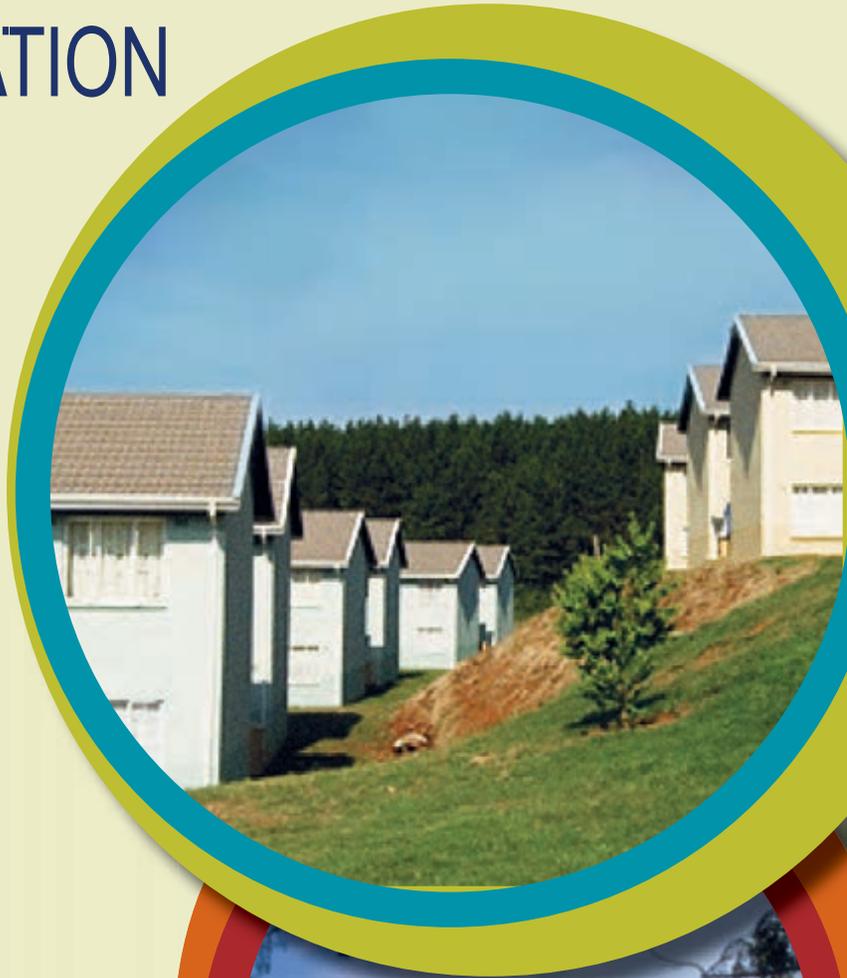
The National Housing Finance Corporation (NHFC) supports the Breaking New Ground (“BNG”) Strategy of the National Department of Human Settlements by facilitating and funding the development of sustainable human settlements and the eradication of informal settlements.

FUNDING

- Providing wholesale funding to intermediaries for small home improvement loans to households.
- Funding long-term project finance to social housing and private rental landlords.
- In partnership with others, providing bridging funding to the development of affordable homes, particularly integrated developments.
- Providing retail home loans to the lower end of the housing market through various channels.

FACILITATION

- Implementing risk enhancement mechanisms to encourage active participation in the low- to middle-income housing market.
- Promoting an enabling environment in the low- to middle-income housing market through advocacy and involvement in policy development.
- Improving access to housing finance for the low- to middle-income housing market to improve their living standards.



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The National Library: a new chapter in heritage

Many motorists passing the imposing architectural structure on Proes Street in downtown Pretoria daily, seldom associate this new-age architecture with the Public Service.

However, beyond the red-brick façade of the National Library of South Africa (NLSA) lays an equally impressive repository of South Africa's written heritage dating back to the turn of the century.

An entity of the Department of Arts and Culture, the NLSA is South Africa's custodian of national documentary heritage.

According to the National Librarian and NLSA Chief Executive Officer, John Tsebe, the NLSA plays a strategic leadership role in the Library and Information Services (LIS) sector, both nationally and at international level.

"We are currently regarded as one of the leading national libraries in the world. In Africa, we are in the same league as Egypt, while globally we can proudly say we relate well with advanced national libraries," says a delighted Tsebe.

The NLSA is a merger of the former South African Library, founded in 1818 in Cape Town, and the State Library, founded in 1887 in Pretoria. The two national libraries were amalgamated in November 1999 to form the NLSA.

The NLSA building was officially opened by former President Thabo Mbeki in late 2008.

The NLSA is, however, spread over three premises: the main office in Pretoria. In Cape Town there is an NLSA campus and another building which serves as a storage facility.

In terms of the Legal Deposit Act, 1997, the NLSA should receive a copy of each book, pamphlet, periodical, newspaper or other publication that is published in South Africa. The places of legal deposit are the NLSA (both the Pretoria and Cape Town campuses), the Library of Parliament in Cape Town; the Mangaung Public Library in Bloemfontein; the Msunduzi Municipal Library in Pietermaritzburg; and the National Film, Video and Sound Archives in Pretoria.

The NLSA also provides bibliographic services and by extension is an agency of the International Standard Number (ISN).

It supplies ISNs and codes for published documents in various physical formats – that is International Standard Book Number, International Standard Serial Number and other identifiers – to detect any South African-published document worldwide. According to the National Librarian, national libraries are responsible for safeguarding those records that society has considered necessary to create and keep.

To undertake this function, the NLSA implements the Preservation Services Programme (PSP), which strives to ensure the long-term availability and accessibility of South African knowledge resources through the preservation of audiovisual, broadcast and electronic media.

"Through the PSP, we ensure that the National Library maintains and develops world-class in-house preservation policy and practices, and a national preservation function capable of providing preservation and conservation services on a national basis," says Tsebe.

He adds that the preservation services of the NLSA seek to preserve its collections for posterity, using conservation techniques that include the reformatting of material.

"Documents too fragile to be photocopied are reformatting by the National Library's reprographic services onto photographic film, microfilm, microfiche or in digital format."

The key functions of the PSP include reprographic, digitisation and conservation services.

The NLSA collections contain a wealth of information sources, from rare manuscripts and foreign official publications to an extensive body of South African documents, including books and periodicals, government publications, maps, technical reports, newspapers and pamphlets.



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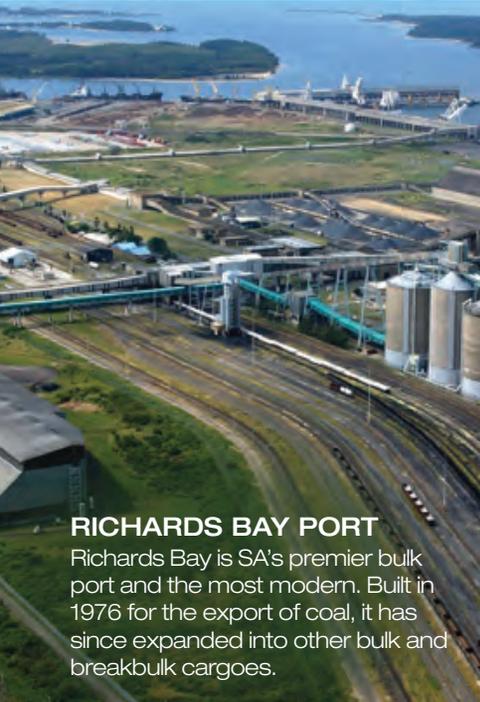


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*National Librarian and NLSA
Chief Executive Officer,
John Tsebe*

These are in various formats, ranging from print material to electronic sources.

In addition to its day-to-day activities, the NLSA has outreach programmes through which it interacts with various stakeholders in the LIS sector. These include heritage and information awareness and the Centre for the Book in Cape Town.

The Heritage and Information Awareness Programme promotes South Africa's documentary heritage while the Centre for the Book was established to develop a culture of reading in South Africa.

It lobbies government on national book policy and acts as a broker between sectors of the book industry while also representing libraries, educational institutions and, most importantly, readers.

The centre helps to coordinate, promote and encourage all book-related activities in South Africa.

Recently, the NLSA's Pretoria Campus installed a Mass De-Acidification System as part of the NLSA's mandate to provide conservation services on a national basis.

"The significant part that acidity plays in the rapid deterioration of paper has long been recognised. Over time, acids cause paper to become brittle, resulting in the loss of valuable heritage resources. The Library's book collection contains more than 500 000 original South African titles. It is estimated that as much as 60% (300 000) are in danger of future loss due to paper deterioration hence we have installed this Mass De-Acidification System," says Tsebe.

The NLSA at a glance:

The total collection housed in Cape Town and Pretoria comprises:

- 3,3 million book titles and other items
- 63 000 periodical titles
- 80 000 newspaper-bound volumes
- 55 000 maps
- 230 000 photographs.

Tsebe says the NLSA is active in many organisations and serves as a link between the LIS and the heritage sector.

The NLSA is a member of, among other organisations, the Library and Information Association of South Africa, the National Council of Library and Information Services, the Council of Higher Education Libraries of South Africa and the South African Book Distributors Council, to mention a few. Internationally, the NLSA is an active member of the International Federation of Library Associations (IFLA).

Earlier this year, Tsebe was appointed chairperson of the Council for Directors of National Libraries (CDNL). The Deputy National Librarian, Ms Rachel More, is the second secretary of the CDNL.

Tsebe served on the boards of the Coalition of South African Library Consortia, the South African Bibliographic and Information Network and the 2007 World Library and Information Congress National Advisory Committee that planned the IFLA Conference that was held in South Africa in 2007.

Tsebe has had some articles published and has made presentations at national and international conferences, seminars and workshops in Argentina, Ghana, Kenya, Namibia, Norway, Uganda, United Kingdom, Zimbabwe and South Africa.

To commemorate International Mandela Day on 18 July, the NLSA has lined up an interesting programme for the month to enlighten members of the public about this South African icon.

According to the National Librarian, the NLSA will have an exhibition about the life, times, trials and tribulations of Mandela.

"In addition, we have lined up a number of speakers whom we have invited to give talks and lectures about this great South African. We will also have an exhibition of anything that has been written about Mandela. These will be books, children's cartoons, biographies and other reading material," says Tsebe.

He says the NLSA hopes to create awareness among its young patrons of the selflessness that people like Mandela displayed during their years of struggle as well as the humility with which he led his organisation and South Africa as the country's first democratically elected President in 1994.



CITY OF EKURHULENI THE PREFERRED SPORTING DESTINATION

For a long time the Ekurhuleni region has been synonymous with manufacturing earning it the nickname 'Africa's manufacturing hub'— and it still is, but this is certainly not all that the area has to offer. This has become more apparent thanks to the 2010 world cup.

With the City of Ekurhuleni not being a host during the soccer spectacle, the municipality had to take advantage of its centrality as the main gateway into the rest of South Africa and Africa and the fact that it is home to the biggest airport in Africa, the O.R Tambo International Airport and be the welcoming city.

A flagship 2010 legacy park, Dries Niemandt Welcome Village, in Kempton Park was built to give tourists and soccer fans a unique experience while enjoying soccer on big screens.

Shortly after the world cup, the City of Ekurhuleni which had proven what they can do as a welcome city, played host to the 7th CAF African Women Championship – a prime continental soccer tournament that pits the best women national teams against each other.

With its two refurbished stadiums Sinaba in Daveyton (New Zealand training venue) and Makhulong in Tembisa (warm-up match between Nigeria and North Korea) having played a crucial role in the 2010 FIFA World Cup the City was more than ready to host the continental showpiece. For Ekurhuleni the tournament was an opportunity to showcase what the City has to offer in the sporting front and to promote it as a major tourism and destination point domestically and internationally. After all, the City boasts world-class executive hotels and tourism products ranging from eco-tourism, gaming and entertainment, shopping, soccer and family entertainment, tourism routes and cultural and township experience.

Days before the starting of the world cup the City of Ekurhuleni again demonstrated why it is fast becoming an alternative sporting destination when it hosted the week-long COPA Coca-Cola Football Stars Inter-Africa Tournament at the newly built state of the art Katsheh Stadium – another 2010 legacy project

The City's hosting of major sporting events is not limited to soccer only; major boxing tournaments are regularly hosted at the two major casinos in the region while Willowmore Park home of the Easterns Cricket in Benoni is one of the new international venues on the South African cricketing calendar.



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National Library of South Africa



The National Library of South Africa is the National Treasure house of the published heritage materials, a centre of excellence in providing access to the immensely valuable resources, facilitated and provide knowledge and information literacy. The National Library Act 92 of 1998 provides for the National Library to collect, record, preserve and make available the national documentary heritage materials.

The National Library as the national depository of published material in the country has key collections of the South African documentary heritage and makes these accessible through its work as the national bibliographic agency according to national and international standards. The National Library's comprehensive collection enables it to position itself as a leading national library and information centre of excellence in Africa.

The National Library of South Africa has become a symbol of community upliftment and empowerment. The Library now attracts an average of over 15 000 users per month.

The NLSA has been fitted with 500 new computers available for use by the public for free access of the Internet. Deploying computers to the public areas contribute a great deal in providing the public free access to the Internet and normal computer use activities. Information literacy training is offered to the general public to equip them with the necessary skills.

NLSA is one of the best-known and best-used points of access to information by national and

international researchers. In addition, the NEPAD programme funded on the principle of sustainable economic development requires the support of African institutions such as the National Library of South Africa.

The NLSA achievements:

- A well equipped new National Library building with computers available for use by the public, thus contributing towards reducing the digital divide.
- A National Library serving its purpose in providing a repository for current electronic published documents and a preservation service for all legal deposit documents in South Africa
- There is more space available for studying, reading, research and on-line services.
- The auditorium and meeting rooms are used for training and meetings with national and international delegates, and the necessary audio-visual equipment is available.
- The reprint of South African Classics project has paved the way for more African literature being made available in all the nine indigenous languages.
- Full participation in the Library Transformation Charter and NCLIS to advise the LIS sector around issues affecting libraries and librarianship.

The National Library of South Africa lives to its vision as a leading library and information centre of excellence in Africa, and in the world. The CEO and National Librarian, Mr John Tsebe is the Chairperson of the Council for Directors of National Libraries of the world.



NLSA Building



Deacidification machines.

Department of Arts and Culture R1 billion Conditional Grant for Libraries



The Department of Arts and Culture supports public and community libraries through the conditional grant to enable South Africans to gain access to knowledge and information resources that will improve their socio-economic situation.

Since it began in 2007, the conditional grant has made great strides in improving the state of community libraries in the country. With over R433 million being spent on the community libraries in all nine Provinces, several library structures have been built, others refurbished.

There are seven broad categories in which provinces have utilised the conditional grant funding:

- Building libraries (18 new libraries built)
- Refurbishing libraries (139 libraries refurbished)
- Public Internet access
- Staffing and staff training
- Equipment and furniture acquired
- Reading programs
- Access for disabled people

The Transformation Charter of Libraries:

With its roots in the Freedom Charter, the Transformation Charter of Libraries is spearheaded by the NCLIS and the National Library of South Africa. The Charter is guided by fundamental principles enshrined in the South African Constitution, with the most crucial being redress and equity.

The purpose of the Transformation Charter of Libraries is to:

- To develop an integrated funding model for the Library and Information Services Sector.
- To ensure that all South Africans have access to information as prescribed by the South African Constitution.
- Promote employment equity and skills development therefore effecting efficiency and effectiveness to clientele.
- Make libraries the centres for the dissemination of information and knowledge.
- Make libraries places where people from all backgrounds can find each other.

Following the extensive consultative process the LIS transformation charter was drafted. Now onto its sixth draft which includes inputs from the ministries of Arts and Culture and Education. Now the charter is awaiting the parliamentary process.

Skills Development in the Library and Information Services (LIS):

Over 200 community libraries in South Africa have received disaster management and basic book repair training. Each library is provided with a toolkit and book repair tools so they can conduct book repair in a responsible manner.

Reprint of South African Classics Project:

One of the national priorities that the conditional grant is advocating for is the promotion of writers and publishers in African languages. Already on the brink of its second phase of reprints this ministerial project has already seen the reprint of 27 titles at 3 000 copies a title. The process to make these books available in all public libraries is in full swing.

Dr Joseph Phaahla
Deputy Minister of
Arts and Culture



The Department of Arts and Culture launches the second phase of Reprinted South African Classics

The Deputy Minister of Arts and Culture, Dr Phaahla officially launched the second phase of South African Classics, a project funded from the R1 Billion Conditional Grant aiming to promote access to libraries and to encourage the culture of reading and writing.

In 2008 the Department of Arts and Culture entrusted the National Library of South Africa with the task to identify and reprint books, which are regarded

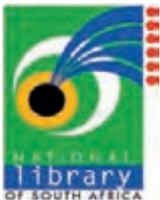
to be classics in the nine indigenous languages in South Africa. The public nominated thousands of titles which they consider to be classics, leaving the panel of experts with an enormous task to screen and select the classic books. The panel constituted of literary and publishing experts who finalised the list.

In the first phase of the project 27 literary classics titles were reprinted, while in the second phase 19 literary titles have been reprinted.

These add up to the total of 46 titles reprinted in the nine indigenous languages to this far.

The National Library of South Africa will continue reproducing the texts and ensure that knowledge is not lost from future generations. The reprinted books of the first phase were distributed to all nine Provinces, public and school libraries, and all centres of information for easy access to the public.

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President of the Islamic Republic of Mauritania, Mr Yoweri Museveni with President Jacob Zuma

Youth at the heart of a united and prosperous Africa

When the African Union (AU) was formed in Durban on 9 July 2002, it was established as a pan-African continental body charged with overseeing the continent's rapid integration and sustainable development to enable it to play its rightful role in global affairs. This is done through spearheading activities that encourage unity, solidarity, cohesion and cooperation among the people of Africa and African states as well as developing a new partnership worldwide.

The most important decisions of the 53-member state body are made by the AU Assembly, a semi-annual meeting of the heads of state and government of its member states. The AU's Secretariat, the AU Commission, is based in Addis Ababa, Ethiopia.



President Jacob Zuma with the Chairperson of the AU Commission, Dr Jean Ping

The AU faces many challenges, including health issues such as combating malaria and the HIV/AIDS epidemic; political issues such as confronting undemocratic regimes and mediating in the many civil wars; economic issues such as improving the standard of living of millions of impoverished people; ecological issues such as dealing with recurring famine, desertification and lack of ecological sustainability; as well as legal issues such as Western Sahara.

The AU acknowledges that its struggle for a prosperous Africa has many hurdles to overcome – and is fully aware of the mammoth task ahead.

In June 2011, the 17th ordinary session of the AU Assembly meeting was held in Malabo, Equatorial Guinea, symbolising the growth

of the integration process. The theme of the June 2011 Summit was Accelerating Youth Empowerment for Sustainable Development, a theme that was of particular importance to South Africa as it coincided with the celebration of Youth Month and South Africa's commitment towards advancing youth development. This year also marks the 35th anniversary of the 16 June 1976 Soweto Uprising. The summit discussed the peace and security situation on the continent and included post-conflict reconstruction issues.

Highlights from the summit include:

- a call to invest in the empowerment and leadership of the youth who constitute about 62% of the continent's population
- South Africa recommitted to the consolidation of the African Agenda by supporting multilateral and bilateral cooperation, to ensure a better Africa for all who live in it
- general agreement that deeper regional integration in Africa is a prerequisite for engaging more competitively with the world economy
- South Africa called on countries of the North to be more responsive to the needs of developing countries and for the South to play a more visible role in global affairs.

This year also marks the 10th anniversary of the formation of the New Partnership for Africa's Development (Nepad). Nepad's Planning and Coordinating Agency has been integrated into the processes and structures of the AU. Nepad, as the technical arm of the AU, has brought change to many Africans and expectations on its delivery are high.

While the African continent is still experiencing the legacy of colonialism and discrimination, the second stage of our continent's reawakening has begun. Leaders on the African continent are embracing democracy, rule of law and upholding international law.

In doing so, they are laying the foundations on which young Africans, who make up nearly two-thirds of the continent's population, ought to build.



Our goal is to regulate gambling

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Pioneers in gambling regulation



Writer: Smoking Rubber

Sleek styling and superior presence

Volkswagen's CC is probably one of the most underrated cars on the South African market right now. VW seems to always play second fiddle in the luxury class compared to sister company Audi, yet many of their top-range offerings are better value for money than most cars out there. Launched in the South African market around two years ago, the CC is a rare sight on our roads, yet it is a car that is packed to the hilt with luxuries, styling and sheer beauty.

The CC has a sleek coupé styling to it and an impressive, macho stance on the road. While the sloping curves and in-your-face front end give this car a hard-to-miss presence, sales seem to be stunted by the badge. The CC is, however, a great alternative

for those who want to stand out from the crowd and still have the refinement, luxury, superb build quality and assurance that come with all German Autobahn cruisers.

The CC is offered in three engine derivatives with the range topper being the 3.6 litre, DSG (fancy-speak for an automatic that has manual characteristics) and 4motion (simply put, a four-wheel drive), which sells for around the R470 000 mark. Middle of the range is the 2-litre turbo, which is offered in both automatic and manual transmissions and retails from around R370 000. Too expensive for you? A good choice is the 2.0 litre diesel DSG, which will save you over R110 000 on the 3.6 litre and also boasts remarkably lighter diesel consumption.

VW has thrown in the works when it comes to accessories for the CC. You can personalise your vehicle with niceties like optional electric seats, keyless entry, satellite navigation and a panoramic sunroof to take in the beautiful African sunshine.

While the "big three" German brands – Audi, Mercedes Benz and BMW – are still perceived by many as the vehicle of choice to make a statement, the Volkswagen CC does offer a stylish alternative that still makes for sheer comfortable driving.

PRICING

MODEL	PRICE
2.0 125kW TDI DSG	R363 300
2.0 147kW TSI Manual	R370 950
2.0 147kW TSI Tiptronic	R385 450
3.6 V6 FSI DSG® 4Motion	R469 405

DEPARTMENT OF TRANSPORT

NDEBELE HOSTS WORLD INVESTORS AT THE INTERNATIONAL TRANSPORT INVESTORS' CONFERENCE



Minister of Transport
Mr Sibusiso Ndebele

The Department of Transport hosted a successful International Investors' Conference from 13 to 14 June 2011 at the Cape Town International Convention Centre under the stewardship of Transport Minister Sibusiso Ndebele.

Themed, **Creating winning partnerships through investment in transport infrastructure**, the conference focused on creating investment opportunities in transport infrastructure.

The conference was aimed at attracting local and international investors to major transport infrastructure projects in order to establish local industries, and contribute to economic growth.

Approximately more than 900 delegates from across the globe, representing a cross-section of interests from governments, state-owned entities and regulatory bodies to research bodies, funding and investment institutions and many others, attended the Conference.

The conference focused among others, on:

- identifying and packaging potential projects in the transport sector;

- showcasing different transport projects critical to the delivery of transport infrastructure objectives;
- identifying and attracting investors for identified projects;
- enabling interaction between investors and government on proposed projects, providing an opportunity to demonstrate interest by investors; and
- testing eagerness to invest in transport projects.

Delegates at the conference explored on present and future funding requirements for the improvement of transport infrastructure in the Republic.

In his opening address, Minister Ndebele said "Long-term development planning and effective resource allocation are critical for the realisation of the economic and social goals of our Transport Sector.

"The introduction of 'Life Cycle Design and Costing', combined with effective routine and preventative maintenance will ensure that we optimise transport sector infrastructure in providing cost effective service delivery. We gather at this

conference to explore the various financing innovations which, when implemented, shall address the needs of our country and its economy. Transport and its related services is a catalyst for economic growth as well as direct and indirect job-creation in South Africa. The provision of affordable, safe and reliable transportation of goods and people within our economy are critical to the development of our country."

The Department of Transport is tasked with the responsibility to provide safe, affordable, reliable, efficient, and fully integrated transport systems and infrastructure. The Department will provide transport infrastructure and services that are efficient and affordable to individuals and corporate users, while ensuring the provision of increasing levels of safety and security across all transport modes.

The challenges facing the South African transport system have been documented over the years and can be categorised into three categories namely:

- demand outstripping supply with regards to infrastructure;



- lack of appropriate investment in the transport sector over the past decades, resulting in poorly maintained infrastructure; and
- limited or absence of investment into the various modes.

The country's fiscus is not in a position to fund all the needs of the transport sector. For this reason, Government's ambitions need significant support from the private sector, notably in terms of sustainable investments.

Some of the key transport sector projects highlighted by the Minister in his opening address related to:

- The completion of the ultramodern, state-of-the-art Gautrain rapid rail network, Link 1 between Sandton and OR Tambo International Airport which was opened in June 2010 and Link 2 from Johannesburg to Pretoria to be opened by June/July 2011. This ushers in a new era in public transportation matching world standards for rapid rail transport.
- Travelling at 160 km per hour, taking 38 minutes between Johannesburg and Pretoria, will set a benchmark for such developments in South Africa in the future.
- The Gauteng Freeway Improvement Project, valued at R22 billion, is an initiative that aims to encourage people to use public transport, in an effort to alleviate traffic congestion on Gauteng's freeways. SANRAL, together with its Partners, the Provincial Government of Gauteng, and the Metro authorities in Tshwane, Johannesburg and Ekurhuleni developed a project to upgrade or construct approximately 500 km of road around the three Metros.
- The successful implementation of the Rea Vaya Bus Rapid Transit System, transporting some 30 000 people per day, has been awarded the "Encouragement Award" by the

KEY STRATEGIC AREAS FOR INVESTMENT

STRATEGIC TRANSPORTATION PROJECTS	TENDERING AUTHORITY	STATUS FEASIBILITY STUDY	ESTIMATE CAPITAL COST (ZAR BILLIONS)
New Commuter Coaches	PRASA	June 2011	86
Shosholoza Meyl New Coaches / Locomotives	PRASA	June 2011	11
N1 / N2 Winelands	SANRAL	Complete	8-10
R72 / N2 Toll Road	SANRAL	Complete	5.35
R200 Ring Road	SANRAL	Complete	4.16
N2 Wild Coast Project	SANRAL	Complete	8-10
Sanral's Domestic Medium Term Note	SANRAL	Not Applicable	55 by 2016
Wild Coast Meander	Eastern Cape Dept R&T	Complete	1.35
Mahatma Airport Development Project	Dot and Eastern Cape R&T	Work in progress	0.5
West Rand Logistics Hub	Blue IQ	May 2011	3.19
Cape Town Rail Link	PRASA	Complete	3.5

The conference has established a platform for investors to come into the transport space in South Africa; it has raised the investment profile of the region and of the whole continent.

International Association of Public Transport (UIPT) in Dubai in May 2011.

- The taxi industry in Johannesburg became a 66% shareholder of the Rea Vaya Bus Rapid Transit System Company, marking one of the most significant Broad Based Black Economic Empowerment [BBBEE]

transactions South Africa has seen in the transport sector.

A number of key strategic areas for investment including rail, roads, public transport and maritime were identified, as indicated in the table above.



Department of Transport
Branch: Communications
Private Bag X193, Pretoria, 0001
Tel: 012 309 3000

www.transport.gov.za



Ready, Dress,

All professionals know that their work rarely ends at the end of the normal work day. Traffic and long hours make it impossible to go home for a wardrobe change before a night out on the town or an evening work-related function. These few key items can take your look from day to night in a few minutes.



White shirt:
R349,
Country Road

Blue tie: R79,99, **Edgars**

Black and white floral print
shirt: R169,95, **Edgars**

Black bow tie: R69,
Markham

Black and white-two-in-
one tie: R75, **Markham**

Hat: R130,
Woolworths

Black woollen trousers:
R549,95, **Edgars**

Purple suit jacket: R1 600
and trousers: R750, **C Square
Markham**

Black and white pinstripe shirt:
R299, **Markham**

Purple and black knitted scarf:
R79,95, **Woolworths**

Woven check scarf: R299,
Country Road

Guess jeans: R699, **Edgars**

Grey coat with black velvet col-
lar: R1 500, **Edgars.**

A smart coat is great for day or night, smart or more casual. For work, wear it with suit trousers, and then for a more funky night look team it up with your favourite jeans.

Shoes: R249,95, **Edgars**

Go!

Grey shirt: R650,
Jo Borkett, Edgars

Black leather gloves: R250,
Woolworths

Black beaded cardigan sold as
twinset with the black polo-
neck: R1 490, **Errol Arendz**
*A beaded cardigan is an
instant way to glam up your
outfit.*

Red slim leg pants: R359,
Twist at Woolworths

Purple shirt: R 199,
Woolworths

Diamante brooch:
R120, **Lulu Belle**

Brooch: R120, **Lulu Belle**

Satin floral brooches on polo
neck: R150 each, **Lulu Belle**

Black shag jacket: R650,
Jo Borkett, Edgars

Cerise clutch with flower
detailing: R500, **Lulu Belle**

Pink jacket:
R2 199, and
black and
white her-
ringbone
print
dress: R1 690,
both **Errol
Arendz**

Wrap dress: R1 000, **Marion and
Lindie, Edgars**

Black and purple suede shoes:
R790, **Errol Arendz**

Grey flannel high heels with
wooden stilleto: R890,
Errol Arendz



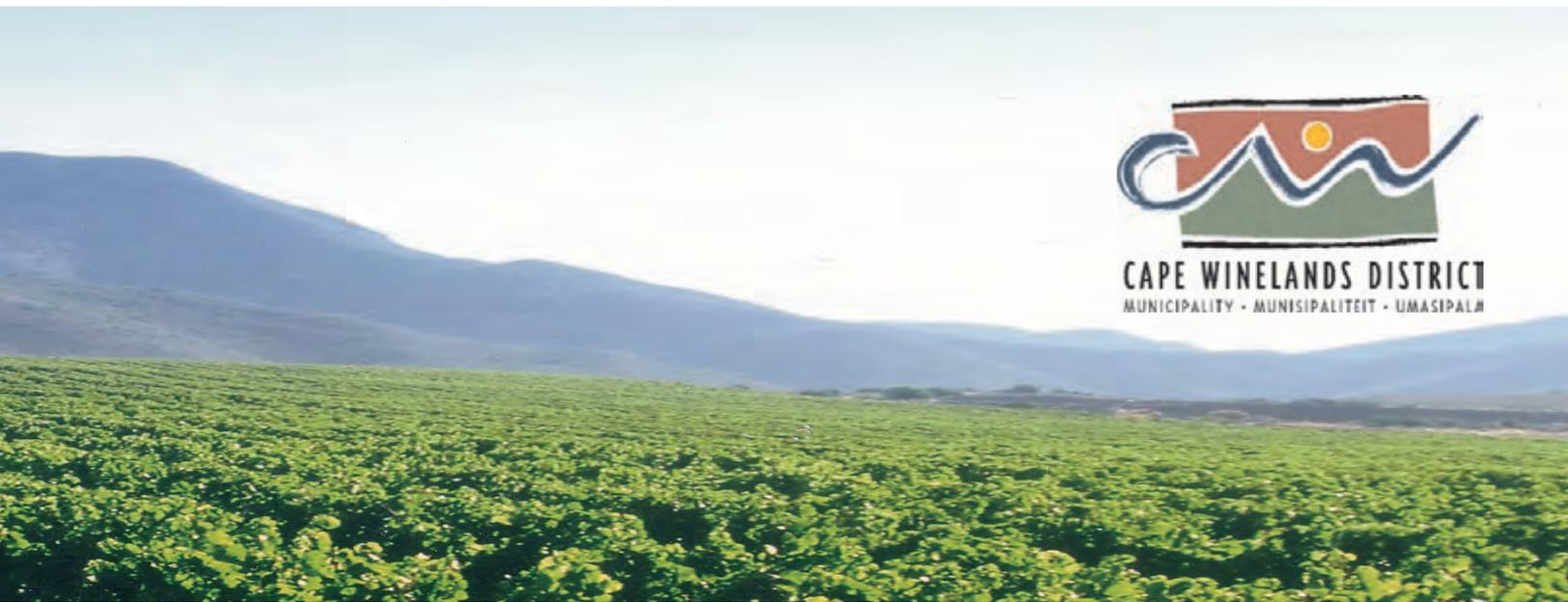
Discovering the gems of the Cape Winelands



Nestled in one of South Africa's most historically colourful provinces, the Cape Winelands District comprises 5 sub-regions, each with its unique offerings that contribute handsomely to the region's touristic whole. From its Gateway historic town of Stellenbosch through the Drakenstein, Langeberg, the Breede Valley and Witzenberg, the Cape Winelands offer an array of experiences, activities and sights to behold; all catering to many tastes in all seasons, all year round. From several centuries ago

when the first settlers arrived from Europe and others followed from the Middle-East and other parts of the world, the region has been enriched through a cultural metissage that continues to manifest itself in culinary marvels touching on and reminiscent of all corners of the world. Combined with the cultural treasure trove that already existed locally, this world mix has made of the Cape Winelands an obligatory “*at least once-in-a-lifetime*” stop for many discerning travelers the world over. Furthermore, the region's viticulture goes back to the early arrival of, amongst others, French Huguenots who came to South Africa after fleeing religious persecution in their own country, bringing their widely celebrated wine-making *savoir faire* to our shores. Over the decades, South African wine has grown a character of its own, introducing locally bred cultivars such as the much sought-after *pinot noir* that came to compete with the best in the wine producing world, both in what is referred to as the old world and in the world. Today, the Cape Winelands boast many award-winning wines and vineyards that can be visited along the Bredekloof Wine Route, Route 62, the Paarl Vintners Wine Route, and the Franschoek Wine Route, each of them with dozens of its own viticultural experiences to behold. Visitors to the Cape Winelands come to the region for many reasons;

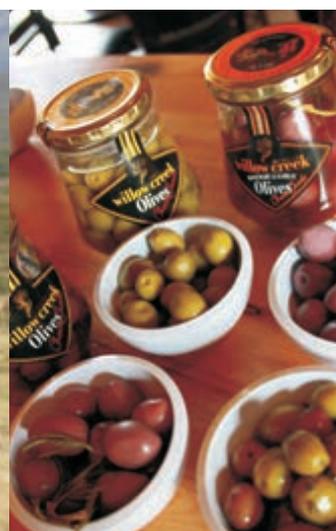




the most obvious of these is to try the region's renowned **Food & Wine** experience first-hand. The first visit is often a positive trigger for word-of-mouth recommendations and subsequent visits to the region. Other visits can be packaged thematically for lovers and enthusiasts of **Adventure, Culture & Heritage, Events, Health & Wellness, Adventure and Ecotourism** stays in the region. Increasingly, the Cape Winelands also offer an ideal setting for doing **Business and Events** in a variety of modern facilities with a backdrop of amazing mountains and other natural wonders that *mother-nature* has bestowed on the people of this part of South Africa. Nature lovers and those interested in the conservation of our natural human heritage through responsible management practices and responsible tourism can also experience this first-hand in the Cape Winelands *Biosphere Reserve*, rich with unique geological and topographic features, as well as hundreds of records of human activity dating back to the Early Stone Age.

Most recent South African history was also given a Cape Winelands stamp when former President Nelson Mandela took his first steps to freedom from the erstwhile Victor Verster Prison (now called the Drakenstein Correctional Services) from where he was released in 1990. The whole world, through local and international media contingents, as well as hundreds of thousands of other people interested in the evolving political environment in South Africa, descended on the region to have a first-hand experience and to be able to say "I was also there when it all happened". It all happened in the Cape Winelands' Drakenstein sub-region.

The Cape Winelands, a place where there are ***a thousand things to do, then some wine...***



Cape Town-born Enoryt Appollis is taking the KwaZulu-Natal culinary scene by storm. Growing up on the Cape Flats immersed in a culture of festive food. After getting his break as a chef at the renowned dinner cirque spectacular Madame Zingara, he soon became known for his unique blends in the kitchen. Today, Enoryt is the head chef at the new Caledon Manor Hotel in Ballito, outside Durban. He shares his favourite recipes with *Public Sector Manager*.

Lime- and chilli-marinated prawns on an onion and coriander risotto in a seafood bisque

Seafood bisque

Ingredients:

1 kg prawns, deveined
20 ml cooking oil
1 tsp pepper corns
A few bay leaves
30 g tomato paste
One carrot (peeled and roughly chopped)
½ white onion (peeled and roughly chopped)
100 ml water
50 to 100 ml fresh cream

Peel off the prawn shells and place the shells on an oven tray. Roast in a preheated 180 degree oven until golden orange in colour. Once ready, remove the shells from the oven and set aside.

Place the oil, peppercorns, bay leaves, tomato paste, carrots and onion in a separate medium-sized pot. Gently fry all these ingredients on the stove over a low heat for about 15 minutes. Add the prawn shells and cover with water. Increase the heat and bring to a low boil

until the carrots are soft. Strain the shells out and return the mixture to heat. Whisk in 50 to 100 ml of cream.

Onion and coriander risotto

Ingredients:

20 ml cooking oil
20 to 30 g butter
Two crushed garlic cloves
½ red onion chopped
150 g risotto rice
125 ml white wine
1 ltr vegetable stock or water
50 g grated parmesan
Two tbs of chopped coriander

Place the 20 ml cooking oil and the butter in a pot. Once the butter has melted and been heated with the oil, add the red onion and garlic. Stir and cook till slightly soft and then add the risotto. Keep stirring the risotto with a wooden spoon until all the grains are nicely coated in the butter. Slowly add the white wine, and then the stock or water. Cook until al dente. Season to taste and remove from the heat to cool. Stir in the grated parmesan and chopped coriander.

Lime- and chilli-marinated prawns

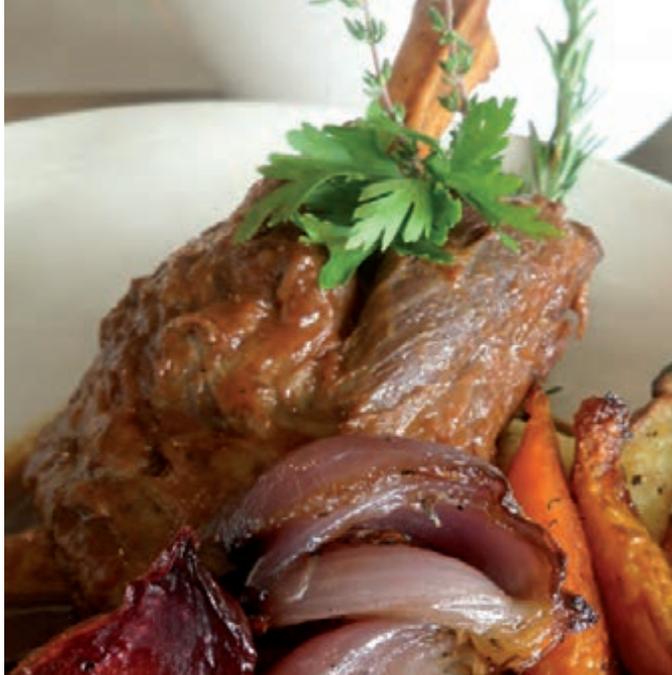
Ingredients:

One small chilli
A tbs of chopped coriander
A sprig of thyme
One lemon/lime zest
50 ml of olive oil

Remove the seeds from the chilli and finely chop it. In a bowl, add the chilli, coriander, thyme, zest and olive oil. Place the prawns in the mixture and allow to marinade for 15 to 20 minutes. Heat a medium-sized pan with a small amount of cooking oil and fry the prawns for two to four minutes per side.

To serve, place a helping of the risotto on a plate, add the prawns and drizzle the seafood bisque over the prawns.

Tantalise your taste buds



Slow-baked lamb shanks in red wine, rosemary and tomato, served with a creamy soft garlic polenta and glazed root vegetables

Ingredients:

Two 500 g lamb shanks (hind quarters preferably)
 Two cans of tomato puree
 50 g tomato paste
 Two sprigs of rosemary
 250 ml red wine
 Flour for dusting shanks
 Two carrots, roughly chopped, peeled and washed
 One large onion, peeled, washed and roughly chopped
 1 tsp cloves
 Three to five whole garlic cloves

Slow-baked lamb shanks

Dust the lamb shanks in flour and lightly fry in a pan with shallow oil until they brown on all sides. Remove from the pan and place them in a deep oven-proof dish. Add the tomato puree and paste, carrots, onions, rosemary, garlic cloves and wine and cover with foil. Place the dish in a preheated 180 degree oven for two to 2½ hours. Once cooked, remove the shanks from the liquid. Strain the vegetables from the liquid into a saucepan and add seasoning.

Glazed root vegetables

One carrot
 One sweet potato
 One red onion
 One beetroot
 Rosemary and thyme

Peel the carrots, sweet potato, red onion and beetroot and cut into wedges. Place on a tray and lightly rub with cooking oil. Add a few sprigs of thyme and rosemary and cover with foil in a pre-heated 180 degree oven for 10 to 12 minutes. Remove the foil and roast for a further 15 minutes.

Garlic polenta

150 ml cream
 350 ml water
 Two cloves of garlic

135 g of polenta
 30 g to 50 g butter

In a pot, add the cream and water. Grate the garlic into the mixture. Once the mixture starts to heat, stir in the polenta. Stir constantly until it begins to thicken. Reduce the heat and allow to cook until the polenta is soft. Allow to cool and then stir in the butter and season as required.

To serve, place a generous helping of polenta on a plate, and add the lamb shanks and the vegetables around.

Bitter chocolate tart with fresh berries, brandy caramelised orange and vanilla ice cream

Chocolate tart

Ingredients:

Two to three packets of dark chocolate biscuits
 120 g of butter
 Water
 Three leaves gelatine
 500 g dark chocolate
 150 ml cream
 A tub of vanilla ice cream

In a food processor, crush the biscuits and butter to form dough. Spread the dough out in a cake tin and place it in the fridge to set. Place the gelatine sheets in a glass of water to soften. Melt the cream and dark chocolate together in a mixing bowl over a pot of boiling water. Ensure that the bowl does not touch the water. Once the gelatine is soft, mix it into the chocolate mixture. Pour into the biscuit base and allow to set.

Caramelised oranges

Ingredients:

Two oranges cut into segments
 100 g sugar
 50 ml brandy
 Mixed fresh berries

In a saucepan, add the sugar and brandy. Melt over low heat and then increase the heat to thicken the sugar mixture. Once thickened, add the orange segments and simmer for about 10 minutes. Set aside to cool and serve with the tart and a generous serving of ice-cream.



Surviving Comrades

Of the 19 592 runners who registered for this year's Comrades Marathon on 29 May, 12 977 started the race and only 11 374 finished.

Among them was KwaZulu-Natal MEC for Health, Dr Sibongiseni Dhlomo; Thomas Thale, Deputy Director: Electronic Information Resources at Government Communications (GCIS); and Momelezi Kula, Executive Manager: Outreach, Education and Communication (OEC) at the Office of the Public Protector.

Runners set off on the epic journey from Durban to Pietermaritzburg.

There was no traffic, only the pounding sound of the runners' feet hitting the tarmac.

Thomas Thale came in at position 2 490, with a time of 9 hours and 14 minutes. After running a gruelling 86 kilometres, he crossed the Comrades finish line at 14:45, bloodied and bruised.

With the sun weighing down on Thale, he kept going until he hit Polly Shorts. At 80 km into the race, it looked insurmountable.

"Then, with only 6 km to go, I had a new surge of life and resumed running. I persevered and ran until I got to the Cricket Oval in Pietermaritzburg, where the race ended with a sense of achievement.

"I survived to tell this story and I have the medal to prove it."

While MEC Dhlomo crossed the finish line 30 minutes after the cut-off time, it was his first attempt in an uphill run. Dhlomo entered the race as part of his and government's commitment to promote healthy lifestyles and physical activity.

"Before the race, there was anxiety and fear of the unknown. Lots of people told me that I needed to prepare psychologically because it is a very tough race," says Dhlomo.

"Crossing the finishing line was full of excitement and very emotional. My family, the KZN Health Head of Department and Comrades officials were all there to welcome me," says a proud Dhlomo.

KwaZulu-Natal MEC for Health, Dr Sibongiseni Dhlomo during this year's up-run Comrades Marathon (front)



Executive Manager for Outreach, Education and Communications at the Office of the Public Protector, Momelezi Kula (red and white vest)





Comrades Marathon runner Thomas Thale, Deputy Director at GCIS' Electronic Information Resources (front)

His message to all South Africans is: "The circumstances around you can never stop you from achieving your dreams. Therefore, I urge all South Africans to focus on their dreams and forget the circumstances, don't let them (your circumstances) hold you back or dampen your vision."

For Kula, being a part of the 11 734 runners who finished the race was a milestone.

Kula has run seven Comrades races and completed six. He came in at position 8 270 and while he did not manage to finish the race under 11 hours, he remains proud of his achievement.

"I started the race well," he says. "When I was at 30 kms, I met a friend of mine, Nelson Mahlangu. I was surprised to catch up with him because his best time is 8 hours, 30 minutes for the Comrades and mine is 10 hours 22 minutes. He had an injury and he was in real pain. I admire his resolve because he started the race with the injury," says Kula.

"Races like the Comrades," says Kula, "really test your will and resolve."

"Time was running out for our targeted sub-11 hours, and Nelson kept on pushing us. I finally let him go at the top of Polly Shorts, the last hill 8 kms to the finish, as I realised that I was not going to make the sub-11-hour medal and told him to go for it. Unfortunately, we both missed it.

"When you cross the finish line it is only then that you know why you ran, to get that indescribable feeling. When you enter the stadium to the thundering cheers of supporters, you realise that you have come to the end of the journey, you have made it on time, you get an adrenaline rush that puts you on a high but the funny part is that it's all in your head because the body is finished," he adds.

"I will be running again next year," says Kula. "My target is to at least finish 10 Comrades Marathon races. I have completed six, so I have four races to go," he smiles.

Upcoming sport-related events

The 123rd International Olympic Committee (IOC) Session in Durban

The City of Durban in KwaZulu-Natal will host the first IOC Session ever to be hosted on African soil in July.

The historic 123rd IOC Session will be held in Durban from 4 to 9 July at the Inkosi Albert Luthuli International Convention Centre. The highlight will be the announcement of the host city for the 2018 Winter Olympics.

Reigning IOC President, Dr Jacques Rogge, will be joined by a luminary of heads of state, royalty, ministers and former ministers, international sports administrators as well as sports stars.

The 2011 World Netball Championships

South Africa's national netball team, popularly known as "Amantombazane", will be flying the country's flag high during the 2011 World Netball Championships in Singapore in East Asia.

The World Netball Championships, also known as the World Cup of Netball, takes place between 3 and 10 July. South Africa has been grouped in Pool C and will be competing with the likes of Jamaica, the host nation Singapore and neighbours Botswana.

Amantombazane's opening game is on Monday, 4 July, against their Caribbean counterparts, the "Sunshine Girls" of Jamaica.

Sports and Events Tourism Exchange Conference and Exhibition

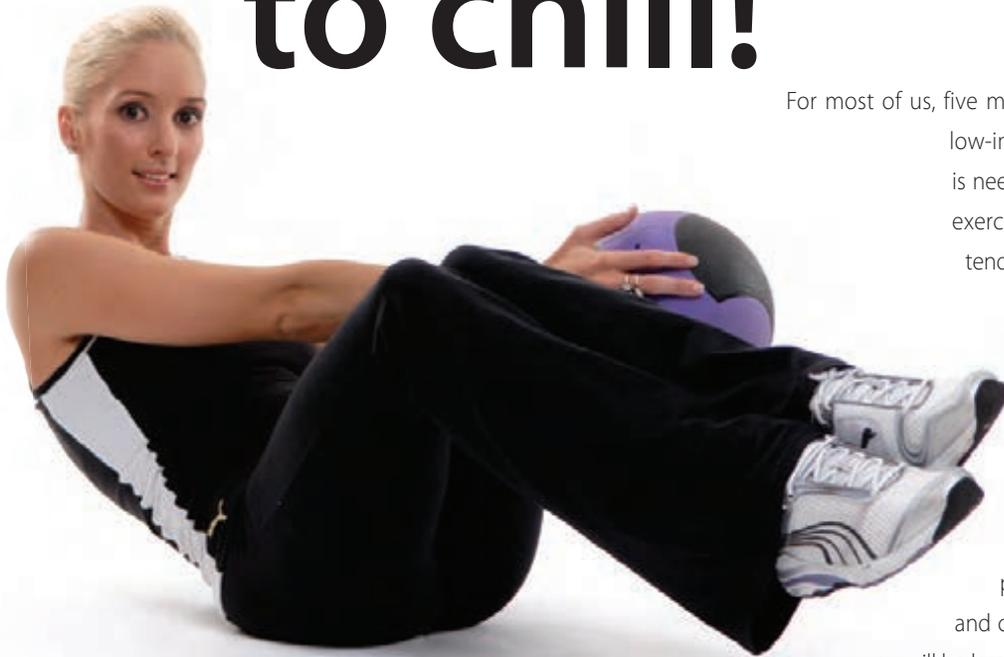
Sport and Recreation South Africa, together with the Department of Tourism, will host a two-day Sports and Events Tourism Exchange Conference and Exhibition later this month.

The event to promote sports tourism will be held from the 27 to 29 July at the Cape Town International Convention Centre. Several international speakers are expected to participate in the proceedings.

Among the topics to be discussed are the legacy of the 2010 FIFA World Cup™ and how to sustain sports tourism.

Writer: Lisa Raleigh*

Winter - no time to chill!



If you have been committed to an active and healthy lifestyle last summer (now a distant memory), you may be concerned about the effects of winter on your efforts.

Don't worry – there are plenty of ways to keep focused and motivated during the colder season.

If you train outside in the mornings or evenings, consider moving your training time to avoid training in the dark. If your hours are flexible, move your training to mid-morning or afternoon. If this is not possible, consider substituting your daily lunch break for a workout instead.

If your time is not negotiable during office hours and the mornings or evenings are your only time to train – take it indoors! Sign up with a gym for the winter months or consider exploring an indoor sport. Dancing, tae bo and indoor swimming are all great options that won't leave you freezing outdoors.

If you're on a budget, train at home. A bed for tricep dips, a skipping rope and stairs for cardio and space for lunges and push-ups are more than enough.

Tips for winter training

Don't forget to stretch. Warming up properly before exercising and stretching afterwards is important at any time, but it takes on extra significance when the weather is cold. Cold, tight muscles can't perform well and are susceptible to injury.

For most of us, five minutes of gentle stretching after a low-intensity warm-up is usually all that is needed, but in cold weather your pre-exercise stretching may need to be extended to between five and 10 minutes, or longer if you have tight or problematic muscles. Another great tip is to stretch in the shower!

Keep it close to home. Lack of time is one of the most common reasons for missing a workout, so make it easy for yourself. Choose a place to exercise that is comfortable and close to where you live or work and you will be less likely to give in to the winter blues.

Keep winter weight off

Warm up with herbal teas. In winter, our want for iced drinks and fresh fruit naturally decreases, and we are more inclined towards a warm drink and a hearty meal. Steer clear of increasing your intake of coffee and normal tea as you will most likely increase your milk and sugar intake as well. Herbal teas are a healthy solution to craving a warm drink, so be sure to stock up on a variety. Chai tea with extra cinnamon and a little milk is a great night-time drink to replace a full-fat hot chocolate!

Keep your fluid levels up. Drinking water regularly is just as important during winter as it is in summer. Cold weather stimulates urine production, and with every breath you will see water droplets being exhaled from your body.

Enjoy winter soups and stews. These need not be packed with unhealthy calories, so try tomato-based sauces and curries, but be sure to skip the cream or fatty meats. Include beans, lentils and barley in your meals for filling and healthy proteins and carbohydrates. These can be cooked in bulk and frozen in small portions to ward off takeaway temptations on a lazy day.

When all else fails, and you feel uninspired to train or resist a warm pudding – visualise! Having a goal will go a long way towards maintaining your willpower.

Stay in shape



Warm up – Run up and down a ledge

To warm up, find yourself a step or ledge and run up and down off it (see pic 1). This can be done up a few steps in your house or garden, otherwise up and down just one step. Use your arms to move with you so that they loosen up. You can do this in sets of 30 seconds with 30 seconds rest or five minutes solid until you are warm. Repeat this for 30 seconds to one minute between every exercise.



Sliding back lunges

Start with your legs together and your arms in front of you (see pic 2). Place one foot on a paper plate or frisbee. Using this leg, slide back keeping your back straight, shoulders square, abdominals tight and knees at 90 degree angles (see pic 3). Return back to the start position by dragging your back leg in as hard as you can! Make sure you keep the paper plate or frisbee in contact with the floor. Perform 15 repetitions and then change legs. Do three sets on each leg.



Barbell squats

Standing up straight with the barbell on your shoulders (place a towel around the bar for comfort), keep your knees soft and feet shoulder-width apart (see pic 4). Tilt your pelvis forward and bend the knees into a squat position (see pic 5). Look forward and avoid the knees going over your toes. Then, recover back into your start position and squeeze your butt. Repeat this 20 times and for three sets.



Hamstring curls

Start with your feet flat on the swiss ball and your buttocks up off the ground (see pic 6). Use your arms to balance yourself. Now lift your pelvis off the floor, pushing your feet down into the ball. Lift up until your shoulders, hips and heels are in a straight line, squeezing the buttocks as hard as possible. Keep your buttocks and abdominals tight the entire time to prevent yourself from arching your back. Slowly lower back down without your hips touching the ground. Repeat this 20 times and for three sets.



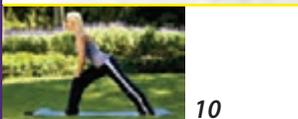
Double crunch

Lying down, start with your hands gently supporting your head (see pic 7). Allow your legs to move away from you so that you are in a straight line and then recover back to the starting position. Keep your head off the ground. Make sure your lower back stays firmly on the ground (see pic 8). If you feel it lifting, then do this exercise with bent legs. Repeat for three sets of 15 repetitions.



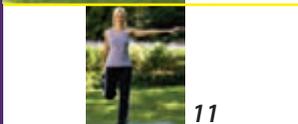
Side to sides

Start by sitting down with the pressure on one butt cheek. Hold a weighted medicine ball in both hands. Lean back and lift your legs until you find a comfortable position to balance. Now move the ball from side to side, making sure that it is always on the opposite side that your knees are pointing (see pic 9). You should feel this in your waist. Continue for 20 repetitions, alternating sides and performing three sets.



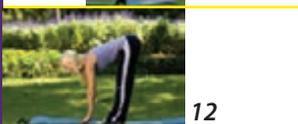
Calf stretch

Hold for 15 seconds on each leg and repeat twice on each leg (see pic 10).



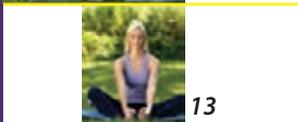
Stretch the quadriceps

Hold for 15 seconds on each leg and repeat (see pic 11).



Stretch the hamstrings

Hold for 15 seconds and repeat (see pic 12).



Stretch the inner thighs

Hold for 15 seconds and repeat (see pic 13).

**Lisa Raleigh is a TV personality, author, lifestyle and wellness expert. For more information go to www.lisaraleigh.co.za.*



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REPUBLIC OF SOUTH AFRICA

Doing business with the UIF

Doing business with the UIF at a click of a button

uFiling can be utilised by all Employers SARS Paying and Non- SARS paying

The Unemployment Insurance Contributions Act, 2002 requires every employer to contribute 2 percent remuneration in respect of each employee. This means that a worker should contribute 1% of his/her monthly remuneration. In addition to the 1% that is paid by the worker, the employer also contributes 1% in respect of each worker in his/her employment. The total contribution that is paid to the Fund is therefore 2%.

Employers are compelled to ensure that all employees are registered with the Unemployment Insurance Fund.

The Unemployment Insurance Fund (UIF) has introduced an online system called uFiling.

uFiling is a convenient and easy way for employers to declare and pay contributions online.

uFiling facilitates a secured online service for:

- Declarations
- Amendments to declarations
- Contributions
- Activating a receipt for payment of contributions.

The benefits of uFiling to employers/agents are the following:

- Improved service delivery
- A secure and convenient online service
- Instant update and access to uFiling data
- Reduced data errors

NB: An employer needs to be registered with the UIF and have a valid UIF reference number prior to activating their profile on uFiling.

How to use uFiling

Go to: www.ufiling.co.za

Activation as a uFiler:

Your existing UIF reference number is the key to your Activation on uFiling. www.ufiling.co.za

Click on Activate my uFiling account and select your applicable activation option. The system will guide you through the activation process.

Once activation is completed, you will receive a summary page confirming your login name.

The activation process is immediate and confirmation will be sent to you by email.

Declaration:

Go to www.ufiling.co.za and click on Login. Enter your Login name and password. The system will take you to your home page where you must click on the declaration option

If you are activated as an agent and are acting on behalf of other individuals, select the applicable option from the drop down list on the right hand side of the screen next to the Logoff, then click on the Declaration option.

at a click of a button

Add/Amend an Employee's details:

Login to the uFiling system using your unique login name and password.

To add an Employee:

Go to Declarations (UI19) and capture all the relevant details of the employee.

To amend an employee:

Go to View/Amend Employee Declaration and select the relevant employee from the list then continue.

How to set up banking details:

Login into the uFiling system and go to the Employer menu

Select Banking details under your relevant user and capture your banking details.

Once you have entered your banking details, click on Save.

Payments:

Payment can be made once you are activated on uFiling and submitted a Declaration.

Your banking details also need to be updated.

To submit your payment, go to UIF returns (UI7). Your return and status will appear as submitted. Click Pay my return. Follow the prompts until the payment is confirmed.

Print the payment confirmation and retain as proof of payment.

The Unemployment Insurance Fund provides five types of benefits:

- Unemployment benefits
- Illness benefits
- Maternity benefits
- Adoption benefits
- Dependants benefits

Employers' obligations

All employers, who employ any person for 24 hours per month or more and in return, provide them with remuneration in either cash or in kind, must register with the Fund as soon as they commence activities as an employer,

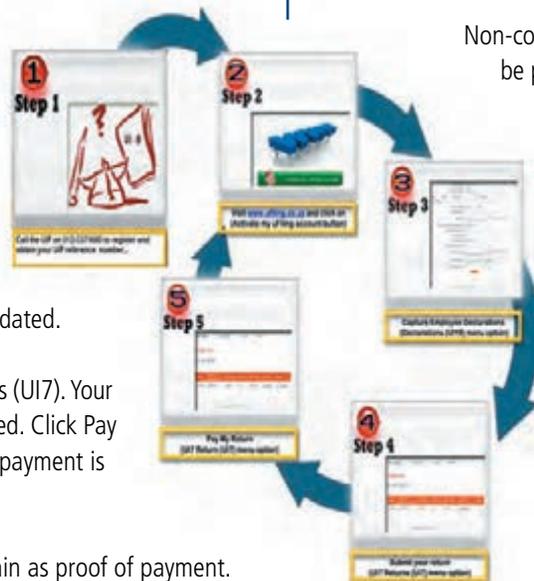
It is the responsibility of the employer to register the business with the UIF and make the necessary deductions from the remuneration of the workers. Late payments attract penalties and interest.

Non-compliance constitutes an offence which may be punishable by a fine or imprisonment or both.

For assistance on using uFiling contact the uFiling call centre on (012) 337-1680 (Select option 3) or 0860345 464

Alternatively Send an email to: ufilingssupport@uif.gov.za

For any other UIF related queries, please contact the UIF call centre on (012) 337-1680 Or visit: www.labour.gov.za





The perfect **getaway**

Paradise is found – on the hills of the lush and beautiful KwaZulu-Natal, away from the busy city life. **Nambiti Hills Private Game Lodge** offers breathtaking views and intimate moments with nature.

The five-star lodge offers intimate and luxurious accommodation in the midst of the spectacular African beauty of the Nambiti Game Reserve. A mere 3,5 hours from Johannesburg and 2,5 hours from Durban, the lodge is a haven of sophistication surrounded by wild terrain. It's the perfect getaway for anyone seeking both privacy and romance, or simply time to reflect while searching for the Big Five or taking in the exquisite vistas from the quiet comfort of the lodge deck.

Nambiti Hills offers a unique combination of wide open spaces and discreet intimate places. Its lofty glass-enclosed dining and lounge areas provide panoramic views of rolling hills and savannah by day, and thousands of stars in the clear sky by night. A wide veranda with its neighbouring bar spills out onto a waterfall that splashes into a rock pool where guests can float on cushions while sipping cocktails. On cold winter nights, four indoor wood fires and two outdoor boma fires offer warmth and intimacy.

Discreet enclaves lead off the bedroom suites where one can enjoy private meals and uninterrupted contemplation.

There are eight luxury suites and one honeymoon suite at Nambiti Hills Private Game Lodge, each suite with a private viewing deck and an interior featuring a contemporary eclectic mix of local African design. The honeymoon suite is spacious and grand, suspended from the hillside and offering the most spectacular views.

The lodge boasts the services of two highly skilled chefs who will lead guests on a culinary journey. Guests can enjoy dining in the main lodge or having breakfast on the deck while the evening can bring anything from a boma dinner to a private meal at the waterfall. The boma dinner offers a truly unique South African experience in a traditional encircled area with a ceiling of endless sky and iridescent stars.

Morning and afternoon game drives are led by the lodge's expert guides and animal trackers. There is nothing like the thrill of driving through the rugged and pristine terrain of the Nambiti Game Reserve in search of the Big Five. Nambiti, which is home to 263 different species of birds, is a birder's paradise.

Nambiti Hills



Nambiti Game Reserve is in close proximity to the famous battlefields of the Anglo-Boer South African War and various other historic sites. It is also not far from the Drakensberg; a spectacular range of mountains with dramatic waterfalls, rivers, streams and caves that feature ancient San paintings on their rock faces. If guests are interested in history, hiking and African culture, they will gain a great deal from a specially arranged personal tour of the area. Or they may decide that there is no richer pursuit than rest, and they will certainly get the best of that at Nambiti Hills.

WINTER SPECIAL

Valid from 1 April 2011 until 31 August 2011:

Luxury suite rate:	R1 795 per person per night sharing.
Honeymoon suite rate:	R2 495 per person per night sharing.

The rate includes luxury five-star accommodation, all meals and snacks, morning and afternoon game drives and game drive drinks (all other drinks are excluded from the rate).

For enquiries or bookings, please contact:
reservations@nambitihills.com.

Get smart and enter a new dimension

Writer: Ongezwa Manyathi

When the contributing inventors of the television (TV) worked on photoelectric devices that converted light into an electrical signal, they had no idea their idea would develop into a world phenomenon decades later.

New technology developed in the 1920s allowed pictures to be sent over telephone lines. The equivalent of this is the modern video phone. For the first time, people were able to not only hear others who were far away, but were also able to see the person making the telephone call. This seeing at a distance was called television, or "far-seeing".

Fast-forward to 2011, and one finds many confused consumers bombarded with new technology every other day. See,

shopping for a TV these days is not just about finding the biggest box with bold quality colour; it's about answering serious questions like: is it HD (high definition)? Is it flat screen – and what else can I do on my television set than watching broadcast content?

Enter LG's Full HD Cinema 3-dimensional (3D) and smart TV, a flat screen

HDTV that promises a television viewing experience like no other. With its digital widescreen, this new range offers bigger and cinema-style viewing and surround sound in the comfort of your own home. The picture is almost twice as bright as that of conventional 3D TV and promises everything from HD sound, to high-quality images and enhanced programming. If you are a sports or movie fanatic, you will enjoy the bold rich colour and much sharper images.

LG has done away with the heavy uncomfortable glasses to get a 3D effect on your viewing and an angle that is wide enough to allow bigger audiences. The new technology allows you to enjoy consistently clear and bright 3D pictures in any position.



Weighing a mere 16 grams – almost half the weight of conventional 3D glasses, the new eyewear eliminates flicker from the glasses, which means you can enjoy your viewing for much longer without feeling dizzy.

The Cinema 3D TV is also an advanced Smart TV.

When you're done watching your favourite team play or your favourite movie, you can use the set to browse the Web, update your status and keep in touch with family and friends on different social networks.

You can do this with ease because the set comes with a Magic Motion remote control that acts as a mouse cursor when browsing the Web. It's as simple as pointing the remote to your TV set. With simple movements and gestures, you can drag, flick and select your preferences, without the hassle of using multiple buttons and arrow keys.

So there you have it; it's not just cell-phones that are getting smarter, the TV set is getting smarter too. Now that you have all the information, you'll probably look at your current TV a little differently. If you're itching for a change, then you'll need to know that the Cinema 3D TV can cost anything from R12 999 to R39 999, depending on what you go for.



Procedures to be followed when importing plants and plant products into South Africa



Before importing into South Africa, an importer should:

1. Find out the phytosanitary import conditions that apply to the commodity to be imported by consulting the Agricultural Pests Act, 1983 (Act No. 36 of 1983) or the National Plant Protection Organisation of South Africa (NPPOZA) within the Department of Agriculture, Forestry and Fisheries (DAFF).
2. Apply for an import permit from the DAFF if the commodity to be imported is not exempted from an import permit in terms of the Act referred to above. If the commodity to be imported is exempted from an import permit, ensure compliance with phytosanitary measures for such exemption.
3. When applying for an import permit, submit the completed application form together with proof of payment. The tariff information with regard to the issuance of import permits and the application form are available on the departmental website (www.daff.gov.za »Divisions »Plant health» Importing into South Africa).
4. Forward a copy of the import permit to the exporter or supplier in the exporting country to ensure that the consignment to be exported meets the phytosanitary import requirements of South Africa.
5. Ensure that the exporter or supplier presents the commodity to be imported to the National Plant Protection Organisation (NPPO) of the exporting country for phytosanitary inspection and certification where necessary in terms of the permit and/or exemption requirements.
6. Inform the exporter or supplier to send the original phytosanitary certificate with the consignment to South Africa (if a phytosanitary certificate is required).

Procedures to be followed when imported commodities arrive at the port of entry in South Africa:

1. South African Revenue Services (SARS) will detain the commodities for inspection.
2. DAFF inspector/s from NPPOZA will inspect the consignment together with the accompanying documents.
3. The following may happen following inspection of the imported commodities.
 - (a) If the consignment meets the import requirements, it will be released by the DAFF inspector/s.
 - (b) If the consignment does not meet the import requirements, risk management measures will be recommended whereafter a consignment may either be treated and released, sent back to the country of origin or destroyed. Once the consignment has been released by the DAFF inspector/s, the importer or his/ her agent must take the import documents to SARS for final release.

Postal address: National Plant Protection Organisation of South Africa (NPPOZA) * Department of Agriculture, Forestry and Fisheries * Directorate: Plant Health * Import Permit Office * Private Bag X14 * Gezina * 0031

Contact numbers: Tel +27 12 319 6102/ 6396/ 6130/ 6383 * Fax +27 12 319 6370 * E-mail JeremiahMA@daff.gov.za or AnitaSN@daff.gov.za or ShashikaM@daff.gov.za or BenJK@daff.gov.za

Physical address: 542 or 543 Harvest House * 30 Hamilton Street * Arcadia * Pretoria



agriculture,
forestry & fisheries

Department:
Agriculture, Forestry and Fisheries
REPUBLIC OF SOUTH AFRICA

Sniff out the bugs



Winter: silly stockings, scarves, cold feet in bed, cheese-based dinners, umbrellas, dog waistcoats, chapped lips, pies, sheepskin slippers so woolly they look like they're made from Dolly Parton, chocolate, rice pudding, gluhwein, annoying people who teach you how to make gluhwein, geese, Mad Men, Milo.

Also winter: man-flu.

During summer, my husband is a nice man. His nostrils are clean, he whistles when he takes out the garbage, he coughs only to alert me to an approaching family member and when he sneezes, it sounds small and sweet, like a baby bird. He fixes door knobs, rakes up leaves and cooks dinners of puthu and pasta sauce. He calls it puthunesca.

But as soon as June hits, I run for cover – literally and figuratively. His sneezes are so violent they could blow Kathy Bates across town. His fevers are so theatrical he makes *The English Patient* look like a tourist video for a desert holiday. Propped up by 14 pillows and the cat, he whimpers through his sick days and wears the same boxers for two weeks. At some stage, he will clutch my arm and wail: "I saw Liz Taylor. And Kurt Cobain. I think I'm being called. But I'm so young ... so young."

At this dramatic juncture, I usually point out that he's only young in an emotional way and is rubbish at method acting. Then I tell him I'm going out for pizza. This generally stops his ascension. It might seem cruel, but it's a suitable approach.

See, when I am sick – once every five years – I'm still able to rise from my pit and fling together a meal comprised of the five basic food groups. I do the washing and feed

the dogs. I queue in banks and wrangle with car guards. I blow my nose discreetly.

And when I'm in my bed, quietly surveying my life flashing before me, B will check on me once every three days. He might bring me half a cup of tea or throw me a slice of toast. And if my fever is over 42° and I've started hallucinating that I'm a Greek fashion designer called Maud or a rat being pursued by spies, he pats my head and asks if I've seen his running shorts.

Recent research has confirmed that man-flu really exists. Apparently, the hairier sex don't handle stress as well as the

fairer sex and are more prone to come down with flu if they're under pressure. Women, on the other hand, are more inclined to soldier on when suffering from a cold. The

researchers suggest that men take up pursuits to reduce their stress levels – perhaps macramé or yoga. I have seen B in the lotus position. He looked like Jack Black trying to cut his toenails.

However, for all the bad acting and the trail of tissues, there are some advantages to man-flu. I get to watch movies starring Julia Roberts and Polish films about laundry workers. I eat broccoli for dinner and lie in the bath reading the back of shampoo bottles without having to watch B flossing his teeth. I relish the full canister of coffee and revel in the bathroom floor being devoid of punctured underpants.

And when he's better, I cash in my points. I remind him of the aspirin I brought him, the menthol massages I gave him and the cooing noises I made. Then I hand him the washing and the pegs, and silently tell myself that an indebted – and whistling – husband is not to be sneezed at.

* Sourced from: *Sawubona*, June 2011