

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

PSM Public Sector Manager

**Minister
Motsoaledi**
on NHI

**Minister
Baloyi**
writes for us

**Heroes
and
Heroines**
of the Liberation
Struggle

**Freedom Park's
Peggie Photolo**

Lifestyle
Travel
Nice-to-haves
Food
Car reviews

SKA
seeing our future
in the stars

**The outgoing
ACSA CEO
Monhla Hlahla**

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Medical scheme cover for more South Africans

Government Employees Medical Scheme shows the way

For a decade prior to the establishment of the Government Employees Medical Scheme (GEMS), the number of South Africans with medical scheme benefits had remained at some seven million people. GEMS has changed all of that receiving more than 120 000 applications in 2010 alone and growing its beneficiary base to a staggering 1.5 million people.

According to GEMS Chairperson, Mr Colbert Rikhotso, GEMS is the fastest growing scheme in South Africa and the largest contributor to the overall growth of the medical scheme sector. "The Scheme covers 3% of the total population and we receive in excess of around 8 000 new applications for membership every month."

Rikhotso points out that GEMS, which as its name suggests was established to provide public service employees with medical scheme cover, also enjoys a year on year growth in the number of members. "We had 107 000 applications in 2008 and 119 000 in 2009," he observes.

Rikhotso notes that the 2009 Annual Report of the Council for Medical Schemes (CMS) made a number of references to the impact of GEMS' "phenomenal" growth on the sector as a whole.

It is gratifying that many of the Scheme's new members are entirely new to the medical schemes market – 54% in fact. He says that so many schemes have tried over the years to provide benefits that attract lower income members, but their efforts have largely come to naught. Now GEMS is welcoming more and more lower income members, and individuals who have never enjoyed cover before, into its fold.

According to the GEMS 2010 Annual Report, 173 614 employees on salary levels 1 to 5, the lower salary levels in the public service, were active Scheme members last year.

To Rikhotso these figures are an indication of "just how much the Scheme has gotten right" since its inception. "I think that we have developed products and services that are providing lower income earners, as well as those on higher salary scales, with really meaningful benefits. GEMS has been able to provide no frills cover that public service employees from all walks of life are finding real value for money."

"The growth of GEMS bears testament to the Scheme's outstanding service provision and member-centric benefit options," adds Rikhotso. "Of equal significance is the ability of the Scheme to design and implement benefits and services that meet and exceed the needs of its members. In this it succeeds admirably with Scheme benefit plans being between 10% and 20% less expensive than those offered by most schemes while our benefits are at least as good, if not better."

Rikhotso says that while the Scheme membership has grown, it has made sure that its ability to provide members with outstanding cover has never been compromised. The GEMS network of service providers has grown apace with its membership, for example, it now consists of over 11 000 healthcare providers spanning 35 disciplines. The network includes GPs, optometrists, dentists, physiotherapists, psychologists and a range of other service providers. GEMS has been working hard to ensure that all of its members have easy access to one of these network service providers and at least 90% are now within 10 km of a network provider.

GEMS' third member satisfaction survey was completed toward the end of 2010 and the results were encouraging. The survey revealed that 71% of members who were surveyed were delighted with the services the Scheme offered. While this result was seen as satisfactory, GEMS also wanted to make sure that this feedback was used to improve those areas that were not meeting member expectations.

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

"GEMS may be a young scheme, but it has certainly led the way in providing healthcare to more South Africans," concludes Rikhotso.

"GEMS is setting an outstanding example to other schemes in how to be innovative and to ensure sustainability into the future. I believe we now stand poised to take medical scheme cover in this country to a whole new level."

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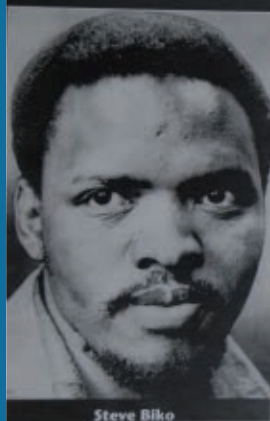
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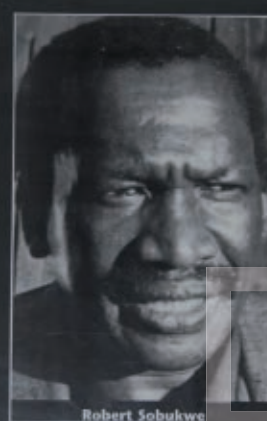
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Lediana Amaro

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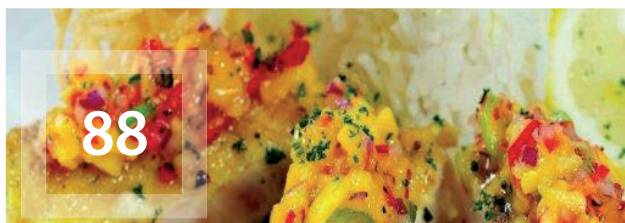
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Re-Kindle your love for reading





Citizen satisfaction our priority

When we took office in 2009, we resolved to improve and change how government works, how it delivers services to our people and most importantly how people interface with government. We have now successfully put systems in place which are outcomes-focused. We are now shifting gear to the customers, the citizens of our country who on a daily basis use government services.

Our Performance Monitoring and Evaluation Framework emphasises the collection of performance information from among other things, citizens' views about how they experience government, especially on selected frontline service delivery areas. This is a critical area which should enable government to respond better to people's needs and turn citizens into satisfied customers.

Government has in the past introduced a number of initiatives which include Batho Pele principles that are meant to ensure that citizens are treated with respect and dignity

and served with humility. However, most of our frontline service lacks norms and standards which should inform properly what citizens are entitled to. These initiatives have not been able to ensure that customer satisfaction against the set norms and standards is prioritised.

Collecting information directly from users of government services and directly from the points of service is critical for us to continuously verify if we are meeting the expectations of our citizens. It is also critical to establish where government is doing well and where improvements should be targeted.

We have, working simultaneously on the outcomes and monitoring of departmental performance, produced the Frontline Service Delivery Monitoring Plan. This plan consists of initiatives to assess the state of our frontline service delivery programmes using surprise visits by officials and visits by members of the Executive. On the other hand, the plan involves engaging with civil society to develop

a structured approach for citizens to monitor the service rendered.

The objective is to both affirm good performance and assist departments, municipalities and entities to improve service delivery points which are performing poorly. The main question that arises is: how are we going to achieve this objective? In our implementation, recognising that frontline service is mostly at provincial and local level, we work in collaboration with the premiers' offices.

Joint teams from the Department of Performance Monitoring and Evaluation and premiers' offices conduct monitoring visits at facilities such as clinics, South African Social Security Agency offices, police stations, courts, schools and licence centres. We interview staff and users of these services to obtain their views about the quality of the service they receive. The monitoring visits have already started in three provinces, Free State, Limpopo and Gauteng, and more than 50 monitoring visits have been undertaken to date. The findings of these visits are being documented and we will use this information as government to ensure that we bring improvement in the quality of service.

In a way, we are following in the footsteps of President Jacob Zuma who has already commenced his monitoring visits in the provinces. We will ensure that monitoring by citizens takes place. The feedback of citizens will help government to develop plans which are relevant to the specific area of delivery rather than adopting a one-size-fits-all approach.

Our frontline service delivery monitoring is consistent with the five key priorities of government, namely Education, Health, Crime, Job Creation, Rural Development and Agrarian Reform. As we said, performance can only be measured against agreed targets. This is intended to ensure strategic focus of government's work.

In health, we will concentrate on waiting times in queues in hospitals and clinics, the availability of medicines and other basic supplies, and cleanliness and safety of health facilities. In education, we will focus on timeous textbook and workbook availability, cleanliness and safety of schools, and teachers in schools teaching for seven hours per day. In the area of employment, we pay attention to the payment of suppliers within 30 days of receipt of a legitimate invoice, queues at vehicle licensing centres and turnaround times for vehicle and driving

licences and other related documentation, and the issuing of work permits.

In the area of crime, we want to reduce the average turnaround times to calls for assistance and provision of feedback regarding progress with cases to members of the public by the police. In rural development, we want to ensure availability and quality of agricultural extension support to communities. These aspects were identified through a consultative process with all departments and provinces and all the relevant line-function directors-general are committed to improving these aspects of service delivery.

In addition to the priority areas, we will be monitoring social grants to ensure turnaround times for applications for social grants from the current average of 30 days to

21 days, and service delivery standards at grant distribution centres. Municipal services such as refuse removal, maintenance and repair of municipal infrastructure, including water supply, sanitation, roads and electricity distribution will also be prioritised, including issues emerging from the Presidential Hotline.

Executive visits of pre-identified sites form part of our department's broader strategy of monitoring and evaluating frontline service delivery. The specific purpose of these executive visits is to visibly demonstrate to the public that government cares about the quality of service they get from government. The visits have in the past proved to be critical in unlocking service delivery lock jams. For instance, in Limpopo, the President's visit ensured that the community of Siloam have a new health facility to the value of R250 million.

As government, we are of the view that a user of a government service, the citizen, has a right to a good standard of service and has a responsibility to hold government accountable, through providing credible information about the quality of the service, both good and bad. The President, our department and premiers' offices will be out in the field visiting your local service facility to monitor if citizens are getting the quality of service they deserve. We look forward to your cooperation and valuable feedback. @



Omm-Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration

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Honouring sacrifices for freedom

8 September 1990. Kampala, Uganda.

The occasion: the Fifth Session of the Organisation of African Unity (OAU) Ad Hoc Committee on Southern Africa.

On the podium: Nelson Mandela (seven months after his release from prison).

The message: "The danger is very great, because although we are determined to do everything to create an atmosphere whereby a peaceful settlement can be reached, we are not prepared to do so indefinitely.

"We are not prepared to witness the death of our people. The carrying on of negotiations and rhetoric on peace while at the same time the government is conducting a war against us is a position we cannot accept.

"We have warned the government several times on this matter. And if they fail to take effective action, the whole of South Africa, unfortunately and very much against our will, will be drowned in blood. That is the responsibility of the government.

"We will do everything in our power to avoid that disaster and to press on with peace."

Twenty-one years after Madiba's chilling outlook, a free and democratic South Africa is able to dedicate Heritage Month to "Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa".

Amid all the progress we are making as a nation that has grown in unity at home and stature internationally, Heritage Month is also a time for reflection; reflection on the men, women and youth whose resolve, fearlessness and dedication to "watering the tree of liberation" laid the foundations for the life we enjoy today.

Some watered the tree of liberation without surviving the harvest, paying instead with their

lives in police cells, barren fields, cross-border raids by the South African Defence Force and the ultimate, immoral indignity of the gallows at Pretoria Central.

They were the true public service of their time; people who campaigned tirelessly and selflessly to improve the social and economic conditions of a majority of citizens who lived as exiles in the land of their birth.

It was a struggle waged by political dynasties and anonymous activists alike; from the Sisulus and the Mbekis, to those who printed protest pamphlets in secret or soothingly poured water over the burning faces of teargas victims.

Courting the brutality of the apartheid regime, some sneaked around their street blocks and home towns campaigning for a better life, while others slipped across our borders to pursue their ideals in exile.

Some waged it from the platforms of the United Nations and the OAU, while others sang, painted, sculpted, documented and dramatised the struggle for accessible comprehension domestically and elsewhere.

Patriots and partners in the international solidarity movement helped to isolate the apartheid state and neutralise those groups and individuals who went into the world trying to put a gloss on the indefensible crime against

humanity that was apartheid.

Against this backdrop, this September edition of Public Sector Manager magazine is dedicated to the memory of those heroes and heroines who paid the ultimate price for freedom.

We acknowledge the sacrifices and contributions of the veterans who fortunately still walk among us today and remain engaged in creating a better life for all.

The achievements and developments we cover in this edition illustrate the advances we have been able to make as a country and as a public service because of the sacrifices of the past and the continued commitment of the present. 🇿🇦



Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson



We hear you!

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

This month's winning letter!!

Dear Sir/Madam

Your magazine plays a critical role in providing a mirror to ourselves as managers in the Public Service and at the same time projecting us to society. I am sure it will influence many young people (if you can get it to them) to choose careers in the Public Service. The image of the Public Service as populated by lazy civil servants who live off the public purse without being productive must be challenged. There are people within the Public Service who are, as demonstrated by your magazine, doing a good job for the country. Let us celebrate them.

Ronald Poee, Mafikeng

Dear Sir/Madam

I've just received my second edition of *Public Sector Manager* and am thrilled at the quality of the content and lay-out. I am a freelance motoring journalist working for the Road Traffic Managmenet Corporation, an agency of the Department of Transport. I would like to do your motoring articles for you at no cost. Allow me to add value to your publication.

PS: In 2009, I won the Motoring Journalist of the Year, Category – National Radio.

**Ashref Ismail
Senior Manager:
Enforcement
Coordination**

Dear Sir

Thank you for a wonderful August edition. You celebrated South African women in general, and women in the public sector in general, in a manner I have not seen before. Your Women's Month edition was full of history, perspectives from women in the public sector and those sisters who are shaking things up in government. I was greatly inspired by the articles on Minister Lindiwe Sisulu and Doreen Kosi, who works at The Presidency. Keep up the good work.

Sheila Mashego, Soweto



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Don't forget to include your name and the city or town where you live.*



University of Fort Hare
Together in Excellence

2011
95th Jubilee



1916 - 2011

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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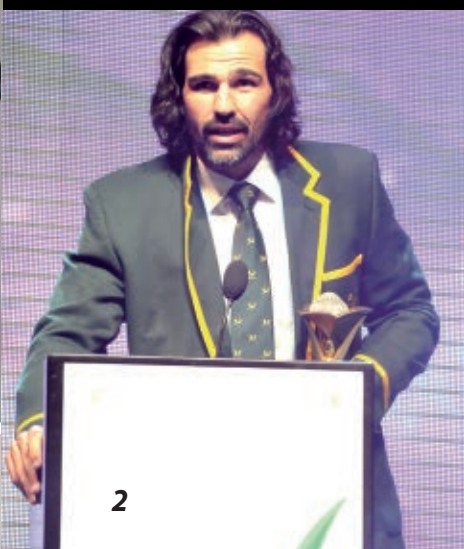
On Camera



Government Communication and Information System (GCIS) hosted the Government Communicator's Forum (GCF) at Centurion Lake. The two-day workshop, held from 4 - 5 August 2011, provides a platform for government communicators to plan and identify communication opportunities across all spheres and sectors of government through substantive discussions and joint planning to fulfil the Government's commitment to accelerating service delivery.



1. Deputy Minister Dina Pule
2. GCIS CEO, Jimmy Manyi, addressing government communicators
3. GCIS Manco members among delegates
4. Tsakane Mahlaule, The Media Liaison Officer for Deputy Minister Dina Pule
5. Mava Scott, Chief Director: Communication Services, at the Department of Water Affairs



Sport and Recreation South Africa hosted the South African Sports Awards on 21 August 2011, at Sun City, North West Province. The main aim of the awards is to recognise and honour individuals and teams who have excelled both on and off the field since 1st November 2009 to 30th April 2011 period.

1. Deputy President Kgalema Motlanthe
2. The Blue Bulls scooped the Team of the Year Award received by Victor Matfield
3. Aaron Mokoena, one of the recipients of the Andrew Mlangeni Green Jacket
4. 2010 World Cup Ambassadors – Mark Fish, Lucas Radebe, Phil Masinga, Desiree Ellis
5. Sportsman of the Year with Disability Award winner Lucas Sithole with North West MEC for Sport, Arts and Culture, Hlomane Chauke
6. Banyana Banyana's Noko Matlou won the Sportswoman of the Year Award
7. Minister of Sport and Recreation, Fikile Mbalula

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Health Minister Dr Aaron Motsoaledi

The future of healthcare in South Africa

Writer: Samona Murugan

Photograph: GCIS Photographic Unit

The future character and culture of the South African health sector will be determined by key decisions and actions taken over the next five years. Healthcare is a human right that everyone is entitled to. It should not depend on how rich or how poor you are. The right to obtain quality healthcare is a Constitutional right. These are the sentiments of Health Minister, Dr Aaron Motsoaledi, on the introduction of the new National Health Insurance (NHI) for South Africa.

The NHI is a new healthcare financing system which aims to provide essential healthcare to all citizens of South Africa, regardless of whether they are employed or not.

According to Minister Motsoaledi the NHI is not a war between the public health sector and the private health sector. The challenge and the intent of the NHI is to draw on the strengths of both

healthcare sectors to better serve the public.

"Currently, only 16% of the population is covered by the healthcare system and a staggering 84% of the public who are poor are not covered," says Motsoaledi. "Large numbers of people continue to die prematurely, suffer unnecessarily from poor health and treatable or preventable illnesses are not being treated or prevented on time. This, is in spite of the fact that government has tried since 1994 to ensure that all citizens have equitable access to necessary healthcare services."

“How can we deem our health system as being good when the majority of our population is not receiving the proper basic healthcare? The quality of public healthcare in the country is unacceptable and radical measures need to be put into place.”

This is where the NHI comes in: to uplift, restore and provide services within the public health system that benefit all citizens. “Without the implementation of the NHI, the burden of disease in the country will not be reduced because the majority of the population, and the sections suffering the greatest ill-health, will not access good quality healthcare”.

The NHI aims to provide a comprehensive healthcare package. It will offer care at all levels, from primary healthcare (PHC) to specialised secondary care and highly specialised tertiary and quaternary levels of care. It will exclude cosmetic surgery, expensive dental procedures performed for aesthetic purposes, expensive eye-care devices like trendy spectacle frames and other services not deemed essential. The benefits provided by the NHI will cover preventative, promotive, curative and rehabilitative health services.

In order for the NHI to succeed, there are two critical challenges that need to be addressed: the radical improvement of services in hospitals; and the abnormally high pricing of medical care in the private health sector. “Steps to tackle these two issues are already under way,” assures Motsoaledi.

“Currently, the private healthcare sector charges exorbitant fees for their services and private medical aid schemes dupe patients into an unfair financial risk, where only a portion is covered, leaving patients to pay the balance off themselves. This is deemed as a catastrophic situation. “This is one of the problems the NHI aims to eradicate. It does not intend to destroy the private sector but rather aims at making the private sector more sustainable by making their levy fees more reasonable. The intention of the NHI is to ensure that citizens can utilise both the public and private sectors if they choose to, in a way that complements each other. At the moment, private healthcare is only available to a small number of the population and the NHI will attempt to blend the two in a more sustainable manner that benefits the population.

Once the NHI has been fully implemented, the public can see the benefits first-hand and make their own decisions on whether to continue paying for a private medical aid scheme, or rely on the NHI to meet their healthcare needs. Improvement of infrastructure, human resources and management of hospitals is being implemented by the Department of Health to kickstart preparations for the NHI. Staffing issues are being addressed in the Draft Human Resources Strategy released by the department recently. According to the draft, developed by the Director-General of Health, Malebona Matsoso, the Ministry of Health is reviewing what

has been done and the impact thus far. Problems are being identified and solutions on strengthening human resources to meet service demands for the immediate and medium-term future will be provided. The introduction of the NHI demands a strong human resource capacity for the health sector. The Human Resource Strategy, in essence, aims to tackle the shortage of nurses and medical staff.

Hospitals, services and staffing at hospitals around the country are being addressed. In order for the country to have an effective healthcare system, it requires re-engineering of the current healthcare system. Three streams have been identified that will improve the quality of healthcare drastically.

Firstly, a team of seven specialists will be created in each municipal district. These will consist of a district gynaecologist, paediatrician, anaesthesiologist, family healthcare physician, advanced midwife, advanced paediatric nurse and an advanced PHC nurse. These are the specialists who deal with the biggest load of problems facing the country.

The second stream is the School Health Programme, which is being rolled out with the assistance of the Department of Basic Education, and will see nurses being employed at schools full-time.

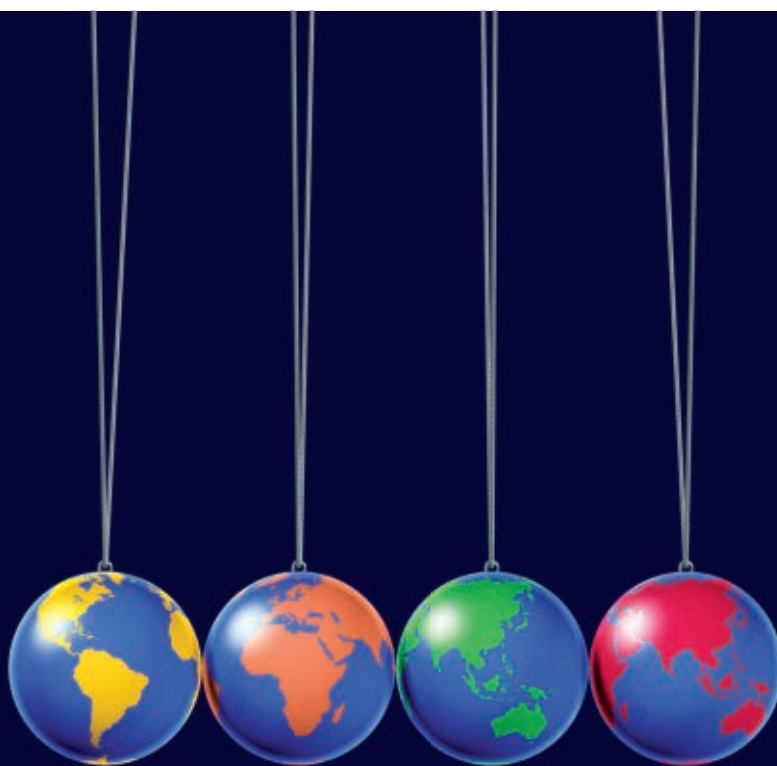
The third stream is the municipal-based PHC system. This will ensure that 10 PHC agents are assigned in each ward to deal with basic community health issues such as HIV/AIDS testing, blood pressure, diabetes, immunisations, the care of pregnant mothers, disease prevention and health promotion.

Another main goal in ensuring that hospitals are top-notch in readiness for the NHI is the quality of the healthcare itself. Each hospital will have to implement six basic quality-control measures in order to be accredited as official NHI quality-serving hospitals. These relate to key areas such as cleanliness, the safety and security of staff, staff attitudes, the elimination of long queues, infection control and adequate drug-stock accounts.

In every health institution, certain basic core standards must be complied with. To ensure adherence to the standards set, an independent “watchdog” body, called the Office of Health Standard Compliance, will be established

... continued page 18

The intention of the NHI is to ensure that citizens can utilise both the public and private sectors if they choose to, in a way that complements each other.



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by an Act of Parliament. The Bill to establish the Office has already been approved by Cabinet, and will be ready to enter the Parliamentary process after a phase of public comment.

The Office will house an inspectorate, an ombudsperson and a certification unit. So far, 10 inspectors have been appointed and are currently assessing and ensuring that hospitals are upholding the standards set to implement the NHI. These inspectors will also be expected to visit any hospital unannounced. The ombud will be implemented at each hospital, for patients to lay complaints from dissatisfaction of service to mistreatment. Once the inspectors feel the hospitals have passed the test of quality, they can be accredited as NHI hospitals.

The NHI is in the Green Paper phase. The paper outlines the broad policy proposals for the implementation of the NHI. The document was published in August for public comment and consultation. The public has until the end of November 2011 to submit feedback. Once feedback has been received, the White Paper will be finalised. Thereafter, draft legislation will be developed and published for public engagement. Legislation will then be finalised and submitted to Parliament for consideration and once approved, the Bill will seek approval from the President.

It is important to understand that the NHI cannot happen overnight. There is a lot of groundwork that needs to be done in order for the service to succeed. It is a 14-year project with the first five years seen as the preparatory phase. An audit is currently being carried out to assess the

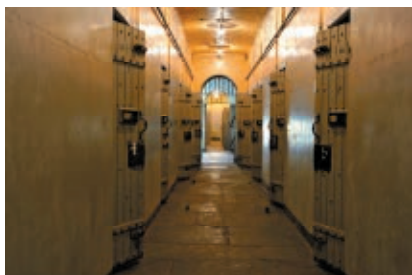
readiness of hospitals throughout the country. The pilot phase of the NHI will roll out in April 2012, funded by a special conditional grant. Ten districts will be selected based on the outcome of the audit as well as the particular district's health profile, demographics, income levels and other social factors impacting on health delivery and performance.

"We are relying on public servants to be champions of the NHI, as they are the ones who have to ensure that the standards of a top-notch healthcare system are met. It is our duty as public servants to strive to deliver the best service we can in our respective fields. It is our job, but more so it should be our passion to meet the needs of the public and to be ambassadors of such an initiative," says Motsoaledi.

The next five years of the NHI include pilot studies and strengthening the health system in various areas. "The central challenge to the stability and well-being of our nation is reducing the deep inequality between rich and poor, between employed and unemployed, and between privilege and deprivation. This goes to the heart of South Africa's future. The NHI is one very meaningful way to reach across the wealth gap and recognise our common humanity as South Africans ... we all bleed, we all experience pain and we all need decent healthcare." ⁽²⁰⁾

Those who wish to submit comments on the NHI Green Paper can do so via e-mail to nhi@health.gov.za.

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:

Monday to Friday: 09h00-17h00

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Visit www.constitutionhill.org.za to learn more about the Public and Educational programmes hosted at Constitution Hill!



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CONSTITUTION HILL

Freedom with **passion**



Peggie Photolo

Writer: Ongezwa Manyathi

Photographer: Ntswe Mokoena

In 1999, former President Nelson Mandela delivered a speech in which he said: "The day should not be far off, when we shall have a people's shrine, a freedom park, where we shall honour with all the dignity they deserve, those who endured pain so we should experience the joy of freedom." Today, the people's shrine stands tall on a hill overlooking Pretoria in the form of Freedom Park. It's a place where South Africans and visitors reflect and learn how the events of the past shaped the South Africa we live in today. As we celebrate Heritage Month this September under the theme: "Celebrating the Heroes and Heroines of the Liberation Struggle in South Africa", it was fitting for *Public Sector Manager* to sit down with Freedom Park's Acting CEO, Peggie Photolo, to gain insight into this incredible heritage site.

Tell us how Freedom Park came into existence?

Freedom Park was established first as a Trust in 2001 and declared a cultural institution as per the Act on 1 April 2009. The conceptualisation of the park was born from a speech delivered by former President Mandela, requests from South Africans and recommendations from the Truth and Reconciliation Commission; proposing that a memorial and monument should be built to honour those who contributed with their lives, for the freedom we enjoy today. It should further be a constant reminder

never to repeat the atrocities of the past. Protracted consultative processes were embarked on and South Africans endorsed that cleansing and healing ceremonies be held nationwide as a lot of blood was lost during the conflict to obtain liberation.

The elements of Freedom Park also came about through contributions from South Africans, especially the organic intellectuals. For construction purposes, the elements were categorised into two phases with Phase I being Isivivane, the symbolic resting place of those who died in the struggle for freedom.

At the handing over ceremony of Isivivane to the then President Thabo Mbeki in March 2004, he raised concerns that we had not captured or documented the names of our heroes and heroines, whose souls are symbolically resting at Isivivane. S'khumbuto was initiated, which is made up of the wall of names, the gallery of leaders, the amphitheatre and the sanctuary. These elements are embraced by the Reeds. We also have Moshate, a suite where we believe matters affecting the nation could be discussed. Uitspan Plek is the picnic area where people

can unwind after a long excursion to the park.

Phase II: //hapo, is the museum that will narrate the story which dates back 3,6 billion years – to the beginnings of life. The Pan-African archives will be a repository of audiovisual stories from ordinary South Africans about the struggle for liberation. The last phase consists of the administrative block.

What role can Freedom Park play in social cohesion?

What is important to us is to emancipate the African voice, and document and rewrite history in this regard so that our children's children can be proudly African and have access to research from an IKS (Indigenous Knowledge System) perspective to authentic and validate who were are.

If you look at the elements of the park – namely fire, water and boulders – these are all commonly used across all religious and cultural sectors. Freedom Park's role is to bring out and highlight these commonalities to contribute to the notion that we are united in our diversity. In the development of the elements and during the protracted consultative processes, we ensured that contributions from the diverse communities that make up South Africa were encapsulated and reflected in the elements, respectively. For instance, Uitspan Plek was named by the Council of the Voortrekker Monument – our neighbours.

We believe that the elements at Freedom Park contribute immensely to the interception of history, culture and spirituality and the park going forward can be used to highlight these in celebrating that which binds us.

What initiatives are in place to ensure that the park is accessible to the public?

We bring Gauteng communities to Freedom Park to celebrate and commemorate different national holidays. We are mindful that when we decide on admission charges they have to be economically accessible. At the same time, we also have to maintain the park in an immaculate state, so we have to ensure that we strike the balance.

We are negotiating with the Gauteng Department of Education to bring schools to the park as we have to invest in the youth, who are our future leaders.

We are mindful that a lot of parents and relatives still

don't know the whereabouts of their loved ones who disappeared during the struggle and this is the only place where they are being honoured. So, it wouldn't be fair to charge a high entrance fee. We also encourage national religious formations to hold their ceremonial rituals at the park at no charge. Plans for hosting national holiday celebrations and commemorations are at an advanced stage with different partners.

What can the public gain from visiting the park?

First and foremost, for those who lost their loved ones during apartheid



Freedom Park

we say *Tshidisehang, ha le a lahlehelwa le le bang, sechaba se lahlehetswe*. Their lives weren't lost in vain – they contributed to the freedom we are enjoying today. The wall of names has documented their contributions for posterity. Secondly, our African traditional spirituality has always been a hidden concept. When the Europeans came to Africa, they undermined our spirituality and it is high time we are open about and proud of whom we are. Part of paying respect to your ancestors is what makes you uniquely African and at Freedom Park you have the freedom to do that. The third thing is that Freedom Park should contribute to our consciousness in terms of striving to be one nation. It's a place that will forever tell the story to our children and children's children of how freedom was won. We believe that if we can reach more youth, we will be contributing to them becoming more patriotic and it would help them in their discovery of being proudly uniquely African.

Share some of your highlights to date

We have just concluded the last phase of //habo, the museum named after a proverb from the Khoisan people that says: "A dream is not a dream until it is shared by the entire community". We have embarked on a permanent exhibition, which we hope to open up to the public in the next financial year. What is also exciting is that we are now part of the itinerary of visiting heads of state. These leaders come to Freedom Park and lay a wreath at Isivivane. We do this to acknowledge the contribution from the international solidarity in our quest for freedom. We have also

... continued page 23

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just recently held the exhibition *Extraordinary Women, Extraordinary Impact*, which paid homage to ordinary women doing extraordinary things.

Briefly tell us a bit about yourself

I was born in the Vaal Triangle. My mother was a nurse and late father was a priest. In 1972, my late father was stationed at a church in Soweto, Holy Cross, which is opposite the Hector Pieterse Memorial. As far as my career goes, I started working for the Anglican Church in



1984 and then moved to the Congress of South African Trade Unions. From there, I moved to the Commission for Gender Equality and from there to Freedom Park.

I believe that we have to be accountable when it comes to funds – especially public funds and be accountable with your choices and actions and not act in certain circumstances. I can proudly say that I have made changes in the organisations and institutions that I have worked for in terms of them being overall effective in managing their resources. At Freedom Park, for the last six years, we have had unqualified audit reports.

I am also passionate about the development of human beings. I have embarked on a project with our IT department to train and teach the garden services people how to use computers. It's a challenge, but we hope that by the end of September, they will be able to send e-mails. We know that at this point in time, gardening and horticulture are not yet computerised but I just feel that as part of a vast changing society, one must be able to use a computer. I think it will enhance our communication because as things stand, when we send out a communiqué to staff, they hear it from a third party, but if they have computers or work stations where they can access e-mails, they can get the information first-hand and respond – in any of the official languages.

What are your thoughts on women leaders?

I really believe that women leaders are highly effective. We

don't have a point to prove, but we have a mission to accomplish. And as women, we know for you to accomplish something, you have to take people with you – hold their hand. One thing about women leaders is that once they have made a change in an organisation, they want that to continue or even further improve after they have left. Very few women would want the opposite, meaning total collapse of an organisation post their time, because it's a reflection on their leadership and legacy. I mean it goes without saying that if you teach a girl/woman, you teach a village or community because she will want to take society with her.

Do you think people view you as a leader and how would you like to be remembered?

I would think they do view me as a leader, because they call me "Mme". For me, being called that tells me that they look up to me for guidance and that is wonderful. We also have to understand that we all come from diverse backgrounds and as you push for the achievement of the organisational goals, you should take this into consideration. You have to motivate people differently and at different paces to achieve the same objective. I have invested a lot in terms of my time here at Freedom Park and I would like to be viewed as a person whom you could talk to; a person who would be able to help you solve your problems by giving you enabling tools and/or create a conducive environment for you to solve your own problems. I'm passionate about family life because I believe if you have good family support, the sky is the limit. I believe we need to affirm one another – spoken or unspoken, it goes a long way. So, let us be spiritual leaders, be able to achieve strategic objectives but also remember to lead from the heart but strike a balance.

How do you unwind?

I love spending time with my family, and love gardening and cooking. I'm a migrant labourer – Monday to Friday I stay in Pretoria, then on the weekends I travel home to the Vaal. This is where I get to indulge in my passion – my family, cooking and gardening. I also read. I have three daughters aged 19, 18 and seven.

Are you reading anything at the moment?

Indaba, My Children by Credo Twala.

What is the one thing that people don't know about you?

I find joy in the most ridiculous places. I grew up around laughter and when I go home there is always laughter. We should learn to laugh at ourselves and with other people – it's important. I also enjoy listening to Hip Hop, particularly Kanye West.

Describe yourself in one word

Passionate. 🇿🇦

TRAILBL

Name: Kevin Govender

Designation: Director: International Astronomical Union (IAU) Office of Astronomy for Development

Qualifications: BSc (Hons) Physics

My job entails ...

The international coordination of activities to realise the benefits of astronomy to global society. The vision of the office I run is "Astronomy for a better world" and we hope to further the use of astronomy as a tool for development by mobilising the human and financial resources necessary to realise the field's scientific, technological and cultural benefits to society.

My greatest strength is ...

Probably that I try to maintain the bigger picture (strategic planning) while remaining down to earth. This seems to inspire people. I make friends very easily and I always try to be humble and put the cause before ego.

The best advice I ever received is ...

If you have a good idea, run with it – the funds and resources will come.

My motivation comes from ...

Wanting to contribute to a better world.

The highlights of my career to date are ...

Being part of the delegation to the United Nations to have the International Year of Astronomy (IYA2009) declared; talking at the United Nations Educational, Scientific and Cultural Organisation at the IYA opening; invited speaker at the 400 Years of Telescopes; contributor to the Square Kilometre Array Societal Benefits Conference in Rome; being part of IAU strategic planning brainstorming in Paris, which developed a decadal strategic plan; serving on various international groups such as the IAU Executive Committee Working Group on IYA2009, the UNAWE (Universe Awareness) International Steering Committee, the Global Hands-On Universe coordinator for Africa, the Astronomers Without Borders regional coordination, chair of the National Node for IYA2009 and board member of the South African Association of Science and Technology Centres.



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

Building a strong international network of people using astronomy for education and development.

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

Your staff are the most valuable assets in any organisation.

Right now I'm reading ...

State of Africa by Martin Meredith.

To unwind I ...

Spend time with my wife.

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

I grew up in a very rural part of KwaZulu-Natal and always wanted to be a farmer.

I'm proudly South African because ...

South Africa has the spirit and the potential to be an example to the world in terms of peaceful and visionary governance, especially in terms of science and technology.

AZERS

Name: Dieketseng "Tseng" Diale

Designation: General Manager: Chief Information Officer, Limpopo Department of Co-operative Governance, Human Settlements and Traditional Affairs.

Qualifications: Bachelor of Commerce Degree in Computer Science from University of the Western Cape, Certificate in Total Quality Management from the University of South Africa (Unisa). Currently busy with a research project to complete a Master's Degree in Business Leadership at Unisa.

My job entails ...

Providing strategic leadership on communication and knowledge management services. I am also responsible for strategically positioning the department within the province and nationally. Part of my work is to develop and maintain the department's corporate image, provide overall management of the corporate records and promote service excellence in the organisation. I provide support to 30 municipalities with communication, marketing and service-excellence programmes.

My greatest strength is ...

That I am blessed with a great personality, wisdom and knowledge which assists me in interacting with people at all levels. I can work in any environment that demands networking, pioneering, analytical problem solving, self-management, team work, results-orientation and organisational engineering competencies. I am driven by quality service! In everything I do, I ensure quality and excellence and build good and sustainable relations. This has produced a very solid network database which I often tap in to.

The best advice I ever received is ...

As a general rule of thumb – people are not the same and therefore they need to be managed differently. In any organisation, people have different views and employ varied methods to provide solutions and these are bound to be different from one's own approaches.

My motivation comes from ...

Women like Ausi Angy (my dear mother), Basetsana Kumalo (Business Woman) and the late Mane Maria (our cleaner who passed on early this year); these are women made of rock who recognise that public service is about changing lives. I am equally motivated by organisations which invest in human capital development, cherish people as valuable assets, invest in innovation and re-



wards creativity and high-value performance and have a passion for continuous learning.

The highlights of my career to date are ...

Leading the project team that established the Help Desk/Call Centre for housing consumers in the province. It was awarded as the "Best innovative Team and Best support Team" in Limpopo and was also recognised by the Centre for Public Service Innovation. I was also part of the departmental Batho Pele Campaign and the annual "Youth Build" event which mobilises young people to construct quality low-cost housing.

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

To improve the project management maturity index of the Public Service and the service-delivery value chain at every given opportunity and contribute to the Project Management Body of Knowledge.

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

To respect authority and one's work. It's about supporting the cause and not a person.

Right now I'm reading ...

Nelson Mandela by Himself – beautiful!

To unwind I ...

Help young girls improve their self-confidence. I start at home with my three beautiful daughters. I want to empower them and get them ready for the world!

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

I like being behind the scenes.

I'm proudly South African because ...

I am part of a winning team that diligently serves the Limpopo community by providing integrated sustainable human settlements that bring change to their lives.

Moving up



Maleatlana Joel Raphela

Deputy Director-General (DDG): Mineral Regulations, Department of Mineral Resources

Joel Raphela holds a Bachelor of Arts Degree in Public Administration and an Honours Degree in Public Management from the former Vista University. Raphela has held several positions within the Department of Minerals since 1999, firstly as Executive Assistant and Head to the DG and then Chief Director in the office of the DG, responsible for providing strategic leadership and executive support to the DG. He held this position for four years before being appointed DDG last month. In his current position, Raphela is responsible for, among other things, overseeing the functions of the branch, which include the administration and evaluation of mineral resource applications in South Africa.

Raisibe Ellen Lepule

Deputy Director-General: Transport, Department of Public Enterprises

Raisibe Lepule has more than 10 years' experience in the field of transport and logistics. She joined Public Enterprises as Director: Transport in 2003, where she played a key role in the development of the department's strategic objectives for Transnet. In 2009, she was appointed Chief Director: Transport in the same department.

Lepule holds a Bachelor's Degree in Administration, with majors in Economics, Industrial Psychology and Public Administration and an Honours Degree in Economics, specialising in International Economics, from the University of KwaZulu-Natal. She also obtained her Master's Degree (MPhil) in Maritime Studies from the University of Stellenbosch. In her current position, she is responsible for the overarching management of the Government's investments in the transport industry, particularly in Transnet, SAA and SA Express.



David Mona Msiza

Chief Inspector of Mines, Department of Energy

David Mona Msiza holds a Bachelor of Science, Mining Engineering Degree from the University of the Witwatersrand. The cornerstone of his career and experience has been mining. He joined the then Department of Minerals and Energy in 1998 as Inspector responsible for safety audits and inspections. In 2000, he was promoted to Senior Inspector and then Deputy Chief Inspector of Mines in 2007, as Chief Inspector of Mines, Msiza's will, among other things, act as Accounting Officer of the Mine Health and Safety Council.

the ladder

Funani Josephine Matlatsi

Chief Financial Officer(CFO), Department of Human Settlements

Funani Matlatsi holds a National Diploma in Commerce from Technikon North West and a B.Tech: Management from the University of South Africa (Unisa). She is currently studying towards a Master's of Business Administration at the Management College of Southern Africa. Her experience in finance started at the Gauteng Department of Education in 1996. In 2005, she worked at the Department of Transport as a Director: Finance. In 2006, she joined the Department of Human Settlements as Chief Director: Fund Management Operational Budget and Conditional Grant.

As CFO she will be responsible for supporting the Accounting Officer in terms of the responsibilities as outlined in the Public Finance Management Act, 1999.



Nikelwa Tengimfene

Chief Director: Cluster Supervisor for Economic and Infrastructure, Justice and International Clusters, Government Communication and Information System (GCIS)

Nikelwa Tengimfene holds a Bachelor of Arts (BA) Degree, BA Honours and a Master's Degree in Industrial and Organisational Psychology from Unisa. Prior to joining GCIS, she was Director: Development Communication and Information Services in the Office of the Premier (Gauteng), responsible for liaising with leaders in government departments and managing events in support of the province's Programme of Action. As Chief Director: Cluster Supervisor for Economic and Infrastructure, Justice and International Clusters, her duties entail, providing strategic advice and guidance on issues emanating from the communication environment from the relevant sector.

Nelson Kgwete

Director: Media Liaison, Department of International Relations and Cooperation (DIRCO)

Nelson Kgwete holds a B. Tech: Journalism Degree from the Tshwane University of Technology and is currently studying towards an LLB Degree through Unisa.

Kgwete has worked in various capacities within the government communication system, starting as a media liaison intern in the Department of Public Service and Administration (DPSA) in 2004. Kgwete left the DPSA in August 2007 to become Manager: Municipal Communication Support in the Department of Local Government and Housing in Limpopo. A year later, in September 2008, he joined GCIS as Deputy Director, responsible for establishing and strengthening relations between government and the international media.

In his current position, his major responsibility is to devise, direct, manage and account for a successful media relations and external communication programme in line with DIRCO's corporate communication strategy.



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correctional services

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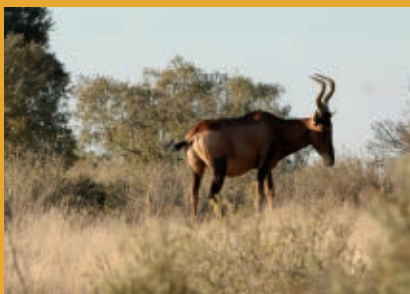
Compiled by: Ongezwa Manyathi

World Tourism Day

World Tourism Day is commemorated on 27 September each year. This year's theme is "Tourism and Biodiversity". This date was chosen to coincide with an important milestone in world tourism – the anniversary of the adoption of the United Nations World Tourism Organisation Statutes on 27 September 1970.

The main purpose of World Tourism Day is to foster awareness among the international community of the importance of tourism and its social, cultural, political and economic values.

The World Tourism Day celebrations will be hosted in Limpopo. A gala dinner will be held on 26 September 2011 at The Ranch Protea Hotel, starting at 18:30. The Deputy Minister of Tourism, Thokozile Xasa, and the Premier of Limpopo, Cassel Mathale, will attend.



National Parks Week

13 to 17 September

The annual 2011 South African National Parks (SANParks) Week, which forms part of National Heritage Month, takes place from 13 to 17 September in all national parks which fall under SANParks. To celebrate this special week, the Kruger National Park will have a series of activities that will take place during that period with the aim of creating awareness around the country's national parks.

Joburg Arts Alive International Festival

1 to 25 September

The 2011 Joburg Arts Alive International Festival, also known as the "festivals within a festival", running from 1 to 25 September, will boast incredible diversity, covering music, theatre, dance, comedy, visual arts and the spoken word. The opening ceremony at the Fringe at the Joburg Theatre on 1 September, featured newly commissioned work from musician Pops Mohamed and poet Don Mattera.

Greening Natural Resource Efficiency roadshows

5 to 7 October in the Western Cape

26 to 27 October in Gauteng

The national departments of tourism, environmental affairs, and water affairs and Eskom will conduct the National Greening and Resource Efficiency roadshows to educate tourism product owners on the importance of using available natural resources (water and energy) optimally and efficiently in their sector. The roadshows will take place from 5 to 7 October in the Western Cape and from 26 to 27 October in Gauteng.

The focus of the roadshows will be on the Green Economy, waste Management in tourism, water conservation and demand management, energy efficiency in tourism, universal accessibility and climate change.



10th All-Africa Games

3 to 18 September

The 10th All-Africa Games will take place from 3 to 18 September 2011 in Maputo, Mozambique. Maputo's hosting will mark only the third time the games will be held in the southern part of the continent. The All-Africa Games is a multi-sports event that takes place every four years, exclusively for the athletes of the African continent. It is organised by the Association of National Olympic Committees of Africa.

Hlahla flies ACSA to cruising altitude



Monhla Hlahla

Writer: Xoliswa Zulu

Photographer: Siyabulela Duda

After 10 years in the cockpit of Airports Company South Africa (ACSA), Monhla Hlahla is ready to take off for new challenges, safe in the knowledge that she and the ACSA team have made South Africa a better place.

She pays tribute generously and repeatedly to the remarkable feats performed by the ACSA team in transforming airports around the country and creating the new King Shaka International Airport serving Durban.

The multibillion airport development programme under Hlahla's command is millions of visitors' first encounter with South African innovation, infrastructure and hospitality – and is a world-class effort that has earned ACSA and the country respect and acknowledgement internationally.

It is an effort that appears light years from the small Limpopo

village where Hlahla grew up, but it is one that in fact demonstrates the power of unleashing the potential of all South Africans.

Before joining ACSA, Hlahla held senior positions at the Development Bank of Southern Africa and the Industrial Development Corporation.

When Hlahla took the reins in 2001, she had her work cut out for her but she took her role as Chief Executive Officer of ACSA in her stride.

Ten years later, she is handing over the reins to a successor who will be tasked with taking a public service flagship to the next level, building on the indelible mark that Hlahla has left on the 2 600 employees she has led.

When she began her work at ACSA, many wondered if she would last. The negativity at the time bothered her, but also

shaped her into a stronger person and leader.

"I wanted to add value and contribute remarkably so I could stick it out. The more I was beaten up, the higher I jumped. If you don't have a purpose that's bigger than you, it's not easy to stick it out. People said that I would last a year, but this is my 10th financial year," she reflects.

In 2006, her ability as a leader was put to the test when 18 men pulled off a multimillion rand heist at OR Tambo International Airport. The 18 were part of a gang that allegedly boarded an SAA plane at the airport and made off with R72 million in foreign currency.

While the police were focused on the heist, others were uneasy about Hlahla's abilities.

"It was a tough time, but we got through it," she remembers.

Ahead of the 2010 FIFA World Cup™, the country's airports were transformed into tastefully impressive and efficient world-class facilities – thanks to ACSA's R5,24-billion investment.

Cape Town International Airport was this year named Best Airport in Africa by the Airports Council International. It was also given the Best Improved Airport in Africa Award in the Airport Service Quality Global Awards.

These accolades are all down – and due – to her team, says Hlahla.

"I had a good team; every detail was in place because of them. The biggest project was King Shaka International Airport – it was the scariest day of my career when it opened. But it was unbelievable, the work they put in, in terms of the transformation of all the airports – a project that had been in place for a number of years," she explains.

This project, she says, was a real tester in the face of a sceptical public that expressed concerns that the airports would not be ready in time for the World Cup, or that they would not be better than the country had been used to.

The ACSA that delivered exciting and attractive upgraded and new airports was a very different organisation to the one Hlahla joined at first.

"ACSA had not had a CEO for two years; people to a large extent had been doing things on their own. So, I joined and tried to stabilise them and to get them used to me. Leadership, after all, is earned; it doesn't come with the title. If it was just about the job, a salary and a title, I don't think that I would have survived.

"I was also lucky in that I had a board that believed in me and the late Minister of Transport, Dullah Omar, believed in

me and my potential. Nobody succeeds alone. There has to be a foundation for you to succeed and I was lucky that my inner strength and resolve was supported by those I worked with," she says.

In August last year, the company reported an operating profit of R1,595 billion for the year ending March 2010, up from R995 million the year before. Total group revenue was 12% higher at R3,53 billion.

"The biggest success is always personal, stretching yourself beyond what you imagined. ACSA was the right size for me when I began and today it looks good because it is a R30-billion company and I grew with it.

"It's hard when you're a woman because you always have to prove yourself, especially when you're an African woman. But I

believe that the major tasks are done.

My place was to clean up and I have done 80% of that – it's time to go. You can't complete it all," she says.

"It's important for you to know when it's time to leave. It's been 10 years and someone else must come in and if I

stay, I limit that potential."

Ventures that will demand attention before her departure include ACSA's projects in Chile, the Democratic Republic of Congo and India.

Hlahla will leave ACSA at the end of September and says if 10% of ACSA's employees can believe that they are meant to be at the company and they are meant to be leaders, she has made her mark.

"If 10% of the employees believe they can do anything, then that is a better legacy," she says. "My greatest joy has been being with the staff, being on the floor and wearing the uniform."

Hlahla credits her parents for where she is today: "I come from a family that works hard. My late father probably influenced me the most. Even though I came from a small village, I didn't know poverty. I never knew I was incomplete. I didn't know poverty until I got to boarding school and the other kids said the clothes I wore were shabby. But that is what gave me self-confidence."

Hlahla will take a break for the next three to six months to give herself time to decide what she wants to do in the future.

"In my next career, I am going to be a way better performer because I have grown up and know the importance of balance in one's life."

For now, she also wants to inspire young South Africans and encourage them to read and volunteer their services to improve their communities. 🌱

"All you need from young South Africans is for them to know that the opportunities are there, but every single one of them is going to have to work for those opportunities."



Fast facts at your fingertips

Writer: Ongezwa Manyathi



S'hamba Sonke: the road to new jobs

The S'hamba Sonke Road Maintenance Programme, which was officially launched this year, is a new roads improvement and maintenance initiative to fix and upgrade the entire secondary road network of South Africa. The programme has R6,4 billion allocated for this financial year; R7,5 billion for the next financial year; and R8,2 billion by 2014. It will target the secondary road network, totalling more than R22 billion by 2014, and is expected to create new opportunities for emerging contractors and jobs across the country.

The gift of Ubuntu across the continent

Government raised R8 million for Somalia and has pledged half to the Gift of the Givers in an effort to aid Somalia's worsening humanitarian crisis.



Honourable members; honourable representation

Women representation in Parliament increased dramatically from 2,7% during apartheid to 27% after the historic 1994 elections, reaching 44% after the 2009 general elections. South Africa is fourth among countries that have the highest number of women in Parliament and 43% of ministers here are women. While government has made efforts to improve the status of women over the last 17 years, much more needs to be done.

Quality healthcare for all

The National Health Insurance (NHI), a health system that will offer decent healthcare for all our people, will cover preventive, promotive, curative and rehabilitative health services. This 14-year project will go through a process of building and preparation over a five-year period. Piloting of the NHI is expected to start in April 2012 in 10 selected districts.

The Department of Health is busy conducting an audit of all public health facilities in the country. The selection of the 10 districts will be based on the results of the audit. Consideration will be given to a combination of factors such as the district's health profile, demographics, income levels and other social factors impacting on health, health-delivery performance, management of health institutions and compliance with quality standards.

The piloting phase will assist the department with finalising how the service benefits will be designed, how the population will be covered and how the services will be delivered. A special conditional grant will be provided in the 2012 Budget to fund the pilot projects.



Put it on my tag!

Cabinet approved the toll tariffs for the Gauteng Freeway Improvement Project Phase A1 and agreed that the Minister of Transport gives effect to the approval in terms of the South African National Roads Agency Limited and National Roads Act, 1998 as set out as follows:

- ▶ motorcycles (Class A1) 24c/km from 29c/km
- ▶ light (Class A2) 40c/km from 49,5c/km
- ▶ medium vehicles (Class B) 100c/km from 149c/km
- ▶ longer vehicles (Class C) 200c/km from 297c/km
- ▶ qualifying commuter taxis (Class A2) and commuter buses (Class B) are exempted.

In addition to the e-tag discount (31% tag tariff), other discounts applicable are the time-of-day discount (available to all vehicles classes), and a frequent-user discount for light vehicles (class A1 and A2), fitted with an e-tag.



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Cashing in pension today is asking for trouble tomorrow

Writer: Joe Cimono*

Here we are in “strike season” again and the argument is building that people need more money. But do they? In most cases, they do. Many people are simply surviving on what they make, and I emphasise surviving.

But there is another myth that needs to be burst: many people believe that if they earn more money, their lives will be better.

I say myth, because after 15 years of training employees on money, I have seen that when they do get more money, they get bigger and better debts along with it.

The secret is not to be spending tomorrow’s money today. There is an old saying “play now, pay later”, which applies all too often to keeping up with the Joneses, Motsepes and Naidoo. There is just too much of an emphasis on “I want it all now”.

I am seeing a very distressful situation. I hear about people who quit their jobs to get their hands on their provident/pension funds to pay off debts. This is very short-sighted, because once you get the money, you are probably unemployed.

This does not bode well for your future. Jobs are extremely hard to come by and it’s this type of short-term thinking that can ruin your future.

When you look at the compound interest effect on your provident/pension plan, you will see the real, incomprehensible cost. A lot of companies have fantastic provident/pension programmes, with examples such as this: you put 7% into your fund and your employer contributes 14% – a whopping 200% return on your money per month.

It really does not get better than that! This, coupled with the compound interest effect will ensure that you have a comfortable retirement. So, why not get your debt position under control instead?

What would be an effective quick remedy? Firstly, stop using your credit cards immediately. I know this will be a kind of shock to your system. At some point, you need to really admit that there is a problem. Once admitting it, you can begin to grab the bulls by the horns and begin fixing your financial future.

Most people have money a few days after pay day, but are broke the rest of the month. So, take a little pressure off your overspending now, as it will result in bliss later down the road.

Remember, tomorrow will not only come, but it will also bring “challenges” that will keep you indebted. So, admitting that you have a problem will be the first step in a process that will see you debt-free. Sounds too simple? It is quite easy once you realise that you are a big contributor to the problem.

Resist the temptation to use your pension fund today because it is growing every day into making sure that you have a comfortable retirement some day. ^(SM)

*** Joe Cimono is Corporate Solutions Director at Financial Fitness, a company that teaches all aspects of debt elimination as well as retrenchment and retirement training. For more information, call 011 783 8828 or e-mail: joe@finfit.co.za.**



WE INVITE ALL THE FRIENDS

of South Africa. If your country or area has traces of any connection with the liberation struggle of South Africa, the National Heritage Council would appreciate to hear from you.

email us on liberation@nhc.org.za

As South Africa matures and settles well into its post-liberation era, a huge risk exists that the country might forget about the critical liberation milestones that have mapped their way to the freedom the country and its people currently enjoy. The liberation route will be a network of sites linked together through a narrative which depicts the journey to liberation. The project is aimed at ultimately designing spaces which reflect social memory for continuity and identity for the transmission of heritage to future generations. The route is a celebration of national memory associated with the history of the struggle for freedom or liberation.

A network of Heritage sites telling stories of South Africa's liberation struggle



nhc

National Heritage Council
SOUTH AFRICA

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Plan your retirement now and thank yourself later



Retirement planning is important at every age, but it can be especially stressful for people who start focusing on this area later in life.

Increasingly, South Africans are entering the age of retirement without enough savings to do so comfortably. Few of us think about what our lives will be like when we retire. In fact, according to a recent study of the saving habits of South Africans, only 42% of working adults will be able to stop working during their retirement years. Therefore, it is important to start planning for your retirement in the prime of your life. Better still, the younger you are when you start, the more affordable it is to ensure that you will be able to maintain your current lifestyle when you retire.

What is a Retirement Plan?

A Retirement Plan is a policy into which you invest money every month and which will pay you the total value of your policy when you retire. At retirement, part of this total value can be taken in cash while the rest needs to purchase an annuity. Anyone between the ages of 18 and 54 can invest in a Retirement Plan, and you can have access to your money from age 55. But remember, **the earlier you start and the longer you leave it to mature, the better your returns will be on your investment.**

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- Your monthly premiums are automatically increased each year to help combat inflation.
- No medical examination is required and no health questions need to be answered.
- You can stop paying premiums at any time, and the money will grow with interest every year until you retire (earliest time you can withdraw your money is at age 55).
- If the retirement benefit is less than R75 000 at maturity, you can take the full amount in cash. If it's more than R75 000, you will need to invest at least two thirds into an annuity to provide you with a monthly income (which is taxable). The rest can be taken in cash.
- You'll also get access to the following added value benefits: Emergency Medical Response*, Legal* and Health Support* as well as Trauma, Assault and HIV Treatment*.

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Minister Richard Baloyi with the Premier of Gauteng, Ms Nomvula Mokonyane, at the OD Workshop in Gauteng.

After the reform we need to Perform

Writer: Dumisani Nkwamba*

Photograph: Courtesy: DPSA

Service delivery and organisational transformation within the Public Service remains one of the most critical contributing factors to the effective delivery of services. A key thrust in Outcome 12 for an efficient, effective and development-orientated public service founded on the New Outcomes-Based Approach of government, is the need to align business processes, systems, decision rights and accountability to ensure improved quality and access to services.

To shift the Public Service onto a new trajectory towards being efficient, effective and development-oriented, many different interventions need to take place.

Since 1994, the public sector has performed reasonably well in implementing government programmes and initiatives. Access to public services has improved, impacting particularly on the quality of life in those areas neglected under apartheid. However, it should be acknowledged that the State has not performed optimally in relation to public expectations.

The reasons for this include inadequate leadership, management weaknesses, inappropriate institutional design and misaligned decision rights. The absence of a strong performance culture with effective rewards and sanctions has also played a part.

In his 2010 State of the Nation Address, President Jacob Zuma committed government to working hard to build a strong developmental state, which responds to the needs and aspirations of the people, and which works "faster, harder and smarter".

In his 2010 State of the Nation Address, President Jacob Zuma committed government to working hard to build a strong developmental state, which responds to the needs and aspirations of the people, and which works "faster, harder and smarter".

In the first decade after the transition to democracy, the Government focused on restructuring, intensive policy development and comprehensive legislative reform, including wholesale revision and modernisation of the legislation governing the Public Service. This included the introduction of key new legislation such as the Public Finance Management Act and the Public Service Act.

Both the *10 Year Review* (2004) and the *15 Year Review* (2009), produced under the auspices of The Presidency, found that the legislative reform process had been largely and successfully completed by 2004. The reviews found that the key challenge facing government was to improve implementation, and that the focus of the second decade must be on improved implementation of these new policy and legislative frameworks.

The findings of the 10- and 15-year reviews remain valid in 2011. While there is a need for regulatory review in some areas such as discipline and recruitment with the aim of improving the efficiency, effectiveness and alacrity

of processes, the key challenge facing the Public Service is to improve implementation, not further legislative reform. What has been lacking is an elaboration of exactly what needs to be done to improve implementation.

The current management framework provides for a largely decentralised model and vests extensive powers with departments' executive authorities to implement their own human resource management practices and processes within the parameters of national norms and standards.

To improve implementation of the regulatory provisions as well as to enhance the management of human resources for better service delivery and achieve this sub-output, specific consideration should be given to review the regulations and directives governing discipline management in the Public Service. This should be undertaken with a new vigour to ensure that disciplinary cases are finalised within 90 days of initiation of the process and that the necessary sanctions are applied.

Since 1994, extensive policies and legislation have been developed to guide human resource management and development practices in the Public Service. This legislative framework compels national and provincial departments to, among other things, develop and integrate strategic plans, operational plans and human resource strategies; determine organisational structures; compile and review job descriptions; and conduct performance evaluations.

Government, and in particular the Department of Public Service and Administration (DPSA), has put in place credible frameworks and interventions to improve the implementation of the strategic aspect of the organisations, development value chain.

However, many departments fail to implement these frameworks. The Public Service continues to face substantial challenges around strategic planning, developing organisational structures, human resource management and development and career pathing. In nearly every instance, skills audits are outsourced, making departments reliant on service-provider dependency models for implementation, which are invariably unsustainable without the service-provider.

The Ministry for Public Service and Administration (MPSA) Directive on Changes to Organisational Design

(OD) was sanctioned by Cabinet after a study that revealed the poor state of organisational structures in the Public Service. The need for departments to consult the MPSA when making changes to organograms has been mooted to ensure that they do not create bloated and financially unsustainable "empires" that may cause duplications and overlaps.

The current directive has been restrictive in that the focus is only on the top three tiers of the organisational structure and departments manipulate lower levels to influence the levels of upper posts. The current review process is meant to remove loopholes in the process by requesting MPSA consultations with every change affecting the SMS posts and to strengthen the quality assurance role of premiers' offices.

Compliance with the directive has been a challenge since there are no penalties for non-compliance relating to whether departments consult or not. To do things differently, we have proposed that National Treasury plays a role in promoting full compliance by linking the OD processes explicitly with personnel budgeting processes. As a result of the poor quality of organisational structures, the development of OD capacity in provincial and national departments has become a priority.


Another response to poor OD capacity has been reflected in the inconsistency in structures of the same sector with proper qualification. The DPSA is implementing generic structures for the departments of health and of social development and will include the Department of

Basic Education in the near future. In the outer years, we will be developing generic structures for ministries and premiers' offices to ensure consistency and avoid clouding executive offices with operational matters.

I have over the past few months led engagements on the *DPSA Guide and Toolkit on Organisational Design*, providing with my support team

practical instruction on the implementation, primarily targeting provincial administrations.

The seminars have sought through engagements with public service managers to bring uniformity in the Public Service in terms of, among other things, the creation of posts, responsibilities, accountability and reporting lines. We continue to reiterate through these sessions that an organisational structure is not an end in itself, but it is an implementing tool and a means to achieve a particular strategy and to drive improvements and service delivery.

We may have the well-oiled machinery but if we are not well structured we will always malfunction operationally. We are calling on Public Service managers to study and implement the OD guidelines; it is only through implementing such tools that we create an efficient, effective and development-orientated public service. 

**** Dumisani Nkwamba is the Spokesperson for the Minister for the Public Service and Administration***

Page through culture & identity this Heritage Month

***Kitchen Boy* by Jenny Hobbs**

World War II hero, Springbok legend, successful businessman and community leader JJ Kitching (known as "Kitchen Boy") dies in Durban, and his family gathers to plan his funeral. Kitching's story is told after his funeral's order of service, as vivid memories of a Natal upbringing and his thunder on the rugby field are revisited.

Flashbacks to the war reveal Kitching's guilty secret: a brief moment when a Nazi soldier bought his silence with a looted gold coin, which led to the betrayal of a comrade in the prisoner-of-war camp. After a lifetime of reproach and tension between them, the comrade is one of the pall-bearers at Kitching's funeral, and the gold coin follows him to his grave in a final gesture of forgiveness.

Jenny Hobbs is a novelist and freelance journalist. She has reviewed books for many years and has also written for radio and worked on TV book programmes.

Compiled by Samona Murugan

***Indaba, My Children* by Credo Mutwa**

Indaba, My Children is a book on African tribal history, legends, customs and religious beliefs.

It is an internationally acclaimed collection of tales and legends that chart the story of African tribal life. It is through these stories that one is able to reconstruct the past of Africa. Through these stories, come an understanding about how and why intertribal friendship or hatred was kept alive and burning; and that the young were told who their ancestors were, who their enemies were and who their friends were.

Mutwa, whose traditional first name is Vusamazulu (meaning "awakener of the Zulus"), believes the tales he learned from the elders gave direction to his life and motivated him to further his knowledge of his people's history. Through the ancient art of storytelling, Mutwa provides a collection of stories that sets the reader on a beautiful and spirited journey through the tales and legends of Africa in which he strives to preserve, promote and revive the past.

***Onion Tears* by Shubnum Khan**

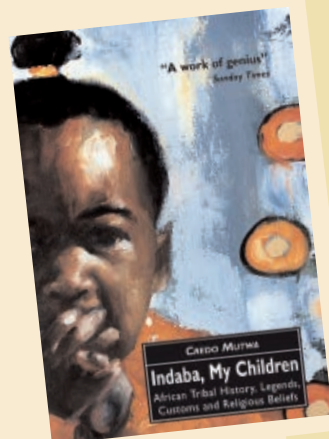
Love, loss and life are the themes that weave through this tale of three generations of Muslim women living in suburban South Africa.

Khadeejah Bibi Ballim is a hard-working and stubborn first-generation Indian woman who longs for her beloved homeland and often questions what she is doing on the tip of Africa. At 37 years of age, her daughter Summaya is struggling to reconcile her South African and Indian identities, while Summaya's own daughter, 11-year-old Aneesa, has some difficult questions of her own. Is her mother lying to her about her father's death? Why won't she tell her what really happened?

Gradually, the past merges with the present as the novel meanders through their lives, uncovering the secrets people keep, the words they swallow and the emotions they elect to mute. For this family, faintly detectable through the sharp spicy aromas that find their way out of Khadeejah's kitchen, the scent of tragedy is always threatening. Eventually, it may bring this family together – if not, it will tear them apart.

Durban-born Shubnum Khan began writing *Onion Tears* for her dissertation in Creative Writing. The book was subsequently shortlisted for The Citizen Book Prize in 2009 and she was one of the youngest authors shortlisted from 300 entries across Africa for the Penguin Prize for African Writing in 2010.

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



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

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

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

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

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

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

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

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



PALAMA sets sights on School of Government

The Public Service is poised like a cheetah waiting to be unleashed in order to make an impact on service delivery, says the man at the helm of the Public Administration Leadership and Management Academy (PALAMA), **Professor Lekoa Solly Mollo**.

If the PALAMA Director-General had his way, part of the unleashing would be the establishment of a School of Government that would serve as “the intellectual home of government”.

In a wide-ranging interview on these and other developments, the PALAMA Director-General revealed his passion for developing the capabilities and competence of the 1,3 million public servants on whom the country’s development and the improvement of people’s social and material conditions depend.

This development task is one that he staunchly believes should remain with government itself “because the danger of outsourcing things like training in value systems and ethos is like outsourcing your soul”.

Shaping public servants is more than a job for Professor Mollo; it is a calling. He’s been at the helm of PALAMA since 2010 and has seen it grow in leaps and bounds.

When Mollo was appointed last year, he was given a mandate – to transform PALAMA. When the academy was established, it experienced a high intake of people and then subsequently, a massive drop. The academy was unable to attract the number of people it had been able to previously.

“When I was appointed, I was given a simple mandate – go and further transform PALAMA. What prompted this directive was the deviations that were discovered from the Cabinet decisions establishing PALAMA. I was then requested to go and look at those deviations that were there and as a team, as a collective, that is what we did,” he explained.

PALAMA, as the capacity-building vehicle of government, manages and offers training and development opportunities for public servants at national, provincial and local spheres.

PALAMA has also expanded its reach by supporting Provincial Legislatures and Parliament with the design and delivery of training in governance, leadership and management. Programmes and courses offered by PALAMA address

leadership challenges and the practical management competencies required for improved service delivery.

According to Mollo, PALAMA is the bearer of those norms and standards that public service training should entail – a task that cannot be left to institutions of higher education only.

“It is the responsibility of government to make sure that public servants are trained according to its agenda and mandate. It must also inculcate values and the ethos to serve selflessly so that we can achieve that which Outcome 12 speaks of: ‘an effective public service and an empowered citizen’.

“There is no way you will achieve that unless you inculcate those values of serving, those values of caring and those values of selflessness,” he says.

When a person enters the Public Service, says Mollo, they should undergo an induction process that establishes these values up-front.

At the core of PALAMA’s training is executive leadership development, says Mollo.

“We live in very interesting times and uncertain times,” he says. “We have to eventually make certain choices in a developmental state and some of those choices are about the type of leader we want.

“You need a leader that can give individual consideration to individual members of their teams. But, you also need a leader that can intellectually stimulate his/her team, because intellectual stimulation is fundamental. A leader must be an inspiration that motivates people,” he explains.

PALAMA’s mission and programmes are rooted in the Public-Service priorities of the day, such as in this year’s State



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of the Nation Address when President Jacob Zuma declared 2011 as a year of job creation through meaningful economic transformation and inclusive growth.

Subsequently, the New Growth Path was introduced to guide government's work in achieving these goals.

"The focus of our government is creating jobs," says Mollo. "We know that government will not create jobs, but it can contribute towards job creation. Government actually provides an enabling environment.

"The private sector has a major role to play in this regard but that enabling environment will only be created as long as there is a technical capacity within the State. How will we achieve that at PALAMA? We focus on management."

When PALAMA talks of management, says Mollo, it is with reference to those generic areas of finance, human resources, projects, monitoring and evaluation and supply chain – expertise without which managers cannot survive.

PALAMA has also started to collaborate with the National Youth Development Agency on Breaking Barriers to Entry, an initiative that sources new-generation public servants from a database of unemployed graduates.

"It is a very successful programme that has begun to lay a foundation for the future. We are saying Breaking Barriers to Entry should create a pool of competent South Africans whom we can groom from the beginning in order to recruit into public service," says Mollo.

The drive for jobs is not the only cue Mollo and his institution has taken from the President

"President Jacob Zuma states that we must know where our people are, where our people live, what their needs are and he also says we must deliver services and deliver them speedily. There's an outcry from the President when he refers to a responsive public servant.

"Therefore, it is incumbent upon government to make sure that it invests in public service training. That is the responsibility of government because the danger of outsourcing things such as training in value systems and ethos is like outsourcing your soul."

In September, PALAMA will hold the Public Sector Trainers Forum for human resource development practitioners. This platform will give them an opportunity to share experiences and innovative ways of how they can best deliver training and development in the Public Service.

"The theme this year is 'Human Resource Development at the Centre of Service Delivery... unleashing the Cheetah'. The objective is to explore strategies of transforming public servants into enablers of effective service delivery. It is also to engage in the contribution of human resource development towards the National Growth Path initiative and to examine the impact (of human resource challenges) on service delivery in the context of globalisation."

Looking to the future, Mollo is trying to reposition PALAMA for greater impact. "Our premise is that if we are to make an impact, we must be relevant. And once we are relevant, we will make an impact and be indispensable."

One of the options for impact is a hybrid model that will bring on board public servants who will then train other public servants, whilst maintaining strategic partnerships with training providers.

"As we go forward, we will make sure that we build research capacity, which

is one of our current weaknesses. We will make sure that we use the knowledge of public servants to teach in the Public Service. We will customise our training to the needs of the people."

And what future lies ahead?

Mollo foresees a School of Government that will become the intellectual home of the Public Service; "a home that produces ideas for government, that produces cadres for government; a home that sets norms and standards."

This is an idea which itself has to be subjected to one of the basic conventions of governance: getting it ratified by Cabinet.

Until then, it's very floating is certain to stimulate a great deal of positive anticipation.

According to Professor Lekoa Solly Mollo, the academy has extended the roll-out of the Executive Development Programme.

"Our basic and advanced management training courses, which are accredited by Services Sector Education and Training Authority, will be available by the end of September and our monitoring and evaluation training, which is aligned to the Outcomes-Based Approach, will support the performance management, is being rolled out.

"Given the recent changes that we have in government in terms of organisational reconfiguration, we are working on rolling out a course of organisational design towards the latter half of the year," he adds.

PALAMA will also be offering courses on recruitment, retention and labour relations.

"We are in our third year of the Standard Chart of Accounts Training – an operational requirement for officials responsible for financial management in collaboration with National Treasury.

"We have also signed a Memorandum of Understanding with the Development Bank of Southern Africa to collaborate in research, training and development for councillors and officials in the local sphere of government. We will also be bringing on board an e-learning course so that our courses can be more accessible, especially the supply chain courses." TM

For more information, please call PALAMA on:
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South Africa strengthens ties with Burundi



President Jacob Zuma is recieved by Burundian President Nkurunziza and his Cabinet as he arrives in Bujambura, Burundi

At the invitation of President Pierre Nkurunziza, President Jacob Zuma, together with a high-powered delegation paid a state visit to the Republic of Burundi from 10 to 12 August 2011. The visit was aimed at consolidating the African Agenda and strengthening the economic, political and social relations between the two countries.

*Writer: Samona Murugan
Photographer: Siyabulela Duda*

President Zuma, who facilitated the Burundi Peace Process after taking over from former presidents Nelson Mandela and Thabo Mbeki, commended the Burundian people for embracing peace and democratic rule. He said he was impressed by the social and economic developments in Burundi which indicated that peace was taking root.

The two heads of state held substantive and fruitful one-on-one discussions on many issues of common interest at bilateral, regional and international level, followed by extended discussions during which ways of further strength-

ening cooperation were addressed. They expressed their appreciation of the excellent ties of friendship and cooperation which exist between the two countries and reaffirmed their willingness to further deepen them.

The presidents also reviewed progress on key areas of bilateral cooperation which, among other things, include agriculture, forestry, fisheries, trade and investment, higher education and defence, and stressed the necessity of strengthening the regional integration organisations to promote peace, security, stability and sustainable development.

South Africa is now focusing on post-conflict support and

cooperation. Among the agreements signed during the visit were:

- Agreement on Defence Cooperation
- Agreement on Education Cooperation
- Agreement on Bilateral Cooperation in the Agriculture and Livestock Sectors
- Memorandum of Understanding regarding Economic Cooperation
- Agreement on Bilateral Cooperation in the Fields of Sport and Recreation.

During the state visit, President Zuma and former presidents Mandela and Mbeki were honoured for the role they played in the long negotiation process which restored peace to Burundi. To this end, the two former presidents strongly urged the international community to support the untiring role of the African Union to settle the socio-political crisis in African countries such as Somalia. They called for the establishment of a new world economic order, which would take into account the interests of the poor countries in order to narrow the ever-growing gap between poor and rich.

"I will give President Nelson Mandela a full briefing on the improvements I have seen in this beautiful country. I have wi-



President Jacob Zuma addresses media during a press briefing in Bujumbura, Burundi.

nessed peace and democracy, and we are proud as Africans of the progress made here. Madiba will be very proud too as he worked with you in the pursuit of peace. He will be proud to hear that your focus is now on sustainable development and a better future for all the Burundians," said President Zuma. ®

FACT BOX:

South Africa was deeply engaged in Burundi from the mid-1990s to the conclusion of the Peace Process in December 2009. As a result of South Africa's engagement, a General Cooperation Agreement was signed with Burundi on 14 February 2007 and on 16 September 2008, the Agreement on Cooperation in the Field of Health Matters came into force.

To further strengthen relations between the two countries, South Africa has subsequently assisted the Government of Burundi with various development projects:

- Prior to the 2010 elections in Burundi, South Africa hosted the permanent *Commission Electorale Nationale Indépendante (CENI)* to attend workshops on election conduct and election management.
- In collaboration with the United Nations Development Programme, South Africa invited the CENI to attend further workshops within the context of the 2011 local municipal elections and observe the election processes in South Africa.
- The Ministry of Public Service and Administration (MPSA) has had a fruitful engagement with the Ministry of Civil Service, Labour and Social Security in Burundi. Initial consultations with the Burundian counterparts discussed the Government's areas of priority with regard to public-sector reform. This led to an agreed Republic of South Africa and Burundi work plan. The work plan focused on the provision of technical support from the MPSA on organisational development and training.
- Following this initial engagement, the MPSA has, through the Public Administration Leadership and Management Academy, secured funding from the Canadian International Development Agency to the tune of CAN\$10,5 million commencing from 2008. The objective of this initiative is to improve the management and leadership capacity of the Public Service through training and the development of the Management Development Institute's capability.

Trade volumes between the two countries declined in 2009 but are currently on the rise again. South African exports to Burundi amount to R65 263 000 and imports to South Africa amount to R149 100 000. South Africa regards Burundi as a country with great economic potential in the East African Community region as well as an important partner for trade and investment. Against the backdrop of strengthened political relations, it is expected that trade cooperation between the two countries will grow to greater heights.

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The future of astronomy

Writer: Ongezwa Manyathi

Photographs: Courtesy DST

South Africa's bid to host the Square Kilometre Array (SKA) will boost the development of high-level skills and cutting-edge technology infrastructure in Africa, and will also attract expertise and collaborative projects to the continent. Southern Africa and Australia have been shortlisted as candidate sites to host the SKA. The selected site for the SKA will be announced in 2012.

Construction of the project is scheduled to start in 2016 with the first astronomical observations expected by 2019 and the telescope should be fully functional by 2024. South Africa has partnered with eight more African countries in its bid to bring the SKA to Africa. "The SKA is well positioned to benefit from this renewed global interest in Africa. Already multinational companies such as Intel are fostering ICT, energy and other research and innovation partnerships with the South African SKA Project Office. The SKA continues to inspire and amaze", says the Minister of Science and Technology, Naledi Pandor.

As public servants we should all be ambassadors of this project, particularly because of the spin-off projects for Africa and southern Africa.

What is the Square Kilometre Array?

The concept of the SKA was developed over many years beginning in the early 1990s. Astronomers recognised that the next great discoveries in astronomy required a significantly larger facility than previously constructed;

hence they suggested a telescope with a collecting area of one million square meters or one square kilometre. Such a telescope would be 50 to 100 times more powerful than any other ever built and will be able to answer many of the fundamental questions remaining for our understanding of the universe.

The SKA will be the most powerful and most sophisticated telescope ever built. It will utilise cutting-edge technology in electronics, computing, network connectivity, material sciences and engineering. If such a facility is constructed in Africa, it will catapult the continent to the forefront of astronomy for years to come. The SKA telescope will observe, capture and analyse radio signals from the immediate aftermath of the Big Bang. It will search for Earth-like planets and potential for life elsewhere in the universe, test fundamental scientific theories such as the Einstein's theory of gravity, and probe the dark energy of the universe.

The SKA bid process

The International SKA Steering Committee (ISSC) sent out a formal Request for Proposals for sites in August 2004. Four other countries (Argentina, Australia, China and the United States of America [USA]) indicated their intention to also bid, but the USA subsequently withdrew. The bid documents were scrutinised by an Independent Site Selection Advisory Committee, consisting of prominent astronomers from countries not involved in the bids and who had not personally been involved



in the SKA Project. Their report was submitted to the ISSC at its meeting in Dresden, Germany, in August 2006, where the decision was made to shortlist Africa and Australia. A consortium of major international science funding agencies, in consultation with the SKA Science and Engineering Committee, will announce the selected site for the SKA in 2012.

Both Africa and Australia-New Zealand are building pathfinder telescopes the Karoo Array Telescope (referred to as MeerKAT) in South Africa and the Australian SKA Pathfinder in Western Australia respectively. In South Africa, this telescope is Phase One of MeerKAT and comprises seven fibreglass 12-metre dish antennae linked to operate as a single radio telescope.

The full 64-dish MeerKAT is expected to be completed by late 2013 or early 2014. These facilities are being constructed to test possible technologies to be used in the ultimate design of the SKA itself.

In late 2011, a group of international astronomers will analyse the final SKA configurations and costings for both Australia and Africa and make a recommendation on the host country. A decision by governments and funding agencies will be made in 2012 as to where the SKA will be built.

SKA Africa partnership

The African SKA bid has partner countries and associate countries. The former will host the SKA infrastructure and the latter, the associate countries, are either already involved or encouraged to participate in engineering and astronomy training of postgraduate students in South Africa.

The SKA African partner countries, South Africa, Ghana, Kenya, Zambia, Botswana, Namibia, Mauritius, Mozambique and Madagascar meet twice a year. A ministerial meeting of the SKA African partner countries was convened during March 2010 in Cairo, Egypt. The ministers agreed to strengthen cooperation in the project to ensure that all necessary project requirements are met.

A South African Interministerial Committee on the SKA has also been established to provide strategic direction for the SKA on local and international lobbying, site preparation in all SKA partner countries, including regulatory and legal matters, and resolving high-level challenges as the bidding process approaches the final stages.



Minister of Science and Technology, Naledi Pandor, with Carnarvon Learners

Some spin-off projects from the SKA project

"We have chosen an exceptionally good site for the SKA in a remote region of South Africa, a region with very little economic activity. We have provided statutory protection for the site through the Geographic Astronomy Advantage Act. The Act covers existing activities and transmissions, not only new ones. In this we are unique.

Minister Naledi Pandor

New labs for Carnarvon High School, Northern Cape

■ Two new laboratories – a computer and a science laboratory – were launched at Carnarvon High School to boost Science and Mathematics teaching and learning. The small town of Carnarvon is near the area that has been selected as a potential site to build the core of the world's largest radio telescope – the SKA. This is part of the SKA South Africa Project's commitment to building educational resources in the area by forming partnerships with the private sector to support local schools and working closely with the Northern Cape Department of Education. It is hoped the labs will encourage young people of nearby towns, especially Carnarvon and Williston, to engage with Science and Technology and explore the potential of the SKA Project.

Providing education

■ The SKA South Africa Project also funds tertiary students, ranging from artisan apprentices and technicians to university students at all levels. To date, 293 students and researchers have benefited from SKA South Africa bursaries and scholarships, including many students from other African countries. Bursaries go to Physics and Engineering students and a special effort is made to attract women and black students to these fields. There are also bursaries for technician training. Support for artisan training focuses on bringing students from the towns near the telescope site to study at the Northern Cape Further Education and Training Urban College in Kimberley. ®



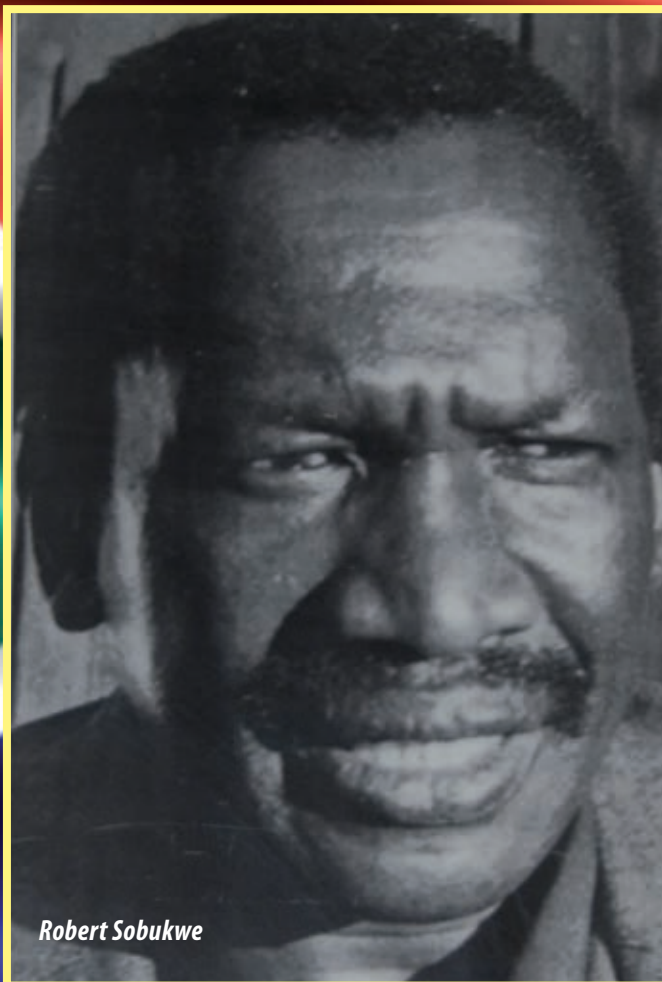
9 THINGS EVERY SOUTH AFRICAN SHOULD KNOW

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





Nelson Mandela



Robert Sobukwe

African heroes and heroines have lived in South Africa for thousands of years before the arrival of people from the West. In the ensuing war of civilizations we, their descendants, now know nothing of their names, languages, beliefs, wars, memories and leadership.

Try to go back in the pages of history to reconnect with pioneers of the struggle and you will discover a curious thing – the history of this country begins around 1820. For some, it is 1652 with the arrival of Jan van Riebeeck.

To a large extent, very little is known about Iron Age African kings and queens who ruled this country before the arrival of Europeans; and those gallant Khoisan heroes and heroines who not only encountered modernity but fought or bargained hard to protect and preserve ownership of the land of their ancestors.

A lot happened before the arrival of the three ships in 1652 or the landing of the 1820 Settlers from Britain. The historical perspective that has dominated is that of the nature and temperament of colonisation where the lions, so to speak, were always captured or killed by the man-hunters. The lions still have to write their story.

But despite the gaps, there is always something

IN SEARCH OF TRUE HEROES OF THE STRUGGLE

Writer: Sandile Memela

Photographs: Courtesy: Arts & Culutre

primordial that beckons one to rediscover and reconnect with those unnamed heroes and heroines whose love and commitment to the struggle was so intense, so deep.

You will find stories of men and women who were fully conscious that they were custodians and protectors of a richness of a beautiful land, sea, air and people.

These were the first heroes and heroines of the struggle who, as early as 1660, fought with Europeans over land and cattle, for instance. They were descendants of the hunter-gathers, the Khoisan people.

Among them were heroic figures who have ultimately been obliterated from memory.

Even if you desired to truly understand the true leaders of the liberation struggle, it is only 20th century male heroes like Chief Albert Luthuli, Nelson Mandela, Walter Sisulu, Robert Sobukwe and Steve Biko, among others, who emerge. There is little on heroes such as Gqunukhwebe or Ndlambe, for instance.

This begs the question: where are the real heroes and heroines, those self-

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.



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sacrificing men and women who loved their land and what it has to offer more than their own lives?

Presumably, they never knew self-aggrandisement, greed and putting individual interest first at the expense of the people and the land.

The mystery of their names can only be unravelled by archeologists and non-partisan historians.

In the encounter with modernity, especially with the arrival of Moravian missionaries, the heat of frontier wars unleashed heroic African figures, largely comprised of the Khoisan and, later, slaves and the Xhosa.

But some of these were men and women who could not resist the evil honey of Western religion and education. With the British take-over in the early 1800s, they opened up the land and their hearts during a century that did not recognise Africans as rightful owners of the land.

This resulted in the gnashing of teeth as – all over the land – these heroic men like King Shaka, among a few, dreamt dreams of African nationalism and unity.

However, in other parts of the beautiful land, there were African heroes such as Ntsikana who made coherent the inherent clashes between African culture and Western religion through exploring the multiple identities of black people, in general. This heroic Xhosa prophet saw visions that no one could understand, that fused the coming together of Europeans with Africans to build a new world.

He was not alone in his wandering as Tiyo Soga, the original father of Black Consciousness and the first African priest trained in Scotland in 1856, began drawing the identity, culture and religion of his people in thick black ink, grounding them in a positive sense of self. There was also Walter Rubusana and SEK Mqhayi and possibly many others.

This was the beginning of the theory of an “African Personality” – later espoused by the pioneering Pan Africanist visionary, Robert Mangaliso Sobukwe.

The African people who were first to embrace the brutality of

modernity in the early 1800s were forced to take a heroic role where they abandoned their way of life to imitate the Western way of life. The greatest hero of this solution was John Tengo Jabavu.

Long before, when the British took over the Cape in the late 1790s, descendants of the Free Burgers – a small group of Europeans who grounded their identity on African soil – had already sworn allegiance to the continent.

The Free Burgers were lifted by a frail whirlwind that saw them begin the Great Trek. This gained momentum in the mid-1830s.

It was these Afrikaner heroes who forced their minds to desert British imperialism and deepened the seeds and convictions for political self-determination and independence. When these winds blew, they touched a raw nerve among the indigenous population who had never stopped to mourn for their land and everything it had to offer.

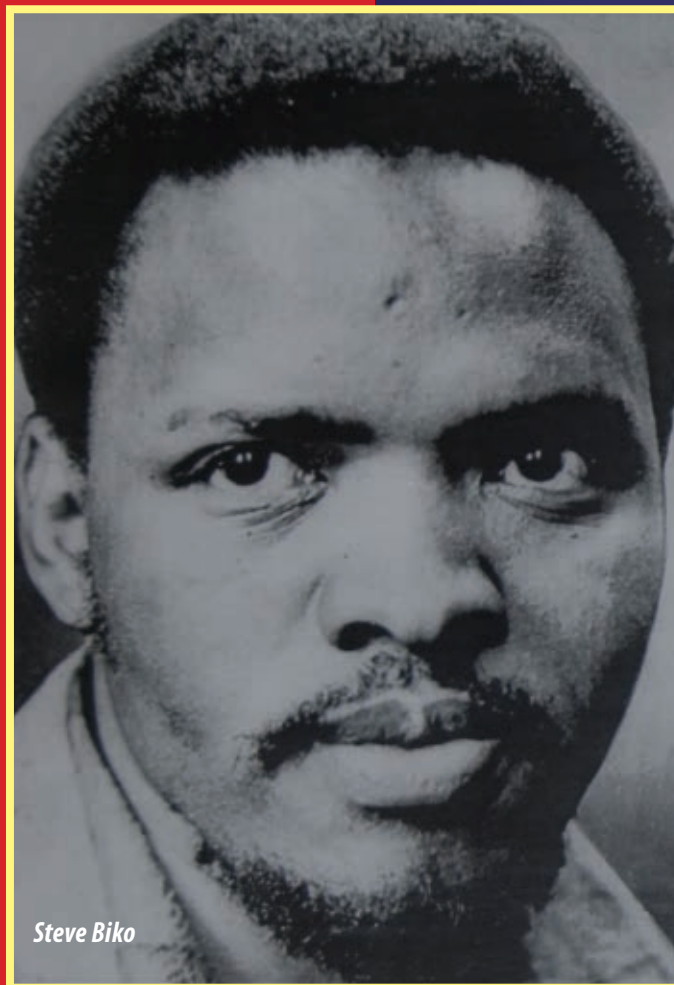
The first political movement was the Organisation of African People, which was launched in the 1880s to lay the foundation for African

heroes to take their rightful place in the leadership for freedom and democracy.

There has always been that vacant space for African heroes and heroines to emerge, to resurrect that desire for self-determination and repossession of the land.

Even before the likes of, among many others, John Langalibalele Dube, were born in the early 1870s, these African heroes and heroines were destined to be stirred by a spirit that had long existed.

The heroism that exploded in the 20th century was ignited by Bhambata, the first Zulu warrior chief gue-



Steve Biko



rilla. He would inspire Mandela's Umkhonto in 1960 and also the explosions of what was to happen in 1976 and after. In addition, Bhambata also inspired those heroes and heroines who were to come after him after having waited for over three centuries.

By 1910, these African heroes and heroines had taken the struggle to greater heights when Sol Plaatje and others prostrated themselves before the British King to ask for what belonged to them in their own land.

The day of revelation came in January 1912 in Bloemfontein when many of the heroes chose to liberate themselves from the darkness of disunity and lack of a common vision. For the next five decades, the African National Congress strolled, and even walked, in slow motion. For they intuitively knew that history and the future were on their side.

At Kliptown in 1955, they made the declaration that "the land belongs to all who live in it, black and white". Some among them, especially Sobukwe and other Pan Africanist radicals, felt this mad decision was taking the indigenous owners of the land nowhere. These Pan Africanist radicals broke away to form a rival ideological organization, the Pan Africanist Congress (PAC), which espoused "Africa for the Africans, the Africans for humanity and humanity for God".

In a well-considered gesture, in December 1961, Mandela turned Umkhonto We Sizwe towards armed resistance while his friend and brother in the struggle, Oliver Tambo, went into exile to garner support and solidarity from the people of the world.

The super-Afrikaners – who had taken over political power in 1948 – hunted down self-sacrificing heroes and heroines of the struggle but were to be defied even by women in 1956 and children in 1976 and 1985.

The position of heroic leadership lay vacant as fear ruled the land until a young Steve Biko

emerged to sprout the seeds of Black Consciousness in the 1970s which promised an early harvest. But he died a martyr. It was in this time that a new generation of very young heroes and heroines were driven to action by the young and charismatic Tsietsi Mashinini and others in the Soweto Uprising of 1976.

Their fists and blood were the final attempt to unburden African people of the weight of having lost their land, its wealth and their own culture.

What does it mean to be a hero or heroine of the struggle after 1994?

The joy of living in what has been dubbed an "African century" by those who know, is the thought of modeling heroic figures of rebellion, in thought and in act.

This desire for genuine freedom and democracy keeps itself alive, year after year and century after century, even when descendants of the dethroned African kings and queens fail themselves and their history through greed and corruption.

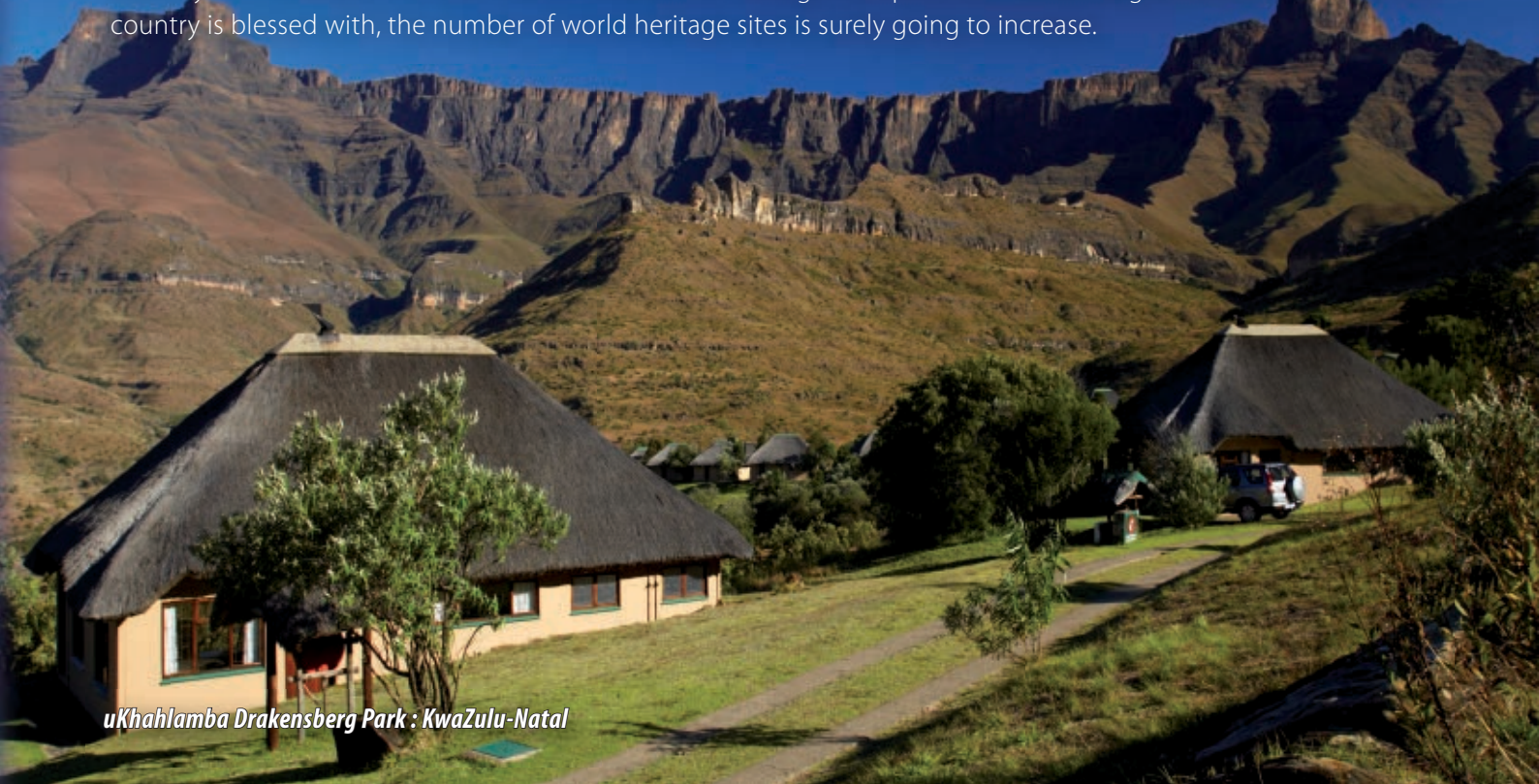
Consider how it felt like, if you can imagine it, to be a hero or heroine of the liberation struggle over the centuries. Listen to the marching of Makana, Sekhukhuni, Sol Plaatje, Charlotte Maxeke, Lilian Ngoyi, Helen Joseph, Ruth First, Braam Fischer, Anton Lembede, Onkgopotse Tiro, Joe Slovo and many others.

Then you may understand what it means to love Africa more than material. This is the point where the story never ends. We, the living, are the inheritors of everything that the heroes and heroines of the struggle lived, fought and died for. Will the heroes and heroines of the new struggle, please, stand up? 🙏

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

HERITAGE SITES

Since 1999, South Africa has ensured that the World Heritage community recognises the outstanding universal values of eight properties within its territory. Of all these sites, four are cultural, three Natural and one mixed. Given the diversity and abundance of both natural and cultural heritage with potential outstanding universal values that the country is blessed with, the number of world heritage sites is surely going to increase.



uKhahlamba Drakensberg Park : KwaZulu-Natal



Cradle of Humankind: Gauteng



Robben Island: Western Cape



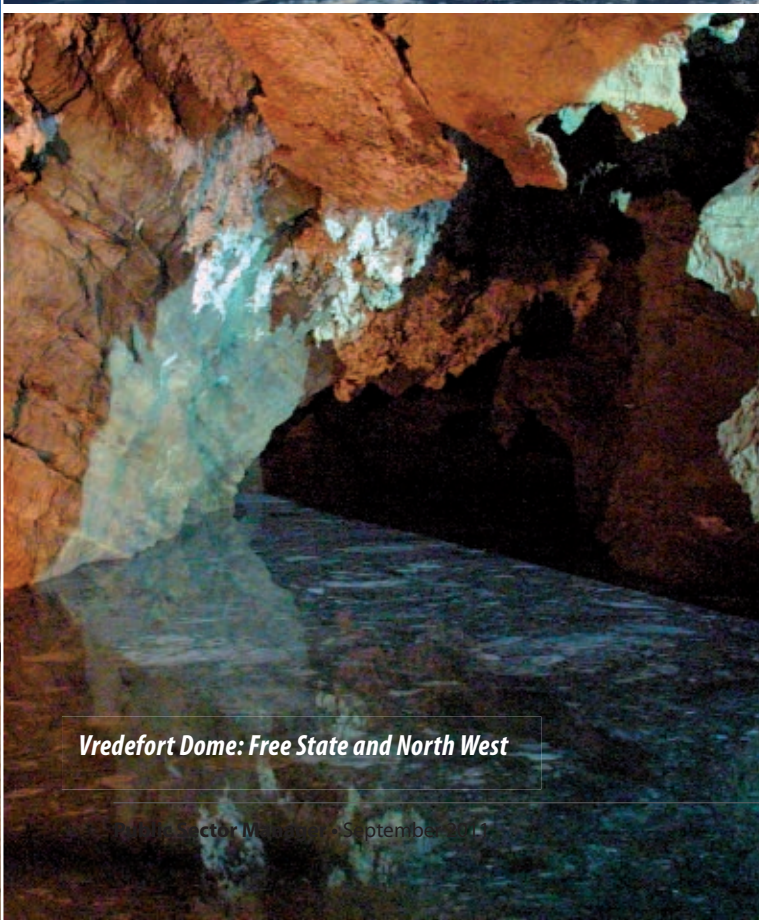
The Veyane Cultural Village at Isimangaliso Wetland Park: KwaZulu-Natal



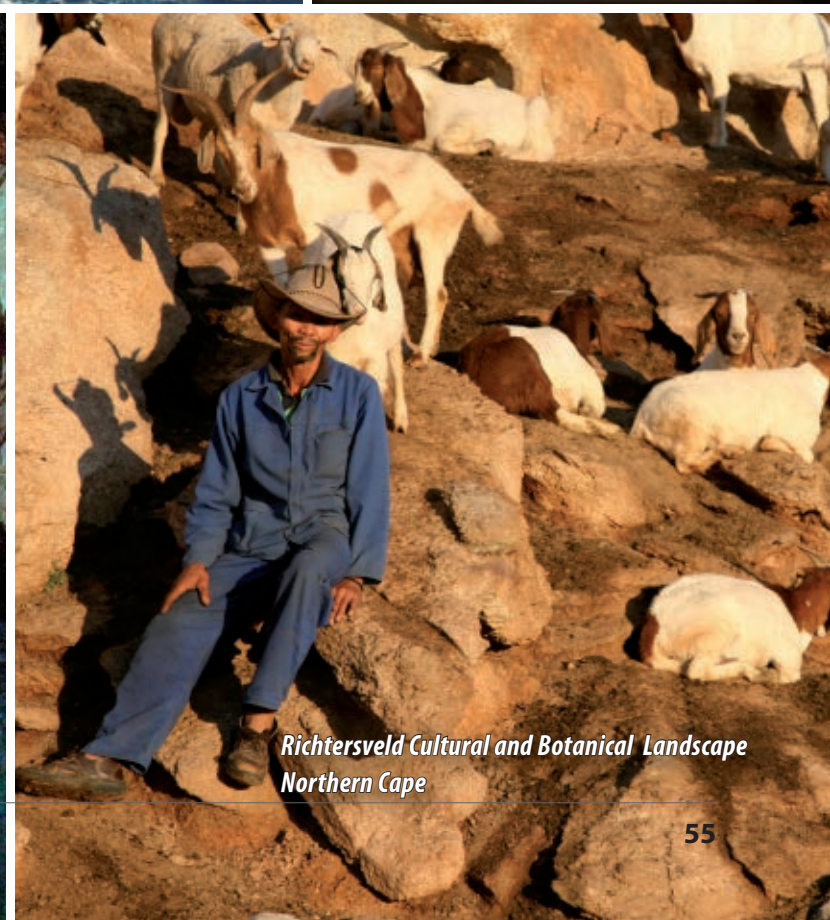
Cape Flora Region Protected Areas: Western Cape and Eastern Cape



Mapungubwe Cultural Landscape : Limpopo



Vredefort Dome: Free State and North West



Richtersveld Cultural and Botanical Landscape Northern Cape



Chief Albert Luthuli

(ANC President - General from 1952 - 1967)

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

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

1960 - 2010

50 years Africa's First Nobel Peace Laureate

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

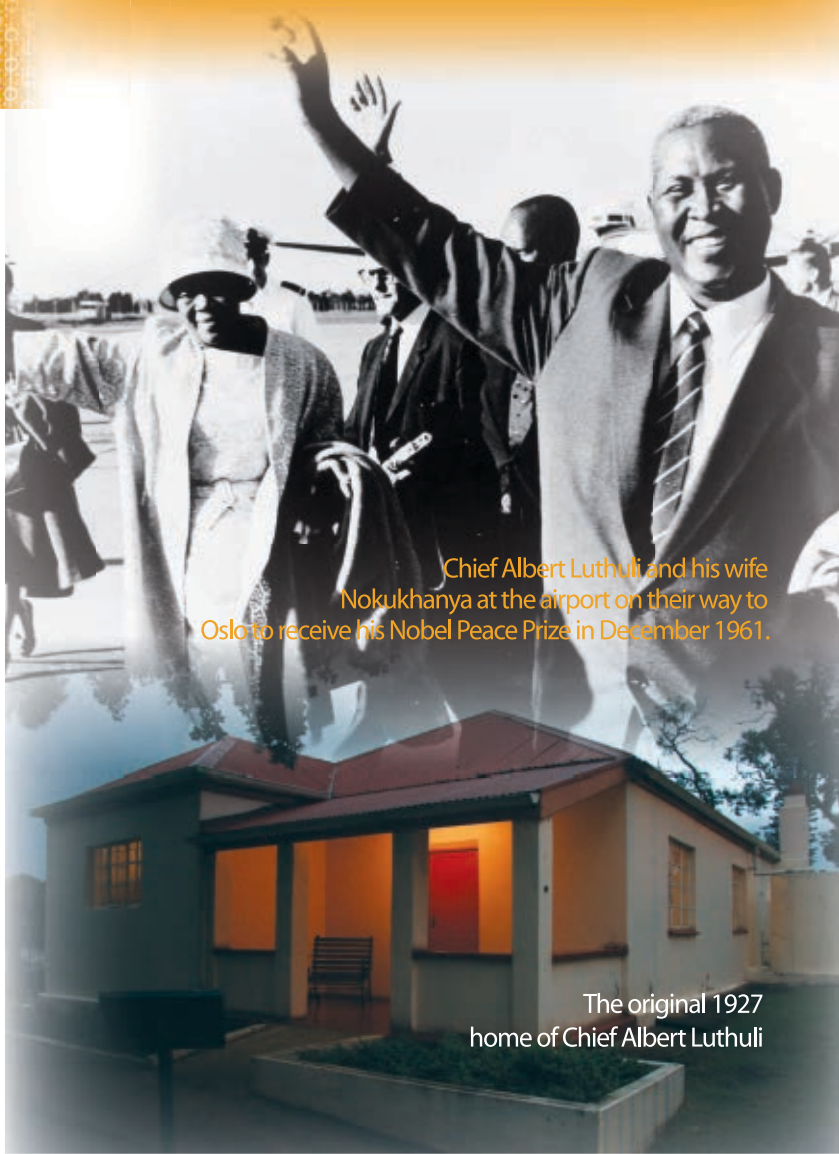
A guided tour is available to visitors and tour groups.
Admission is free.

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The Luthuli Museum is closed on Good Friday, Christmas Day and New Year's Day.

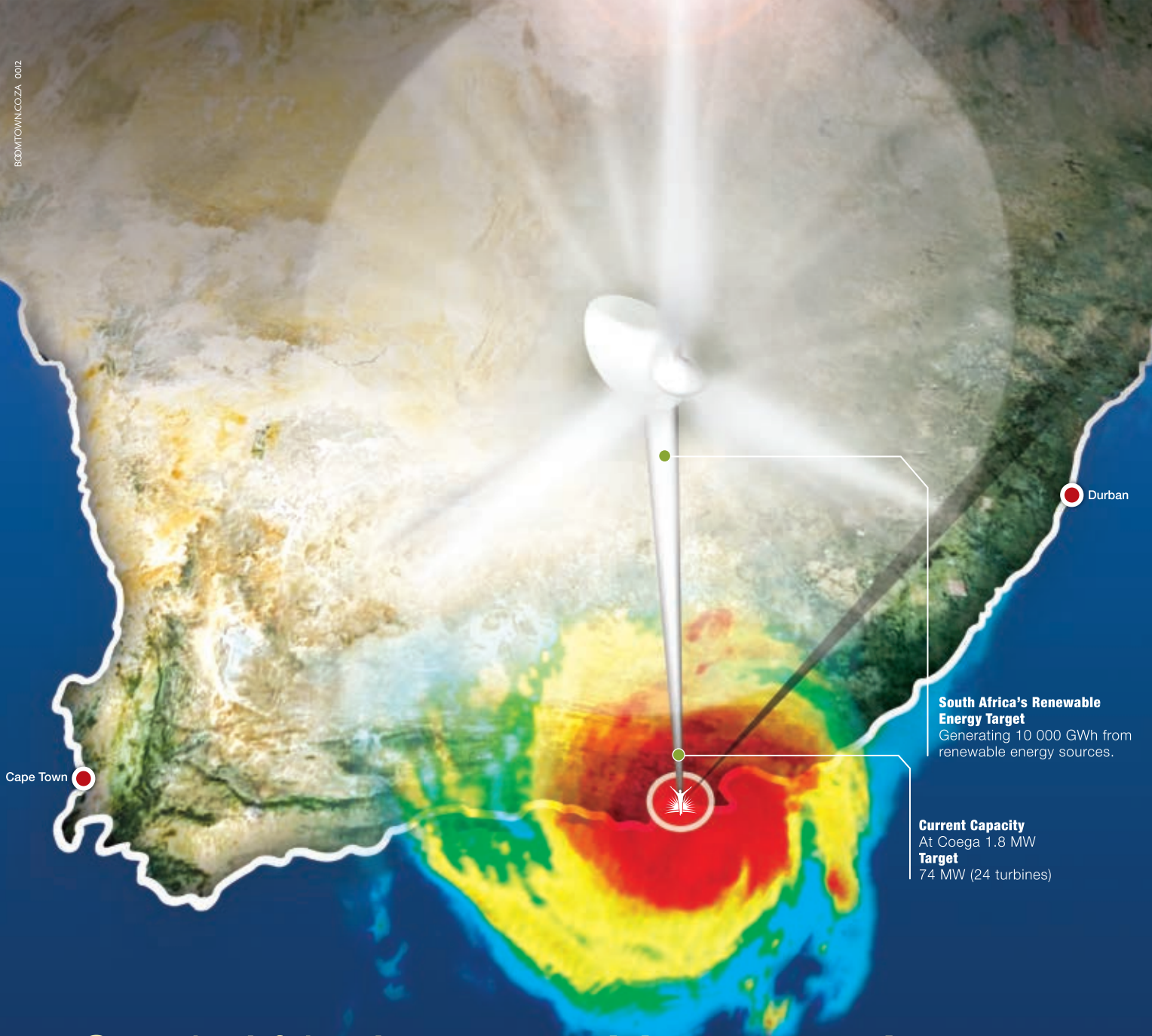
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Tel: +27 (0) 32 559 6822/4
Fax: +27 (0) 32 559 6806
Website: www.luthulimuseum.org.za
Email: luthulimuseum@luthulimuseum.org.za



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

The original 1927 home of Chief Albert Luthuli



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Growing and sustaining our tourism

Writer: Jabu Mabuza *

South Africans are proud of the country's innate ability to triumph in the face of adversity. As economies the world over crashed, and amid immense global pressure and scrutiny, South Africa hosted what FIFA called "the most successful World Cup ever" in 2010.

Without the World Cup tourism buffer last year and with the industry clearly still feeling the effects of the global recession, we've always known this would be the year to work harder than ever before.

Our strong currency, changing travel patterns, including the increasing tendency of tourists to buy more affordable accommodation and other tourism-related products, increasing unemployment in most First World countries and high fuel prices are some of the factors listed as the reasons for lower revenues. The domestic market has also been weaker than anticipated, which exacerbates the impact of lower occupancies on the very substantial increase in room inventory that happened in the run-up to the World Cup.

But in these challenging times, it is now even more important for us as the entire tourism sector to work even harder as a cohesive and coordinated collective to analyse and react to tourism trends. We need to aggressively promote South Africa locally and internationally as a value-for-money destination, given tourism's significant contribution to our country's economy and to sustainable job creation. Adverse economic conditions in many of our target markets are not

expected to significantly improve over the next two to three years. Unless we succeed in aggressively promoting our value-for-money tourism product offering globally in the face of an increasingly competitive international tourism environment, the sustainability of our industry will come under even more pressure by 2014, when one of our key competitors will have the benefit of the FIFA World Cup.

The current business environment does not necessarily correlate with the consistently good tourist arrivals

Statistics South Africa continues to record.

From January to April 2011, South Africa had 2 750 175 foreign tourist arrivals – up 7,5% on the 2 558 715 recorded over the same period in 2010. This growth came from our core traditional, as well as our exciting investment markets.

Encouragingly, growth from Europe was up by 4,5% with 458 479 tourist arrivals from

January to April 2011 (with our biggest tourism market, the United Kingdom (UK), level-pegging last year's figures with 162 415 tourist arrivals). North America was up 16,8% (with United States [US] visitors up 15,6%), Central and South America increased by 24,1% (with Brazil up 38,4%), Asia was up 29,3% (with India up 51% and China up 25,6%) and Africa grew by 7,3% (with Nigeria up 27,6% and the Democratic Republic of Congo [DRC] up 21,2%).

We believe these tourism figures are an accurate reflection and even more importantly, that the growth shown in the markets we are focused on provide a clear indication we

"The tourism sector is not only a multifaceted industry that contributes to economic growth on many levels, but it is also a labour-intensive industry with a significant capacity for creating jobs". – Minister of Tourism, Marthinus van Schalkwyk



are on the right track with our tourism target markets and strategies. South Africa has a long way to go to grow demand adequately to meet the current oversupply of rooms and counteract the effect of the strong Rand and, in the short term, the industry will continue to bear the effect thereof. We are working hard to alleviate the impact currently being felt, but it is key that we maintain a longer-term strategy and focus on marketing South Africa as a destination.

We are also looking at the African business and leisure travel market with new eyes and investing over R60 million this year on our marketing efforts on the African continent, identifying in particular significant potential for travel and high tourism spend in South Africa from tourists in African air markets such as Nigeria, Angola, Kenya and the DRC. As African economies grow and become more globally competitive with more discretionary spending power, we've seen huge opportunities to market our traditional adventure and wildlife tourism offerings.

The recently launched second phase of our "20 Experiences in 10 Days" global marketing campaign is set to reach over one billion consumers in this financial year. The campaign records the unscripted, authentic travels of couples from the UK, USA, Nigeria and India in phase one and couples from China, Germany, Brazil and Angola in phase two in an advertising campaign that will be rolled out with our global media partners online and also in the heart of our consumer heartland in our targeted tourism markets.

With research showing that word-of-mouth and the first-hand impressions of visitors of their travels to South Africa remain our biggest marketing tools, the campaign has been well received globally. Domestic marketing and the Sho't Left Campaign remain the bedrock of marketing efforts as we continue to entrench a culture of travel within South Africa, with its theme of "There's no Such Thing as a Wrong Turn".

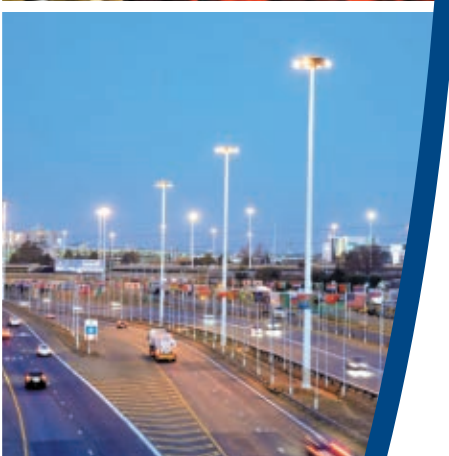
This year, expanding our tourism offering and showcasing our lifestyle, design, fashion and music attributes have been critical, as has been profiling the urbanisation of our cities. To this end, we've heavily invested in and partnered with African Fashion International in events such as the Joburg, Cape Town and Africa fashion weeks, as well as the Cape Town International Jazz Festival, the Macufe Festival and Grahamstown National Arts Festival, to name just a few. We've also been long-term partners of initiatives such as the Design Indaba and more recently the Designing South Africa Project, and are fully behind Cape Town's 2014 World Design Capital bid, which we're confident could be yet another feather in our nation's already-impressive cap.

We will continue to strive to increase our tourism numbers, support the efforts to create the 225 000 new jobs targeted for our industry and sustain existing ones, while also working with provinces and city partners on highlighting the critical importance of – and encouraging – domestic travel among South Africans to all nine provinces.

We take our lead from the formation by the national Department of Tourism of the National Tourism Stakeholders Forum, comprising government in all its spheres, the business sector and all tourism role players to work together to take collective ownership – and responsibility for – growing our critical tourism industry and meeting the important targets set out in the National Tourism Sector Strategy and the National Growth Path. 🇿🇦

Fast fact: South Africa aims to increase the number of foreign tourist arrivals to South Africa from seven million in 2009 to 15 million by 2020, tourism's total contribution to the economy from R189 billion in 2009 to R499 billion by 2020 and to create 225 000 new jobs by 2020.

*** Jabu Mabuza** Chairperson of South African Tourism



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 Katlehong 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.



**City of
Ekurhuleni**

a partnership that works



Sonwabile Mancotywa

Ubuntu:

the foundation of our heritage

Writer: Sonwabile Mancotywa*

The country's amnesia about its history and consequently its lethargic appreciation of its heritage continue to erase the nation's public memory. On many occasions, a search for the history of Africans in this southern part of the continent results in scant facts that have survived through oral history. Some critical information has also endured alteration as it is transferred from one generation to the other. The memory about significant people, events and places faded with time. The traces of this distorted history that could have been part of the defining elements for nation-building and national pride still lingered in the material of the then Bantu education until the 1990s. The community that was probably able to prove its preserved literary expressions is the Khoisan people with their rock art. Heritage practitioners are still preoccupied with decoding the Khoisan messages.

South Africans cannot have a scapegoat for not documenting, preserving and reviving their heritage, especially not with the abundant means to do so. The use of technology and its rapid developments should not escape us. We need to stay relevant with the future in mind. The Timbuktu manuscripts that date back to the 13th century, some of which cannot be regenerated, should not be the example for South Africa and the continent. I agree that some of the heritage is

appreciated in retrospect as one definition by Ashworth and Turnbridge (2001) qualifies it:

Heritage is that which is constructed in the present from remains of the past. But we are fortunate to have the foresight to shape the heritage – be it cultural practices, symbols, landmarks, legends or any other. What is, however, most central to defining the character of this strong nation of South Africa, is our national identity. The cultivation of the character of a South African can be inspired by our cultural value system, which is the heritage that has survived all odds.

These cultural values that have profoundly seeded themselves in every South African form the soul of the nation – Ubuntu.

Deputy President Kgalema Motlanthe made a profound proposal recently at the Memorial Lecture of the late struggle heroine, Ruth First, on 17 August at Wits University, where he said: "We may need to

begin exploring creative ways of introducing subjects related to ethics into our school curriculum very early in the development of the learner".

Ruth First was among many charged in the Treason Trial in 1956, when the African National Congress and other organisations were charged with trying to overthrow the Government. In 1963, she was arrested, imprisoned and released on condition that she would leave South Africa permanently. She writes about this in the book *117 Days*. She eventually settled

The generation of this century should consciously avoid the amnesia or deliberate forgetfulness to catch up with the next generation. The question should be: "What are we leaving for future generations?"



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

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

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

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

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

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

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

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



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in the footprints...

in Mozambique, with her husband, prominent anti-apartheid activist, Joe Slovo. On 17 August 1982, she opened a large manila envelope sent from a United Nations agency and was instantly killed by the explosive device that had been placed in it. Her funeral in Mozambique was attended by thousands and was addressed by President Samora Machel.

Deputy President Motlanthe's call echoes a statement made by then President Thabo Mbeki on Heritage Day in 2005: "... we need to answer the question as to what it is that distinguishes a South African from other people, be they Chinese or American. What are the characteristics that inform the manner in which a South African approaches a variety of matters and challenges?

"We have to answer these questions because a Heritage Day that is celebrated by all our people should suggest that indeed we do have a past to be proud of; we do have a heritage that helps us face modern challenges and we do have a value system that guides our behaviour at the individual, family and community levels.

"A superficial answer to these questions may suggest that it is not possible to speak of a single South African character and identity which derives from a common value system because we are a diverse society. Indeed, there is no dispute about the fact that we are a diverse society and all of us have consistently urged that we should use this diversity as a strength that should unite our people.

"However, within this diversity there are dominant values and ethos that bind communities together and ensure social cohesion. These values and ethos drive community members to act in solidarity with the weak and the poor and help members of these communities to behave in particular ways for the common good.


"As we know, the African people in this country have over many centuries evolved a value-system of Ubuntu with its basic tenet aptly captured by the saying: *motho ke motho ka batho*. Many of us have been brought up to uphold values based on this old-age African adage. Through socialisation, many Africans have ensured that our families and communities are themselves

grounded on the value system of Ubuntu.

"A close examination of the central tenets of the values that drive the behaviour and approach of the Afrikaner, Indian and Jewish communities reveal that there are many elements that are consistent with the value system of Ubuntu."

Today, government as well as civil society, use elements of this value system of Ubuntu in their approaches to the day-to-day challenges. Some of these examples are the Government's Batho Pele Campaign that seeks to place the interests of the public at the centre of government's work and the delivery of services. The Moral Regeneration Movement is one initiative aimed at constantly reminding us of the values of humanity.

The missing piece of the puzzle of cultivating positive values in society will be almost complete with the introduction of ethics in schools and early learning centres. The measure should not be viewed as coercive without acknowledging that South Africans are an emotionally wounded nation that needs healing. Building an Ubuntu nation therefore requires a much more concerted effort than just leaving it to a natural process. I believe that ethics should be introduced to society across all spheres, starting with the family. Our responsibility as a nation is to take responsibility of holding the hands of the "future families" in defining the moral fibre of our future nation through Ubuntu.

This is a value system that freedom fighters upheld and relied on to achieve our country's freedom. Had it not been for their sense of Ubuntu, the ideals for nationhood and human excellence for all South Africans would not have been a reality. This Heritage Month is dedicated to celebrate the heroes and heroines of our struggle and liberation. While the political aspirations of rescuing the nation from the tyranny of the oppressors during apartheid is realised and celebrated today, it is important not to isolate the central value system that made this possible – the universal values of humanity that bound these comrades together. 

*** Sonwabile Mancotywa is Chief Executive Officer of the National Heritage Council.**



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of South Africa. If your country or area has traces of any connection with the liberation struggle of South Africa, the National Heritage Council would appreciate to hear from you. email us on liberation@nhc.org.za

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Climate talks: no time for hot air

Minister of Water and Environmental Affairs, Edna Molewa with Minister of International Relations and Cooperation, Maite Nkoana-Mashabane addressing the media.

Writer: Chris Bathembu

Although the upcoming climate talks in Durban are unlikely to produce a legally binding agreement, it is important that the world's major greenhouse emitters set voluntary and tangible emission reduction targets as part of their moral obligation to curb global warming, experts say.

This comes as calls continue to intensify from developing countries and some environmental groups for an overarching climate accord to address the imminent devastating impacts of global warming.

South Africa is this year's host to the Conference of the Parties to the United Nations (UN) Framework Convention on Climate Change (COP 17) and the country hopes to follow on the relative progress made at last year's negotiations in Cancún, Mexico. It is expected that approximately 20 000 people will attend the event in Durban from 28 November to 9 December.

The conference takes place at a time when the expiry in 2012 of the 1997 Kyoto Protocol, which bound nearly 40 countries to specific emission reductions targets, looms.

The UN-led negotiations have in the past been

reduced to rich-poor rivalries with arguments focusing on how to manage financing for poorer nations to adapt to climate change and curb their greenhouse gas emissions and the best way to deliver and manage funding.

Developing countries demand that the Kyoto obligations be extended and that new targets be adopted while industrial countries have been pushing for emerging economies to accept similar binding commitments as those applicable to them. Decisions on the future of the treaty were deferred until the Durban summit, hence its particular significance. It remains to be seen whether countries will sign up for a second commitment period to cut emissions beyond 2012.

But South African negotiators are unequivocal about their stance on the importance of the Kyoto agreement. Xolisa Ngwadla, Chief Director and Ministerial Adviser in the Department of Environmental Affairs, explains why the Durban event needs to ensure that the treaty is renewed.

"I think the Durban negotiations are primarily about the Kyoto Protocol; everything will revolve around how the Kyoto issue is resolved, so it's very important that we are clear on that. The agreement still remains the pivotal element of any deal, recognising that the commitments that can be made under the Kyoto Protocol will be influenced by how much progress we make in terms of how categories

Xolisa Ngwadla

of countries commit to global emission reductions," says Ngwadla.

He insists that cooperation among developing countries during the negotiations will be vital for a "desirable" deal to be achieved.

"I think South Africa's approach is recognising how the multilateral process works and part of our approach as a country is to ensure that there's a strong voice of Africa in the negotiations.

"Africa is on the receiving end of climate change impacts and any deal that satisfies the interests of Africa is likely to address a broad range of stakeholders among developing countries. So, the approach is about ensuring that there's a strong engagement by Africa and that the continent tries to be a bridge builder among developing countries as well as across the divide to developed countries," he says.

Ngwadla dismisses criticism that South Africa may be falling behind, as reported by some media, in its preparations for the event at Durban's International Convention Centre. "I think we are doing pretty well, there is a lot of work that is involved in this event. I would say the atmosphere leading to Durban has been very optimistic and everyone is on board," he says.

He goes on to say that South Africa's round of negotiations faces tough challenges considering that some of the political issues that were not resolved in Bali in 2007, have remained outstanding.

"So, Durban has to resolve these issues because there are

legal implications if we don't solve these. People are optimistic because of what came out of Cancun but at same time they are cautious because there is an understanding that these are very difficult issues politically that need to be addressed."

Will Durban save the Kyoto Protocol from a premature death?

International Relations and Cooperation Minister, Maite Nkoana-Mashabane, thinks there is a strong possibility that COP 17 may result in a new treaty that will represent the start of a pledge-and-commit situation.

"We don't want South Africa to be the death of the Kyoto Protocol," she says. "This is mainly because the Kyoto agreement is probably the only contract that obliges nations to quantify and monitor efforts to reduce greenhouse gas emissions and ensure important measures that enable cost-effective mitigation."

"In order to achieve a balanced outcome, South Africa will inter alia require the operationalisation of the Cancun agreements as well as commitment to deal with unfinished business ... we have every intention to utilise all opportunities to advance the COP 17 process to ensure Durban is a success," she explains.

A new climate green fund was agreed to at Cancun to transfer money from the developed to developing countries to tackle the impact of global warming but no figure was put on how much money will go into it.

Nkoana-Mashabane insists that Durban "is clearly the end of the line" for postponement of key financial and political issues.

"Durban must be different; there is no room for postponements.



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We have to agree on tangible goals. As Team South Africa, that will include the business sector and indeed the continent. We must commit to a balanced discussion so that we can have a satisfying outcome."

But experts have argued that previous climate talks have been weakened by the lack of a formal role for businesses or investors. As witnessed at the Bonn negotiations, there is a growing appreciation of the emerging role of business in mitigating and adapting to climate change.

Joanne Yawitch, Chief Executive of the National Business Initiative, says a key challenge facing business in South Africa leading up to the COP 17 event is the fact that there is a need to recognise that South Africa is an energy-intensive economy and none of the discussions will be easy.

"Despite all these challenges, it is very important to say that business sees climate change as both an opportunity and a challenge. We will be monitoring very closely the issues around the new commitment phase because we think the issue of adaptation and mitigation are very crucial going forward," she says.

Yawitch, who was part of South Africa's delegation to both the Copenhagen and Cancún, former Director-General of the Department of Environmental Affairs, affirms that business is ready to tackle the issue of climate change.

"In my assessment, there is willingness by business to take action, that is why we are hoping for some kind of a deal in Durban," she says.

Regarded as the 14th - highest emitter of CO₂ in the world, South Africa has committed to lower its carbon emission

to 34% by 2020 but needs financial support from developed countries to do so. The country recently embarked on several solar and wind power programmes in a bid to fast-track its green economy initiatives.


Ngwadla says despite its energy-dominant economy, the country can still honour its emission reduction commitments.

"While we are continuously changing our energy mix, including the nuclear strategy for the country announced recently, it's clear that between now and a period of 10 years, we will be changing our energy mix. In the interim you can, for instance, get your reductions from other sectors like improving the use of public transport as well as agricultural practices and so on," he says.

Local anti-global warming groups have in the meantime insisted on more actions and have demanded that Durban reaches a "conclusive" agreement and that initiatives and commitments be put in place by countries, governments and businesses to curb the impact of climate change.

"If a legally binding agreement doesn't come out of Durban, then it is because of a lack of political will. For Durban to produce a legally binding agreement, there would need to be significant and powerful political will across both the developed and developing countries to make it happen," says Greenpeace Africa climate campaigner Melita Steele.

She says the talks in Mexico last December had managed to rebuild "a lot of trust within the UN process" and took some small steps forward, but the involvement of civil society in a meaningful way is still lacking.

"We would like to see the South African talks taking a transparent, inclusive direction – with South Africa showing real leadership and working hard to build bridges in the negotiations. COP 17 needs to take the negotiations a substantial distance forward in order to avoid catastrophic climate change and create a sustainable future for all," she says. 



Pali Lehohla

Census 20

With government adopting an outcomes-based approach to governance as a robust monitoring and evaluation yardstick, credible and scientifically evidenced statistics are crucial for planning, according to the Statistician-General and Head of Statistics South Africa (Stats SA), Pali Lehohla, writes **Mbulelo Baloyi**.

It has been hard work for the past 17 years for Lehohla. The Statistician-General has been putting in place a credible statistics organisation while simultaneously building capacity to meet the new challenges brought about by the democratic dispensation.

In between the task of building Stats SA, Lehohla has had to continue carrying out the mandate of Stats SA as required of the law. This mandate includes conducting a census every five years and providing a credible consumer price index (CPIX).

Lehohla believes that evidence-based statistics is vital for arriving at crucial decisions. "The new approach of monitoring and evaluation as well as planning enforce the process of using statistics which are based on scientific evidence. This fosters change in a particular direction. It requires of us to have the basic skills, tools and capabilities to manage this scientific evidence in this emerging environment," says Lehohla.

"It puts pressure on Stats SA to come out with evidence. We have become clients of government departments. We provide the statistics, systems and skills."

This is precisely why the Census that will be undertaken in October is so crucial. Stats SA conducts censuses to gather the necessary information to be used to provide government, policy-makers, business and international agencies with data on which to base social and economic development plans and programmes. The data collected from each household include items such as education, demographics, income and employment.

Census-taking is governed by the Statistics Act, 1999, which states that all information provided to census-takers must be held in the strictest confidence. Cooperation with census-takers is also obligatory under the law. Anyone who refuses entry to a census-taker or obstructs the work of a census-taker is liable for a fine of up to R10 000 or six months in prison.

The Statistician-General says Stats SA has put in place measures that will ensure that every person who finds himself/herself in South Africa between 10 and 31 October is counted.

Stats SA has amassed a staggering R3,2 billion for the Census. It is expected that 120 000 enumerators or fieldworkers will visit more than 14 million households. In addition, the enumerators will also visit institutions where people reside. These include hospitals, prisons, army barracks and university residences as well as areas where homeless people live.

Lehohla says between 1 and 14 November, about 30 000 Census 2011 supervisors will conduct "mopping-up" operations in the form of the Post-Enumeration Survey (PES) as a follow-up to ensure that no persons are missed by enumerators or fieldworkers. This will then be followed by an independent monitoring and evaluation process that will interrogate both the Census period and the PES.

"We are trying to bring down the number of people that we miss during counting. It is for this reason we have decided on this course of action," says Lehohla.

He says the censuses of 1996 and 2001 had shown that Stats SA had to make preparations as early as possible to make sure that it reached everybody.

"This time we are targeting a single digit undercount – that is of less than 10% – and the pilots that we have been running indicate that we might have a 25% undercount. We are fine-tuning our preparations to ensure that we achieve our single-digit percentage undercount."

During the 1996 Census – the first under democracy – there was a 10% undercount and five years later, during the last Census in 2001, the undercount percentage rose to 17%, meaning for every five or six people counted there were two people who were not counted. Stats SA has already embarked on an aggressive communication campaign to ensure that everyone is



CENSUS 2011
You Count!

11 on track


counted, which will intensify from September. A massive "Know Your Enumerator Campaign" will be conducted to ensure that communities get to know the field worker or enumerator who will be counting them in their immediate locality. Enumerators will be recognised by their special uniforms, yellow bibs and a special identification card. People will be able to call a helpline to check the fieldworker's identity number, which will be stored on a database. In addition, Stats SA will distribute posters of the fieldworker designated to work in a specific area so that they can be easily identified.

Members of the public have an option of filling in the questionnaire themselves. Alternatively, the enumerator can help complete the questionnaire. The information is aggregated to statistics and is stripped of all data that will allow individuals, organisations or businesses to be identified before it is released into the public domain or to other state institutions. After that, a two-week period is allowed in which every questionnaire that is completed is returned to Stats SA and all staff are withdrawn from the field.

Thereafter, an independent quality and methodology unit will return to the field to carry out a mini-survey in each province to check whether the information is accurate. It is at this stage that undercount figures are often uncovered.

Lehohla says the official results of the 2011 Census will only be released in 2012 once all the data has been reconciled and

he has satisfied himself that the results meet the statistical requirements as envisaged in the Statistics Act, 1999. He says depending on the outcome of the 2011 Census, there is a possibility that the Census will be conducted at five-year intervals as stipulated by law and the next Census could be as early as October 2016.

South Africa's population is expected to exceed 50 million in the 2011 Census. 

For more information on the Census 2011, please contact Stats SA's toll-free number: 0800 110 248



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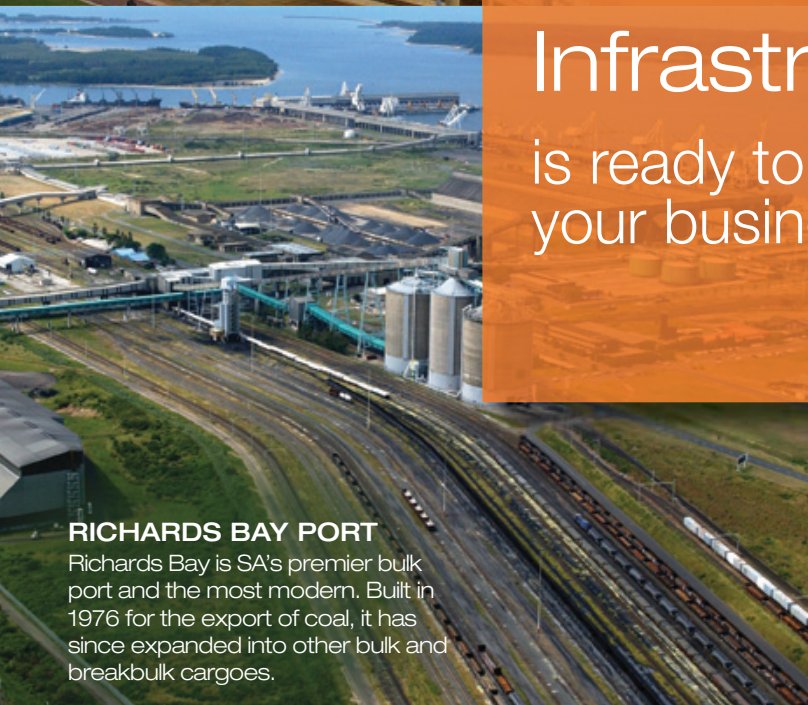


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Dr Keneilwe Sebegu

Strengthening

Local government through provincial support units

Writer: Dr Keneilwe Sebegu*

The State has a constitutional and developmental imperative to strengthen cooperative governance and intergovernmental relations (IGR) to improve the lives of the people we govern. According to the Constitution, spheres of government must “cooperate with one another in mutual trust and good faith by fostering friendly relations, assisting and supporting one another, and informing one another of, and consulting one another on, matters of common interest”. To this end, national and provincial government are obliged to assist municipalities. Section 154 indicates that, “The national Government and provincial governments, by legislative and other measures, must support and strengthen the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions”. This means that all spheres of government have an obligation to cooperate and work together very closely to achieve national priorities, particularly national and provincial government in their support role to local government. National and provincial government also have a monitoring and oversight role in relation to local government.

How has IGR evolved?

Since 1994, IGR was largely informal and unregulated. With the establishment of the President’s Coordinating Council there was greater formalisation. The Municipal Systems Act, 2000 and the Municipal Finance Management Act, 2003 also helped to clarify the roles of national and provincial government as it relates to local government matters and in 2005 the IGR Framework Act, 2005 introduced even greater stability and predictability in the IGR system.

In 2009, government moved to an outcomes-based system. There are 12 outcomes translated into 12 individual delivery agreements between the respective national ministers and provincial MECs.

Intergovernmental implementation forums have been established to monitor these agreements. The evolution of the IGR system has created the need for greater and more innovative ways of enhancing coordination and cooperation. This provides the backdrop for the current initiative to establish provincial support units across all provinces.

What are some of the IGR challenges?

A number of challenges were highlighted in the policy review on provincial and local government and the *State of Local Government Report* released in 2009. These included weak intergovernmental support, monitoring and oversight over local government, a shortage of capacity and skills within and transfer of skills from national and provincial government and a lack of integration and coordination in the work of national and provincial government.

Municipalities are also different across and within provinces. They differ geographically and in population size and face varied service delivery and socio-economic challenges. They therefore require a varied and unique form of national and provincial support and oversight. These factors have a negative impact on the ability of municipalities to provide sustainable service delivery to communities, safe and healthy environments, as well as a culture of public service and accountability among staff. In full, failures in local government can be associated with failures in the intergovernmental system; likewise, failures

and weaknesses in cooperative governance impact negatively on municipalities. It is for these reasons that the Local Government Turnaround Strategy (LGTAS) was implemented. It centrally aims to achieve improved delivery of services, participatory democracy at local level and a better quality of life for our people.

How can the Department of Cooperative Governance respond?

A number of complementary initiatives are needed to improve cooperative governance. They include capacity-building and training programmes for politicians and officials; greater effectiveness and efficiency in the functionality of IGR structures across government; improved implementation, support, accountability, oversight and reporting, based on the current outcomes-based approach; the realisation of a single window of coordination for local government across all spheres of government; and compliance with the existing IGR legislative frameworks.

What will the role of the units be?

The provincial support units (PSUs) will operate within the constitutional framework and principles of cooperative government and IGR, specifically Section 41 of the Constitution. The most important roles of the PSU's are intergovernmental facilitation, coordination and support. This support is aimed at provincial governments and secondly at municipalities. Appropriate support will also be provided to national departments and other state entities. Alignment and coordination of actions across spheres is crucial. The second most strategic role is monitoring and oversight. National and provincial government departments will both be the subject of monitoring and oversight and as partners as it relates to local government. Operationally, the premiers' offices and the provincial departments responsible for cooperative governance, local government and traditional affairs are critical partners for the units.

All activities of the PSUs as it relates to provincial government or municipalities will be undertaken in close collaboration and/or consultation with these two entities in the province. The main areas of focus will include:

- the successful realisation of Outcome 9 on local government
- supporting the implementation of the strategic plan of the national Ministry of Cooperative Governance and Traditional Affairs and the department
- mobilising additional and appropriate support from national

government, other provinces, state entities and other non-state partners

- providing appropriate support for the implementation of the other 11 outcomes
- compiling and submitting regular progress reports to the national department and providing regular feedback to the provincial government on the work of the PSU's
- supporting the establishment of results-oriented monitoring and evaluation systems in provinces and municipalities
- facilitating intergovernmental cooperation and actions to address critical threats to service delivery and good governance
- contributing to the knowledge management strategy of the department and government as a whole.

The PSU's will also be involved in coordinating other teams and units within the department and other national departments in response to situations in municipalities. In its strategic and operational roles, the PSU's should be regarded as an intergovernmental partner, with its work complementing and adding value. All these roles and functions will be carried out within the broader context of the national LGTAS and municipal turnaround strategies. The responsibilities of this unit will not exist in isolation; instead they will serve to enhance the implementation and deliverables of the LGTAS and the broader strategic plan of the Department of Cooperative Governance.

How will the units be resourced?

The PSU's will have a pool of expertise in programme and project management, intergovernmental relations and infrastructure and economic development. This team of senior managers will be located in all provinces and are expected to play the support, oversight and monitoring role. The plan is to initially deploy four staff members in each province: a provincial programme manager, a project manager responsible for infrastructure and economic development, a project manager responsible for governance and IGR and an administrative officer. The PSU's will report to the Chief Operating Officer in the national department, while at provincial level their gateway will be the office of the head of the provincial departments of cooperative governance. 

*** Dr Keneilwe Sebego is Chief Operations Officer at Department of Cooperative Governance.**



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Home-grown ERP solution helps achieve billing efficiency at municipalities

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

Why do municipalities need a specialised billing system?

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

So, what can Pastel Evolution offer local municipalities?

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

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

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

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

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

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

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

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

Is Pastel Evolution aligned to local legislation?

Pastel is a South African company and we pride ourselves on the

fact that all of our programs are aligned to local legislation. The municipal billing solution is geared toward the Municipal Finance Management Act (MFMA) and Generally Recognised Accounting Principles (GRAP).

In less than 25 words, describe the benefits of deploying Evolution's Municipal Billing Solution...

Pastel Evolution's Municipal Billing solution will provide any size municipality with solid systems for strong financial management and reporting, resulting in municipal transparency and accountability.

The Pastel Evolution Municipal Billing solution is affordable for municipalities whose budgets and resources are limited in relation to those of the larger metropolitans.



*Ashley Pillay
Divisional Director for
Pastel Evolution*

For more information
contact Pastel Evolution on
0861 EVOLUTION,
evolutionsales@pastel.co.za

or visit
www.pastevolution.co.za



Communication and South-South cooperation

The Government Communication and Information System (GCIS) was recently invited to deliver a paper at a conference in Spain on *Communication and South-South Cooperation*. Here is an edited version of the paper delivered by GCIS Deputy CEO **Vusi Mona**.



President Jacob Zuma holds bilaterals talks with Indian Prime Minister Singh

Imagine a country ravaged by civil war, poverty, HIV and AIDS and other atrocities – what country comes to mind? Yes – I know, countries in the South. At the same time, think of democracy, freedom and other positive connotations, and I am certain that mostly images of Northern countries appear prominent.

What all of us, including people of the developing world know about the countries of the South, is informed by writers from the Northern countries.

Take Africa, for example. Media from the North splash head-

lines about hunger and starvation in Africa. Coverage of war, civil war, coups, oppression, corruption and violence form the staple feeds into the Northern media. Further, the South is generally depicted as a threat to the democratic traditions of the North.

Findings from communication research conducted after the first FIFA World Cup in Africa showed that the highest negative international perception of the continent was still poverty. We do not contest that poverty is a challenge. The priorities of the electoral mandate of the South African Government and many other governments in Africa place eradication of poverty at the apex of government programmes and interventions.

However, when media from the North try to give backgrounds or explanations about poverty in Africa, they tend to attribute the blame primarily to the “backward policies” and behaviour of Third World nations, organisations and politicians. Such explanations play down the direct or indirect effects or legacies of apartheid in the case of South Africa, Western colonialism, multinational corporate practices, Northern military interventions (such as we are seeing in Libya) and unfair international trade.

their attitude – “if it bleeds, it leads”. The tone of pre-election coverage was riddled with expectations of “blood” and civil unrest. This coverage even saw some of our citizens stocking up unnecessarily on tin foods and fuel in preparation for civil war. However, the resilience and motivation from our leaders and people ensured a peaceful election. Needless to say, those journalists were left disappointed – describing the 1994 election as “uneventful”.

This scenario taught us that the presentation of facts about



India External Relations Minister Mr SM Krishna, Minister of International Relations and Cooperation South Africa, Ms Maite Nkoana-Mashabane and Brazil's Minister of External Relations, Antonio Patriota

Northern mainstream news media, because of their resources and global presence, are often the first to break stories – their initial analysis and description set the media tenor and ensuing public discourse. It is the use and often misuse of this power that has led to a negative image of the South.

A brief reflection on history

The words “rainbow” or “miracle” nation are often used to describe the introduction of South Africa’s democratic dispensation in 1994. However, this “miracle” was the result of a long and hard struggle against apartheid.

A few months prior to the 1994 elections, writers from Northern countries, descended upon South Africa looking for news. Unfortunately, the news they were looking for had nothing to do with our hard-fought struggle for democracy or our preparations for the first democratic elections.

These journalists came looking for “blood” which is typical of

Africa (and indeed the rest of us in the South) is focused on the interests and stereotypes of the Northern media.

Perspectives of writers from the North

The resource allocation of Northern media has ensured that they have an established international network. The extent that media from the North consider themselves purveyors of international news, one would anticipate a world information order where we are all informed, at least on a broad level, about key developments in the global community. Of course, this is not the case.

What we are informed about in the global community is based on the perceptions and sometimes falsehoods of writers whose voices serve as opinion-makers and even opinion shifters to the public.

The result of writers from Northern countries being the most prominent voices in the international media has seen percep-

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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tions of "Africa, the dark continent" being entrenched with specific reference being made to Africa as being the "last of the continents to feel the influence of Western civilization; therefore many people consider it a backward continent".

No one disputes that Africa faces many challenges related to poverty, civil unrest, corruption and other developmental challenges. In many instances, Africa's leaders are the first to admit these challenges and their negative impact on growth and development.

However, Northern media create the impression that these challenges are unique to Africa and use this to discredit Africans as being unable to manage modern democratic states. At the same time, these journalists portray similar incidents in their own countries as opportunities for social transformation and change.

Take, for example, the Parliamentary expenses scandal in the United Kingdom (UK) that took place a few months ago. Such a case, if it happened in Africa, would reinforce negative stereotypes and media reports would give the impression of a continent on the edge of collapse. Incidents of a similar nature in the North are portrayed consistently as blessings in disguise, providing opportunities for rebirth and transformation.

Another example is the phone-hacking scandal in the UK. When UK Prime Minister, David Cameron, announced that there would be an inquiry to look at the failures of press self-regulation, there were no screaming headlines in the North about how that would pose a threat to media freedom. One wonders if the reaction would have been similar if a political leader from the South made a similar announcement.

In fact, when the ruling party in South Africa opined that self-regulation was not effective and mooted the idea of a body that would hold the media accountable, journalists from the North joined, and even led, some of their friends in South Africa in decrying threats to media freedom. However, Cameron's declaration was seen and presented as an opportunity for reflection and transformation but in the South a similar view is seen as a threat to media freedom.

The political will of the South and its muted voice in the media

The political will and determination of the South is evident in current international politics, where countries of the South have organised themselves in calling 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.

South Africa is committed to intensify relations with countries of the South and emerging powers through active and strong engagements in forums such as India Brazil South Africa (IBSA) and Brazil, Russia, India, China and South Africa.

Countries from the South are also working hard to use their membership of the United Nations Peace and Security Council to create a representative, legitimate and more effective council.

Despite the political will and determination of the South, its voice in the media sector remains, to a large extent, inaudible. It is important to contextualise the impact of mass media on the South within the socio-economic environment.

Over the past few decades, the media industry has gone through significant changes which have increased both its voice and influence in society, politics and even the economic sector. Northern media have amassed conglomerates of companies across the media chain. This has led to a domination of not only individuals and companies over others but also views and ideologies which through their sheer economic weight drown the voices of emerging entities, such as those from the South.

Media pioneer, Ted Turner, gave us a snapshot when he said "Today, the only way for media companies to survive is to own everything up and down the media chain ... Big media today wants to own the faucet, pipeline, water and the reservoir. The rain clouds come next."

The influential role of Northern media organisations and their writers in the global arena means that they control news flows. Local media are in no way resourced to compete on any level with Northern media corporations and news agencies. The content and articles from international news agencies and media companies, which are heavily laden with stereotypes, simply flow into local media. Misperceptions and hardened attitudes towards the South by writers from the North are given space in media platforms in countries from the South.

So even in our own countries, media simply reprint or reproduce content from international media organisations. There generally is a lack by the South to examine Northern thinking and news stories about the South for their ideological edge. Unfortunately, this uncritical acceptance of Northern narratives about the South by writers from the South has reduced them into Western or Northern apologists.

Measures towards bridging image discrepancies and understanding the South better

There is an urgent need to adequately capacitate writers from the South to become more knowledgeable about issues in

The influential role of Northern media organisations and their writers in the global arena means that they control news flows. Local media are in no way resourced to compete on any level with Northern media corporations and news agencies.

current affairs to ensure a home-brewed analysis that relates and uplifts the voice of the South. Indeed, the best response to the unfair portrayal of the South by Northern media is a ruthless but systematic deconstruction of Northern media content and meanings.

The South is not obliged to depend on the Northern media. It is important to develop alternative media agencies through media development and diversity programmes to counter the aggressive Northern media to help subdue the monopoly of ideas and opinions and create alternative perspectives on global issues.

But media development and diversity should not be confined to the international stage. Given the dominant narrative of the Northern media in other countries' local media, media development and content diversity should be encouraged in local markets.

The South African Government remains committed to a strong and diverse media, which will support nation-building and deepen and consolidate our democracy. Our Parliament, in recognising the marginalisation of disadvantaged communities and persons from access to the media and the media industry, resolved to establish the Media Development and Diversity Agency to help create diversity of media ownership and content.

Northern audiences must be exposed first-hand to countries of the South, and thereby reduce their dependency on media conglomerates to inform their perception of the South. Many people from the North who have visited Africa are "shocked" by their experience, which is not what is portrayed by Western media.

It would be worthwhile to establish an exchange programme between the regions for both journalists from the media sector as well as senior communicators from the public sector. Countries in the South must seriously consider setting up scholarship funds whereby selected journalists from the North are invited to spend a few weeks as visiting lecturers to experience what it is really like to live in the South.

The use of publications to highlight frequently asked questions and success stories in the South for audiences in the North is another possible intervention. So is the production of experts' columns about the South for publication in Northern media. The reliance of Northern journalists on Northern experts for their stories demonstrates the need for countries in the South to produce directories of experts to be sources

of authority and specialist knowledge.

Conclusion

It would be intellectually dishonest to pretend that there are no problems within the South. The South needs friendly relations and information-sharing within itself – a point recognised by IBSA as an area of cooperation.

One recurring problem in the sharing of information within the South is that Southern journalists know little about each other's countries. We need a continuous dialogue with ourselves as people of the South. News agencies within the South should make sure they receive information about each other's countries as soon as an event occurs.

In the process of sharing information within the South, target groups should be clearly identified so that time is not wasted communicating to unknown groups. Target audiences should include not only the political and business elite but ordinary citizens as well.

The South must publicise successful joint projects on a regular basis and where it does not have platforms for these, it must create them. For example, when the IBSA countries meet, there is an opportunity for them to create platforms that will become regular, aimed at the different target audiences in their countries, communicating trilateral projects and programmes.

Interventions must also involve media and communication practitioners of the South to successfully build South-South bridges. In this regard, we should welcome the Editors' Forum, which took place for the first time during the 2010 IBSA Summit and will also be taking place at the next IBSA Summit in South Africa. This is certainly an initiative that government communicators from the IBSA member states can learn from.

We in the South need to respond with relentlessness, commitment and greater cooperation if we are to deconstruct the images created about us and disseminate what is factual and fair about the South. We have analysed the problem of the flow of information from the North to the South. The United Nations Educational, Scientific and Cultural Organisation even helped us publish the *MacBride Report* in 1980, which brought world attention to the one-sided flow of information.

We now need action plans to redress and address stereotypes, prejudices and historical baggage about the South. This will have to be done in the South, by the South and for the South. ☺





BMW's boy racer screeches into town

Writer: Smoking Rubber

The long-awaited M version of the popular BMW 1 Series has finally made it to our shores. The 1 Series has not been without a performance version though, with the 135i sedan version doing the job of robot racer until the BMW 1 Series M Coupé arrived. Sharing the same twin-turbo inline, six-cylinder engine as the 135i, the M has had its power tweaked to a mouth-watering 250 kilowatts.

BMW claims a sub-five seconds 0 – 100 km/h sprint and a restricted 250 km/h top speed. These figures certainly make the new M the car to beat. This pocket rocket is the two-door version of the 1 Series and has had its body work beefed up to give it the aggressive “don’t-mess-with-me look” associated with the M badge.

With 19-inch tyres ensuring your M stays planted on the road and massive four-pipe exhausts, the aesthetics of the car ensure it is not mistaken for your run-about 1 Series. As usual, BMW has played around with the suspension with a wider track, clever diff, and latest ESP and ABS, making the car not only a straight-line racer but a track special as well. As expected from a BMW, the car feels hooked onto the road and the driver never ever feels disconnected from the steering wheel.



The steering has been sharpened and BMW 1 Series M Coupé drivers will find tight bends an absolute breeze. Staying with the boy racer theme, the BMW 1 Series M Coupé comes with a six-speed manual transmission only, which is a new gearbox with a very short M gearshift lever.

Throw in safety and luxury with all of this, and there can be no doubt that the latest Beemer offering will have mass appeal across a wide spectrum. For many M-fans the BMW 1 Series M Coupé will evoke memories of the iconic M3 from the 1980s.

It is also not all about power and speed, though; with Bavaria ensuring the new car does its bit for the environment by offering even more efficient engines. With average fuel consumption in the EU test cycle recorded at 9,6 litres/100 km and CO₂ emissions of 224 g/km, you won't find the green police flashing their blue lights at this eco-friendly flyer.

Plus it has geek appeal, thanks to the MMI technology; the latest Apple iPhone and iPod Touch can be controlled through the iDrive menu. BlackBerry owners are not left out of the loop either – they can have their e-mails displayed on the vehicle monitor via Bluetooth. 📶

Expect to pay around R600 000 for the BMW 1 Series M Coupé.



Chev keeps it in the family with MPV Orlando

The following description sums up the new offering from American car-maker, Chevrolet: "The Chevrolet Orlando is a boldly designed family vehicle that is as versatile on the inside as it is striking on the outside. One moment, it's transporting seven people in comfort, the next, the seats are down and it's full of furniture. With its multiple seating combinations, the Orlando is a supremely adaptable vehicle."

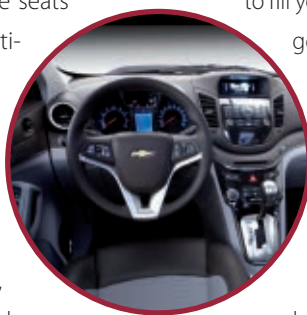
To truly appreciate the growth of this motoring sector, take a step back: the only vehicle one could really call a family transporter about 20 years ago during the pre-apartheid years with all its sanctions, was the Volkswagen (VW) "Kombi" (for those of us who are old enough to remember, it's inevitable to recall the VW advert with Afrikaans singer David Kramer chasing a Kombi up Tierkloof Pass on his bicycle!).

Post-1994 saw a flood of new and different models of vehicles into our country. One area that really took off with the economic growth of the country was the so called MPV or "mom's taxi" sector.

Defined by cars like the Renault Espace, VW Caravelle, Chrysler Voyager, Hyundai i100 and the Mazda 5, to name a few, these vehicles have the space and versatility to make family motoring a breeze. The newly launched Chevrolet Orlando has added to

the growing MPV market in South Africa.

Versatility is the keyword in this sector. The Orlando comes with the traditional bold Chev look – the distinctive front-end keeping up with the brand's "out-there" theme. With a spacious interior and seven seats, versatility is on tap, whether you need to fill your multi-seater with friends, luggage, dogs or golf bags.



Once you have settled on your seating or storage solutions, you can settle into the cockpit where a dashing dashboard and a car-like road feel will have you believe you are driving a conventional sedan.

Safety is tantamount in a sector that talks about family motoring. The Orlando uses the latest in airbag technology and incorporates six airbags: dual front airbags, seat-mounted thorax/pelvis airbags and roof rail curtain airbags to protect the necks and heads of passengers should side impact occur. The dual ISOFIX system is standard on all Orlando models – for use with ISOFIX child seats.

The two negatives that the Orlando suffers against its rivals are that it is not available in automatic transmission and offers only a sluggish 1.8 litre petrol engine. ☹

The Orlando will set you back R254 400 for the LS while the higher LT model costs R295 000.



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Stylist: Rochelle Howard
Photographer: Duane Howard



Joburg|Market

THE FOOD-SOURCING POINT THAT FIRES UP JOHANNESBURG ECONOMY

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

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

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

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

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

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

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



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Making freshness the premier ingredient

Keeping it healthy, fresh and simple is Chef Hano Conradie's secret to success in the kitchen. Conradie is the executive chef at the Premier Hotel in Pretoria and believes food should promote a healthy lifestyle. After graduating from the Capital Hotel School in Pretoria, he travelled to Scotland to tackle an education learnership in food. "The secret to great cooking", he says, "is keeping it fresh, so visit your market instead of using frozen or pre-packaged ingredients." He shares one of his signature menus with us.

Writer: Samona Murugan

Photographer: Sipiwe Mhlambi, SM Photography

Watermelon, rocket and Danish feta salad

Ingredients

50 g Danish feta
50 g rocket leaves
50 g watermelon
10 ml extra virgin olive oil
10 ml balsamic reduction (or a Shiraz-infused Balsamic reduction)

Method

Wash the rocket leaves with cold water. Drain all the excess water and arrange the leaves on a plate. Cut the feta and watermelon into triangular, easy-to-bite pieces. Arrange neatly on top of the rocket leaves and drizzle with olive oil and balsamic reduction. Serve immediately, while still cold and fresh. 🍴



Grilled kingklip with chilli and mango salsa

Ingredients

180 g fresh kingklip
Fish spice
20 g mango salsa
20 g red and green chillies
1 red onion
10 g Chinese noodles
½ cup boiled Basmati rice
A few lemon slices

Method

Take the kingklip and place it in a bowl of lemon juice for a few minutes. Remove from the lemon juice and cover lightly with flour and fish spice. Gently grill the kingklip in a pan with hot oil until golden brown.

For the salsa: Chop the mango, chilli and red onion finely and add some salt and pepper to slightly season. Add 5 ml extra virgin olive oil to the mix. Slice the kingklip into three even pieces and place neatly on a plate. Layer each slice of the kingklip with the salsa. Deep-fry the Chinese noodles in oil to give it a crunchy texture. Place the Basmati rice onto the plate and add lemon slices to flavour the fish. Garnish with the Chinese noodles. 🍴



Homemade vanilla ice cream with caramelised strawberries and pineapple

Ingredients

900 g Philadelphia cream cheese
6 eggs
1 cup castor sugar
2 vanilla pods
1 packet strawberries
1 pineapple
100 g brown sugar
2 teaspoons natural honey

Method

Separate the eggs. Mix the egg yellow with the castor sugar until smooth. Fold in the cream cheese. Beat the egg whites until stiff and foamy. Fold in the whites with the egg yellow mixture. Cut the vanilla pods in half and scrape out the pips. Add to the mixture. Take a bread pan and grease with a little oil to avoid the mixture from sticking to the pan. Line the pan with cling wrap, pour mixture into the pan and leave overnight in the freezer.

For the fruit: Cut the strawberries in half and slice the pineapple in similar sizes. In a pan, gently add the brown sugar and fruit, let it caramelise and add the honey. Take the ice cream out of the freezer and slice in two equal size slices. Place the ice cream slices in the middle of the plate and add the fruits directly from the pan, while still hot. Garnish with mint leaves and serve immediately. 🍴

Good skin from



Your skin is the largest most sensitive organ of the body. It works hard to look after your internal organs, protect you from germs and keep your body at the right temperature. It's time you return the favour and do your best to protect it. Because your skin is so exposed, and because it fulfils all these important functions, it requires extra care at all times.

Here are a few tips for a good, healthy skin:

Stay hydrated

The benefit of keeping hydrated is that fluids hydrate your skin and help flush out toxins. Drink at least six cups of fluid every day – anything from water to black, green and white teas, which are beneficial for their flavonoid content.

Writer: Ongezwa Manyathi

Keep your skin healthy:

- Wash your face twice a day.
- If you wear glasses or sunglasses, make sure you clean them frequently to keep oil from clogging the pores around your eyes and nose.
- Protect your skin from the sun. Wear sunscreen with a sun protection factor (SPF) of at least 15, even if it's cloudy or you don't plan on spending a lot of time outdoors.

Quick Tip

Men and women should follow a daily basic skincare routine to keep skin problems away. This entails cleansing, toning and moisturising your skin. If you do not take proper care of your skin, you could risk developing cracks, acne, blemishes and pigmentation marks. Visit a beauty or skincare clinic to understand your facial skin type and get advice on how to best care for your skin. Knowing your skin

within



type will help you give your skin the care and attention that it needs to look its best. You can keep your skin healthy by applying good body lotion, doing regular exercise, following a healthy balanced diet, living a stress-free life and getting enough sleep.

You are what you eat

The following foods are sure to give you a healthy radiant skin:

- Organic vegetables are high in Vitamin A. These include carrots, sweet potatoes, broccoli and spinach. These are more beneficial when eaten raw or lightly steamed.
- Nuts such as almonds, walnuts and Brazil nuts help promote good skin. They are a good source of Vitamin E.
- Sunflower seeds.
- Small amounts of whole-grain foods.
- Fresh organic fruit.
- Organic, grass-fed beef, bison and poultry.
- Fish contains oils that will help nourish your skin.
- Flax seeds and flax-seed oils contain omega-three fatty acids, which promote a healthy skin.

- Extra-virgin olive oil and macadamia nut oil should be used for cooking.

What to avoid

You can do without these:

- fried foods
- greasy snack foods
- all “white” foods, including white bread, pasta and baked goods
- all high-sugar junk foods and soft drinks
- alcohol (except for small amounts of red wine occasionally). ^{PSI}

Our HERITAGE



george pemba, beaded women dancing

"Aesthetic experience and the need to reflect creatively his environment and living conditions is a universal characteristic of man. No Society or Community of people is known where this aesthetic need does not exist."

Quote from Images Of Man
- E De Jager



beaded calabashes, estelle hamilton welsh collection



dumile feni, african guernica



gerard sekoto, the senegal woman



george pemba, xhewu

DEFINES OUR IDENTITY

"we are because it was!"

BY THE SOUTH AFRICAN RESOURCES AGENCY

THE exciting ability to use the environment, natural and artificial materials to reconstruct and express our experiences makes us human. Artwork voices our wordless deeper feelings and makes them accessible. Jewellery as adornment may enhance, endear or frame our looks. Some objects have been layered with abstract or telling social and cultural meaning and consequently have a broader heritage value or significance to South African society. Diverse places besides museums house heritage objects, ranging from homes, churches, schools, sports halls, farms and factories to State Institutions etc. Heritage objects are not only meaningful when we interrogate the reasons and methods used to make them, their uses, their reception by people and communities, they may also have religious, spiritual, healing and aesthetic significance for the makers as well. The reality is that some objects are made simply as a means to make money and put food on the table. Not to lose sight of our valued objects South Africa mandated the South African Heritage Resources Agency (SAHRA) to monitor the movement of these objects (whether in public or private ownership) when they are loaned or exported out of our country by issuing permits. This entails putting into place proper loan agreements between South Africa and the foreign lender.

Sometimes people jokingly refer to SAHRA as a difficult lady who jealously guards South Africa's resources. SAHRA is mandated by the National Heritage Resources Act of 1999, 'to promote good management of the national estate, and to enable and encourage communities to nurture and conserve their legacy so that it may be bequeathed to future generations'. There are two classifications of Heritage objects: types of heritage objects and Specifically Declared Heritage

Objects. Any person may nominate an object or collection of objects as a Specifically Declared Heritage Object/Collection which SAHRA will assess based on particular criteria.

Some of our collections that arouse our sense of being, pain and struggle are housed at Fort Hare University because of the significant role Fort Hare played in the emancipation of South Africa. It was the first institution to offer tertiary education to Black students in Africa and has since its inception in 1916 actively sought to inspire and express the aspirations and ideals of black South Africans. Fort Hare's male and female graduates have left a unique and indelible mark on the pages of South Africa's history at home and abroad; leaving no contestation or doubt among South Africans on why Fort Hare is the custodian of choice and podium for parading some of our jewels which are inextricably bound with the struggle history of Fort Hare, a struggle of South Africa.

One of the specifically declared collections that Fort Hare curates is the Estelle Hamilton-Welsh Collection. It is made up of objects collected between 1880 and 1940 of beadwork, costumes, grass work and many other small items of Xhosa, Mfengu, Thembu, Mpondo, Zulu and Ndebele origin. Then there is the F.S. Malan Collection, which dates from the mid-1930s - a wide range of Southern African cultural objects which include beadwork, cloth, animal skin bags, etc., reflecting a wide spectrum of Southern African cultures. These were collected in Mpumalanga, the Northern, the North West and the Free State provinces.

The evocative and inspiring Contemporary South African Art Collection is a feast for lovers of fine art. It spans a wide range of fine art disciplines such as etchings, woodcuts, wood-blocks,

linocuts, serigraphs, drawings, paintings and sculptures of more than 150 artists. It is the works of internationally renowned giants such as Gerard Sekoto, George Pemba, Dumile Feni, Sydney Khumalo, John Muafangejo, Lucas Sithole, Ephraim Ngatane, John Mohl, Cyprian Shilakoe, Ezrom Legae and Louis Maqhabela and others.

The conversations that take place between the visitors who view these collections and the collections are difficult to decode because they are private. Some members of the public use them as points of reference with respect to issues of interest in the cultural practices of communities and black artists whose works were ignored under Apartheid. Students ranging from tertiary level of different disciplines study these in diverse ways. The research relevance of these collections as a resource for the Arts and Culture learning area which is part of the school curricula is big.

The collections are under the curatorship of the University which solicits the knowledge and expertise of people who understand the objects to assist in the interpretation of the variety of collections. The Contemporary Art Collection benefits from the insights of curators with the relevant professional curatorial knowledge and skills including the Fort Hare based Liberation Movement Archives. In addition, SAHRA has over the years worked closely with the University of Fort Hare and where possible, provided resources to ensure that the collection is conserved according to best practice.

INFO:

Available on our website www.sahra.org.za
Telephone: 021 462 4502
Or
Contact the Heritage Objects Officer





Top-notch bush experience

Writer: Samona Murugan
Photographs: Courtesy: Zebula Lodge

Zebula Golf Estate and Spa is the only accredited five-star golf estate, nature reserve, bush lodge and health spa in southern Africa. Situated in Limpopo, the estate sits on 1 600 hectares of malaria-free pristine bushveld.

Equipped with all the amenities of a golf resort, spa, lodge and nature reserve, Zebula is perfect for a family holiday or a business trip. From close encounters with big cats to the world-class health spa and game reserve, there is something for everyone.

The lodge boasts 20 bush chalets, 16 lodge rooms as well as six private homes with four bedrooms and en-suite bathrooms that provide luxury and elegance.

Also on the estate are 49 privately owned homes that are available for rental. The homes are unique and diverse to meet your needs. Whether you are on honeymoon, a

romantic getaway, a business trip, a team-building session, a conference or a large family getaway, there is a home to suit your needs.

Zebula also offers a wide range of attractions, including an aviary, snake and reptile park, the Crocodile Gorge, Meerkat Manor, a main and kiddies pool, a rock jacuzzi, squash and tennis courts, game drives, game walks, quad - bike safaris, horseback safaris, excellent fishing, clay target shooting, archery, paintball, volleyball and gym facilities; not to mention a legendary 18-hole golf course.

For nature lovers who are keen on an adrenaline rush, Zebula offers a unique cheetah run, during which you have a front-seat view to nature. The resident cheetahs, Taran and Luka, race every Friday and Saturday evening up to 100 km/h a mere 10 metres from guests.

Another one-of-a-kind attraction is the Elephant Interaction

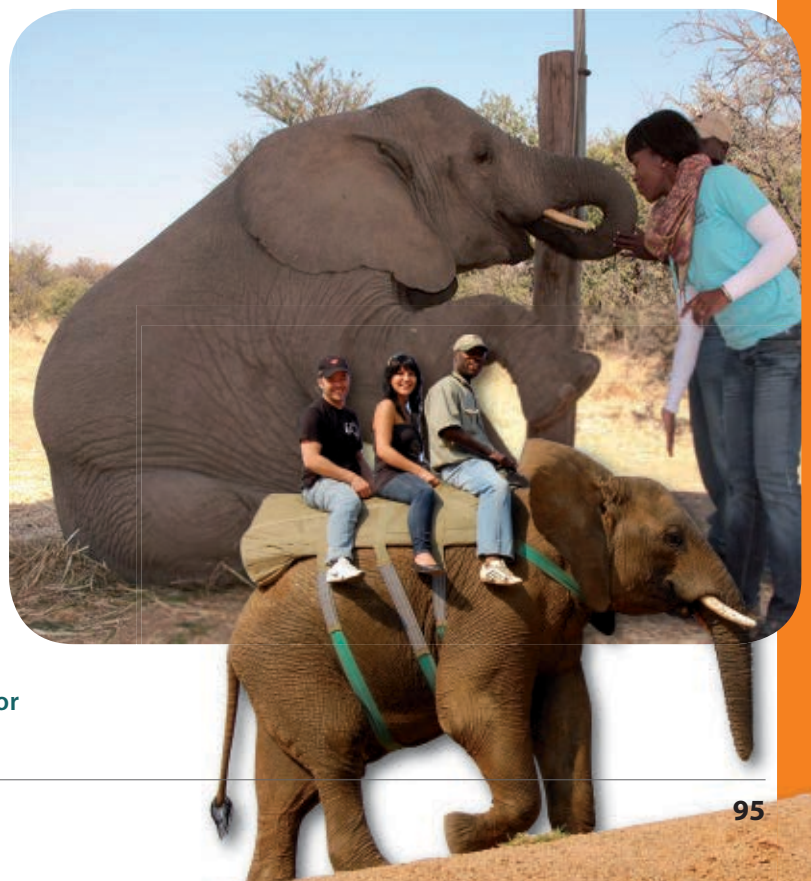


Safari during which you can experience these intelligent mammals up close and personal. The lodge also offers elephant-back wedding packages where newlyweds can literally ride off into the sunset in style. Whether it's on an elephant safari or swimming with elephants, you will be left with a unique memory.

Voted the "Best New Golf Course" in 2004, the estate's course has matured wonderfully over the past few years and is now better than ever. Why not test your drive on a true "African" golf course – with zebra, kudu or wildebeest meandering not too far away?



An escape to the Zebula Health Spa is the perfect complement to the estate. The spa offers private and double massage rooms with en-suite jacuzzis. There are seven treatment rooms on a raised deck for open-air luxurious treatments and a tranquil bird garden, which house an outdoor jacuzzi; an indoor heated pool; and a spacious steam room. Ten fully trained therapists are available daily to ensure that your desired treatment is a memorable one. The spa offers a wide range of specialised treatments to leave you relaxed and rejuvenated. Let Zebula take you on a magical African journey. 🐘



Call the hotel directly on 014 734 7700 or
e-mail: reservations@zebula.co.za.

Re-Kindle, your love for Reading

E-books and e-readers are becoming more and more prevalent. Though there is a lot of competition in the e-reader market, the Amazon Kindle is still one of the best ones available.

Writer: Gerrit Vermeulen

First, there's the e-ink screen, which not only reads like a normal book and places much less strain on your eyes than a computer monitor or tablet PC screen, but is also a joy to read outside in the sun.

Tablets have a way to go before their screens are remotely as comfortable to read on as e-ink screens.

Next is the fact that it weighs about 250 g while being able to store up to 3 500 books. This means that you can, quite literally, take your library with you wherever you go and read for hours on end without your arms getting tired.

Another benefit of an e-reader is the battery life, and the Amazon Kindle offers battery life up to two months depending on usage and with wireless connectivity off. Turning wireless connectivity on will diminish your battery life, but even then you can go weeks without charging it.

What's more is that the Kindle isn't limited to only reading books supplied via the Amazon store. Books in several formats can be loaded onto a Kindle – a notable

exception is that of the EPUB format. EPUB books can, however, be converted to something that a Kindle can read via programs like Calibre.

A feature that may not appeal to all, but is certainly useful, is being able to highlight sections and/or add your own annotations. These notes, along with your location in every book, can then be synchronised via Amazon's Whispersync, which brings me to my next point ...

Availability

The Amazon store boasts a selection of over 950 000 books, but these aren't

limited to only being read on your Kindle.

Applications for your PC, Mac, iPhone, iPad, Android-powered smartphone or tablet, and BlackBerry ensure that you can read your e-books on almost any platform. More recently, Amazon introduced Cloud Reader: a web application for reading your books through your web browser.

This means that you can read your books on many different devices, across various platforms, and your position is automatically bookmarked and synchronised across all of them.

Price

You'd think that it would cost a small fortune, but it doesn't. The Kindle ranges from \$139 to \$379, depending on which model you choose. This means that the cheapest model will cost you in the region of R1 100 (excluding shipping and handling).

Books are also generally quite affordable and it's not uncommon to find best-sellers for around \$10, making them cheaper than most paperback novels.

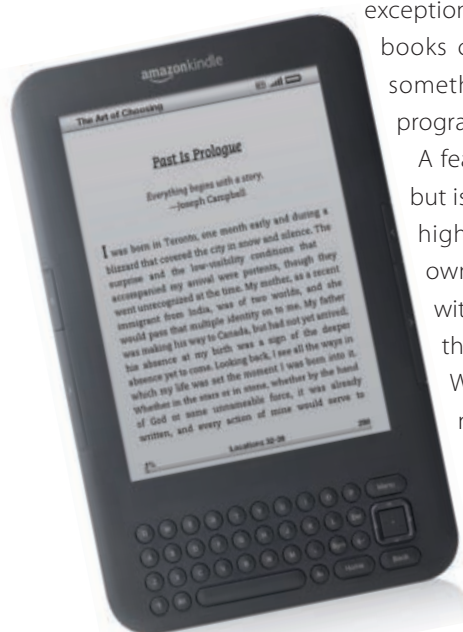
Anything else?

The Kindle also has an "experimental" web browser, which you can use to view web pages and read articles on the web.

However, a third-party service called SendToReader allows you to send web pages from your PC to your Kindle. These are then properly formatted to look and read like a normal book, turning your Kindle into your news reader as well as your book reader.

Should I get one?

If you love reading, but hate having to carry bulky tomes around, I'd recommend getting an e-reader, and the Amazon Kindle should be one of your top considerations. ☺



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"Anything else but not **your soul**"

Anything else but not your soul
When hurt comes as it will always do
Let it hurt anything else but not your soul
When betrayal experienced
Let it betray but not your soul
When love fade as it will sometimes
Let it fade but not your soul

Life is full of its ups and downs
Lefts and rights
Let all rotate but not your soul

Let you not surrender your soul
Let you not be broken to the last bone
Let you not be discouraged
It is your precious soul that will keep you going

For this soul is all you have
For this soul is the real deal
Just don't lose it

Conquer deliver and win.

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