

PSM Public Sector Manager

**Minister
Blonde Kaimowitz**
brings change to the
higher education
landscape

The year ahead:
• We Put Premium
• What people
expect

**Minister Angie
Machobane**
takes us through
the highs and lows
of basic education

**Auditor-General
Trevor Nkomo**
looking for a clean state
by 2014

122 pages

• All the news you need to know
• All the stories you need to read
• All the facts you need to know





DEVELOPING MONITORING AND EVALUATION CAPACITY IN GOVERNMENT

The establishment of the Ministry of Performance Monitoring and Evaluation (M&E) in 2009 and the Department for Performance Monitoring and Evaluation (DPME) in The Presidency in 2010 was a significant step in public-sector reform in South Africa. It brought about new focus on performance-oriented and results-based planning, and M&E to improve service delivery. The main driver of this shift was the introduction of

the outcomes approach to planning and M&E. Another area has been the monitoring of selected frontline government services (closely linked with the premiers' offices), with a link to citizens through the Presidential Hotline. There has been the introduction of evaluation processes to assess where and why we are achieving or not achieving what we set out to do. The Management Performance Assessment Tool is being implemented with departments to review management performance, and an evaluation system for policies, plans, programmes and projects has just been approved by Cabinet.

To facilitate capacity-building in government, the DPME has worked with partners to establish the M&E Capacity Development Core Group composed of stakeholders, mainly from the transversal departments. The forum has put together an integrated capacity development programme with some elements supported through donors as well as individual departments. These include conducting an M&E capacity needs assessment, developing M&E training courses, identifying and establishing M&E competencies and standards and developing an M&E curriculum framework. They also include professionalising evaluators, developing capacity to implement Management Performance Assessment Tool (MPAT) and evaluations (e.g. panels of internal and external assessors and evaluators), linking up with the Higher Education (HE) sector, and establishing relationships with professional bodies such as the South African Monitoring

and Evaluation Association (SAMEA).

In 2011, we worked with the Public Administration Leadership and Management Academy (PALAMA) to develop or review M&E courses targeting M&E managers and practitioners to address key competencies to undertake M&E and to gather, analyse, report and use evidence, namely:

- orientation to M&E
- using M&E evidence by managers in government
- using indicators for managing performance in government
- introducing quantitative research methods for M&E

- data management
- ensuring data quality
- qualitative research methods for M&E
- data analysis and presentation methods for M&E
- report writing for presenting M&E findings.

PALAMA has been rolling out these courses since November 2011.

In the beginning of 2011, we established a provincial M&E forum of heads of M&E from the nine premiers' offices. This forum has become a catalyst for partnership between our department and the provinces in driving good M&E practice. This has led to collaboration in the development, piloting and rolling out of M&E initiatives, building capacity in the process in provinces and in our department. For example, there are strong partnerships between our department and provinces in conducting frontline service delivery monitoring, implementing MPAT and broad participation in the delivery forums.

In November 2011, we launched the National M&E Forum, composed of heads of M&E from national government departments, to share ideas and coordinate M&E practices in the national sphere of government. These meetings will involve presentations by departments on their own work. The Office of the Auditor-General also sheds some light on their performance auditing processes, which is critical for ensuring that linkages between various M&E initiatives are fully understood by national stakeholders.

Critical to M&E capacity-building is creating a culture of continuous learning and knowledge management in government. We have worked with our partners to develop an M&E Learning Network to promote the sharing of good practice and learning across government. Events such as seminars and workshops are held whereby government officials exchange ideas and reflect on good M&E case studies using both local and international experience. The Learning Network acts as a community of practice and provides a forum where provincial and national departments discuss draft policies and related issues. The forum targets M&E practitioners, programme managers, researchers, sector specialists and senior government officials, depending on the topic of interest.

We are seeking to promote a culture of shared

learning, for example the evaluation system is being driven by the Evaluation Technical Working Group, with members from a range of government and sector departments. We are working with these departments on initial evaluations, using the Policy Framework, and together developing, testing and improving these systems.

As part of the promotion of learning, we have been conducting a series of study visits to countries which demonstrate good practice in performance M&E, inviting partner departments and premiers' offices. These have included Mexico, Colombia, Malaysia, Indonesia, Singapore, Canada, the United Kingdom, the United States of America and Australia. We have drawn from their experience to stimulate our thinking of what is relevant in South Africa.

We are seeking to store and share knowledge via guidelines, manuals, comprehensive presentations, reports and case studies that are made available via the website (www.thepresidency-dpme.gov.za). In time, the website will become a very critical platform for publishing and sharing knowledge with stakeholders, since, for example, the National Evaluation Policy Framework (NEPF) provides for all evaluations in the National Evaluation Plan to be made publicly available.

Going forward, we will continue to work with our partners in developing innovative ways of building M&E capacity across government. The Cabinet's adoption of the NEPF has provided a new momentum to build evaluation capacity in government. A five-day course on managing evaluations in government is being developed, along with the assessment of M&E needs and capacity and the development of evaluation competencies and standards. It is planned that in 2012, 200 people will be trained and by 2013 a total of 1 500 will have been trained.

Lastly, we envisage a situation whereby the quality of M&E will be strengthened via professionalisation in the form of accreditation and certification by independent bodies. This practice is well established for evaluators in some countries and in fields such as auditing, medicine and engineering. In this regard, partnerships with HE institutions and independent associations like SAMEA are being developed. It is believed that these actions would lead to ensuring quality and sustainability of the M&E practice in South Africa for the betterment of service delivery to the people. To do so requires building a learning culture, and a process where our capacity strengthens continuously.®



Omti Gollins Chabane

Minister for Performance, Monitoring, Evaluation and Administration



The year 2012 took off with an exciting start in the centenary celebrations of the African National Congress.

A liberation movement, a space of learning and engagement, a testimony to the commitment of South Africa and all of Africa to live a better life – these are the building blocks underpinning the liberation movement on which the democratic dispensation and the Public Service in which we serve is based.

Young and old will undoubtedly identify with different aspects of this organisation, but we can all honour the remarkable resilience and determination that brought us peace, democracy and freedom.

Public Sector Manager took the opportunity at this historic juncture in the lifespan of the ANC to speak to ANC National Chairperson Baleka Mbete about the future of the organisation.

Of particular interest is that Mbete calls for “introspection” at this point in the evolution of the ANC. This is a worthy suggestion, not only for the ANC and its cadres, but for all of us who find ourselves in positions of management and leadership, especially since our mandate, regardless of our race or political affiliation, is aligned directly with that of the ruling party – to create a better life for all.

And no doubt, this is the best time for introspection.

February is a month that sets the tone for the rest of the Government year – both the State of the Nation Address by the President and the National Budget Speech by the Minister of Finance are critical foundations for what we do as public sector managers.

In the spirit of introspection, *Public Sector Manager* spoke to the premiers of all our provinces to determine highlights of their achievements in 2011 as well as their plans for 2012.

Some ministers and other senior managers also shared their visions and plans with us, while ordinary South Africans expressed their hopes and concerns. These concrete plans and abstract hopes underline yet again only one common vision – that we share a desire to grow our country and indeed live a better life.

Let us use this time to each consolidate our plans and put them into action with relentless determination.

Speaking of determination, the interview with Minister Blade Nzimande on page 16 no doubt shows the fierce tenacity and bold commitment to vision that brings about the radical kind of change that the public sector needs more of.

In the same vein, this issue also profiles accomplished leaders such as Baby Tyawa, Chief Executive Officer of the National Gambling Board (a former Deputy Chief Executive Officer at GCIS) and South African Maritime Safety Authority Chief Executive, Commander Tsietsi Mokhele.

On a completely different and lighter note, February is also the month of love and we at *Public Sector Manager* have chosen to celebrate it with our readers through some light-hearted offerings, including a tantalising menu and romantic getaway ideas.

Lastly, I take this opportunity to challenge more public sector managers to contact us, to send us at *Public Sector Manager* your story of success, profile your managers and show off your best-practice or notched-up achievement – let this be another year of delivery and let us show each other the best way to get there. 📧

Jimmy Manyi
GCIS: CEO
Cabinet Spokesperson

Corruption survey has implications for public servants

Dear Editor

I cannot say I was surprised, though saddened, at the outcome of the recent survey released by research company TNS South Africa, which indicated some truth to the perception that corruption is fast 'becoming completely entrenched' in the way of life in our country.

What saddens me most about the picture painted by the survey is the implication this has on me as a public servant.

Like an employee of any company who might be deemed to be doing well by those hoping to break into the job market, I do not find it strange when family members or people around me in general ask me, "How do I get a job at your municipality; how do I get in?"

Considering their circumstances, I think it is only fair that they ask; after all there is an isiZulu saying that goes "Indlela ibuzwa kwaba phambili" meaning "The road ahead is known by those who have travelled it".

Equally so, given the nature of my work, I am also not surprised when service providers, especially emerging entrepreneurs, ask me "How do we get access to those tenders?" Given that I work at the heart of my organisation's communication system, I, after all, ought to know the doors to which to direct these people.

We are constantly confronted by the reality that emerging entrepreneurs and ordinary people are no longer surprised that they might be asked for a bribe when they visit institutions where they are supposed to get constitutionally guaranteed services. One gets the sense people are losing confidence in the notion

that it is still possible in this day and age to make an honest living.

Personally I have had instances, and I know so have many of my colleagues, where I have helped someone in a way they did not expect from a public servant, and that prompted them to feel I deserved a special kind of gratitude beyond the words "Thank you". In all instances, those whom I helped were shocked that I expected nothing more in return.

The implication of the deafening outcomes of the survey by TNS South Africa means that the commitment to the spirit of public service that many of us as public servants try to embody is continuously thwarted by the few of us who continue to undermine the trust that once accompanied the offices we hold.

From the lower to the upper echelons of the public service system, there is an urgent need to rewrite the moral code that defines who we are and how we conduct business. Those of us who have chosen the path of civil service must abandon the Hollywood aspirations that are not congruent with the offices we occupy.

We need to take a hard look in the mirror and accept that there is no smoke without fire. Once we have done that, we have to extinguish the fire and clear the room of public perception of the smoke that threatens to choke the life out of our collective moral consciousness.

I am not oblivious to the fact that although the survey seemed to focus particularly on government, corruption is also present in the private sector. However, whenever the subject comes up, it seems government is the first thing people think of.

Hence I believe that to restore confidence,

the civil service must take the lead and set the tone when it comes to upholding high morals and ethical standards.

**- Motalale Samuel Modiba,
Kempton Park**

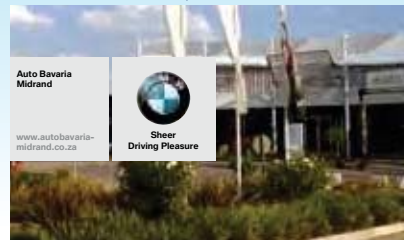


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Please continue to help us make each issue better than the last by writing to the Editor, Vusi Mona,
e-mail: vusi@gcis.gov.za.
Don't forget to include your name and the city or town where you live.

UP COMING EVENTS

World Consumer Rights Day 15 March 2012

On 15 March 2012, the global consumer movement will be uniting to demand a real choice for consumers. The theme for World Consumer Rights Day 2012 is *Our Money, Our Rights: Campaigning for Real Choice in Financial Services*.



Budget speech 22 February 2012

The Minister of Finance will deliver the Budget Speech in Parliament at 14:00 on 22 February 2012. Budget documents will be available online as well as at the following locations: Government Printers, 90 Plein Street, Cape Town; South African Revenue Service offices in Brooklyn, Pretoria; 4 Rissik Street in Johannesburg.

Sixth Annual Africa Trade and Export Finance Conference

8 to 9 March 2012, Table Bay Hotel, Cape Town

The sixth Annual Africa Trade and Export Finance Conference is a showcase trade event for the sub-Saharan region.

The conference will bring together senior decision-makers from the corporate and banking sectors to discuss Africa's continuing importance within the global trade market and the key challenges faced as the continent's process of economic and social development provides ever-increasing opportunities for discussion and debate.



Cluster media briefings 13 to 23 February 2012

The President will deliver the State of the Nation Address (SoNA) at the Opening of Parliament on 9 February 2012, where he will outline government's priorities and plans to the nation and set the tone for delivery in the year ahead. The post-SoNA Ministerial cluster briefings serve to unpack the programmes and projects to be implemented by the respective clusters and departments during 2012/13.

Design Indaba 2012 2 to 4 March 2012,

Cape Town International Convention Centre

Design Indaba 2012 includes the Design Indaba Conference and Simulcast from 29 February to 2 March 2012 and the Design Indaba Expo from 2 to 4 March 2012. Since 1995, the Design Indaba has invited the world's top creative minds to address professionals from the creative, corporate and educational sectors alike. The Indaba is considered a one-of-a-kind conference in South Africa and is renowned globally for the value it adds to the design industry, both locally and abroad. It showcases exceptional design across all disciplines, including graphic design, advertising, film, music, fashion, industrial design, architecture, craft, visual art, new media, publishing, broadcasting and the performing arts.

Human Rights Day 21 March

March has been designated as Human Rights Month in commemoration of the heroes and heroines who laid a monumental foundation during the liberation struggle for a rights-based, democratic and just society, many of whom paid the ultimate price in the struggle. The massacres at Sharpeville and Langa continue to serve as a reminder to remain committed to protecting human rights and human dignity.



National Library Week 17 to 24 March 2012

The theme for this year's National Library Week is *Develop @ Your Library*, chosen with government's major focus on job creation in mind. Libraries contribute to job creation by devising programmes that focus on skills development; providing access to information that promotes self-development of the user; and granting access to computers and online tools, enabling users to develop their computer skills and providing tools that allow them to draw up a CV. This theme will also allow libraries in the various sectors to adapt it to be relevant to the services they provide in developing their communities.

Strategic Project Management Course 16 to 20 April 2012, University of Cape Town Graduate School of Business (GSB)

Dennis Comninos, Director of the Strategic Project Management course at the GSB, believes there are huge opportunities in South Africa for "skilled strategic project managers – these are project managers who are critical and creative strategic thinkers who focus on business and strategy, and not only on methodologies and standards". The GSB's unique programme is designed to equip experienced project managers with the skills to help them derive value from the execution of strategy through strategic projects and programmes. Co-presenting the course with Comninos is Chris van der Hoven, lecturer in innovation at the Cranfield School of Management. Together, they bring many years of experience and acute insight into project management, especially in the form it should take in today's business world.

Fast facts at your **fingertips**

3 725 — Megawatts of renewable energy that government will procure for the national grid by 2016. This is more than the annual energy use of Cape Town, South Africa's second-largest city. Eskom and business will also continue to work on technologies to further reduce emissions from its coal-fired plants.



Chalking up new standards for education

Government is aiming for 1,5 million university enrolments by 2030 (a projected participation rate of 23%) as opposed to the 2011 enrolments of 899 120 (a 16% participation rate).

The pass rate for Physical Science in 2011 was 53,4%, compared to 47,8% in 2010. The number of passes in Mathematical Literacy was 236 548 for 2011, compared to 241 576 in 2010. The Department of Basic Education will implement a strategy to improve the pass rate and the quality of Mathematics and Physical Science, called the National Strategy for Mathematics, Science and Technology Education.

82,9% — The matric pass rate for the Western Cape, making it the top achiever for 2011. This is up from 76,8% in 2009, an improvement of 6,1%.

The overall pass rate for the Class of 2011 was **70,2%** — a marked improvement from last year's 67,8%.



Major rail investment for southern Africa

Transnet and Swaziland Railways have agreed to jointly develop a 146-km railway line from Lothair in Mpumalanga to Sidvokodvo Junction in Swaziland, and upgrade the adjacent railway networks in both countries. The R17-billion project will be the biggest railway investment in southern Africa since 1976. The new rail line is expected to create additional capacity of 15 million tons, which will predominantly be general freight volumes from the existing coal export rail line.

Our own Wonder of the World

Some 116 000 visitors took a ride on the Table Mountain Aerial Cableway during December 2011, with almost 80% of those being domestic visitors. There's been growing interest in Table Mountain since it was provisionally named one of the Seven Wonders of the World in 2011. South Africa will gain an estimated 108 000 international tourists a year due to Table Mountain's increased exposure.



2015 — The year in which a carbon tax should be in place in South Africa as proposed in the Draft National Development Plan: Vision for 2030.

A Blade that cuts clean

Writer: Mbulelo Baloyi

Photographer: Elmond Jiyane

A passionate patriot and visionary, Dr Blade Nzimande's has developed an inspiring and challenging view of the future of post-school education, which has elicited guarded and careful response from both the business-employer axis and academia. The Minister of Higher Education (HE) and Training shares his observations on how the post-school sector could contribute to the developmental agenda of the country.

Two years after being appointed to head Higher Education and Training, Minister Nzimande remains resolute about bringing about change that will have a lasting impact on unemployment and the low skills base in the country.

He was barely a few months in his new position when he ruffled the feathers of the sector education and training authorities (Setas) by calling on them to provide real skills development to out-of-school young people and adults instead of being "cash cows or automated teller machines" for fly-by-night skills development facilitators.

This harsh assessment followed the transfer of the Setas from the Department of Labour to the Department of Higher Education and Training.

He didn't stop there.

Minister Nzimande's suggestion to explore mother-tongue instruction at universities triggered a debate with detractors citing what they saw as the impracticalities of this approach, but Nzimande remained unfazed.

Some of the achievements notched up by Minister Nzimande over the past two and a half years include the provision of bursaries to third-year students funded by the National Students Financial Aid Scheme (NSFAS) as well as extending NSFAS financial aid to students enrolled at Further Education and Training (FET) colleges.

Minister Nzimande has been championing FET colleges as another preferred centre of study for post-school youth over and above the universities of technology (formerly called technikons) and the universities.

Asked what has been his impression since he took helm of the newly created department in May 2009, Minister Nzimande says he and his team now know the core problems besetting the post-school education and training sector.

Blade Nzimande

"One of the challenges we face is that there are not enough post-school opportunities for the diverse needs of young people and adults. We need diversification and massification of opportunities so that we do not have the situation where people think they have to go to universities to further their studies at post-school level."

Nzimande says there is a 46% drop-out between Grade 9 and Grade 12, hence the department's emphasis that there has to be earlier career pathing for learners in this band where some of the courses offered by the FET colleges can come in handy.

"If you look at the needs out there for skills, they will not be responded to by the universities alone. We have to explore other post-school alternatives both for out-of-school youth and adults. We must not make FET and other post-school opportunities a second choice after university".

The Minister says with the recently released Green Paper for Post-School Higher Education and Training, the department hopes to

diversify and massify post-school opportunities.

"When we talk of diversifying and massifying, we mean the post-school skills development opportunities should not only cater for learners who have come out of the school system but also for working adults who want to improve their skills levels as well as those who have successfully completed Adult Basic Education and Training (Abet)."

Nzimande says for the post-school education and training sector to be relevant to the changing needs of a developmental state such as South Africa, there must be a relation between what is being done at FET colleges and universities.

"Articulation is broader than FET and university. Sometimes, the requirements of the universities are way out of what we are offering at schools. We are envisaging a situation where someone who, for example, has done a three-year diploma course in electrical engineering at an FET college will not have to be required to start afresh when he/she enrolls at a university in the similar stream as if he/she has not done any course prior. What is being offered at an FET college has to have a relation to what is being offered at a university," says Nzimande.

Another challenge facing the post-school education and training sector is that of bringing FET colleges closer to employers.

"For instance, if you want to be an artisan you have to do 18 months of study at college,

another 18 months in the workplace and then you write a trade test before qualifying as an artisan. Placing students to acquire workplace experience remains one of the critical elements of our post-school skills development strategy," he says.

Minister Nzimande says for a successful placement programme to work, employers must also adopt FET colleges as part of their programmes so that they can expose lecturers to the latest technology in the industry.

"FET colleges do require a workplace component and we are of the view that employers have the capacity to assist us by exposing our lecturing staff to the latest technology so that the kind of students they produce are abreast with the latest technological innovations instead of imparting technical know-how to students using equipment or machinery that is almost obsolete."

He adds that the R10 billion that has been allocated to the various Setas will have to be optimally used in the revolutionary skills development programme that the Department of Higher Education and Training has tailored as expressed in the Green Paper for Post-School Higher Education and Training.

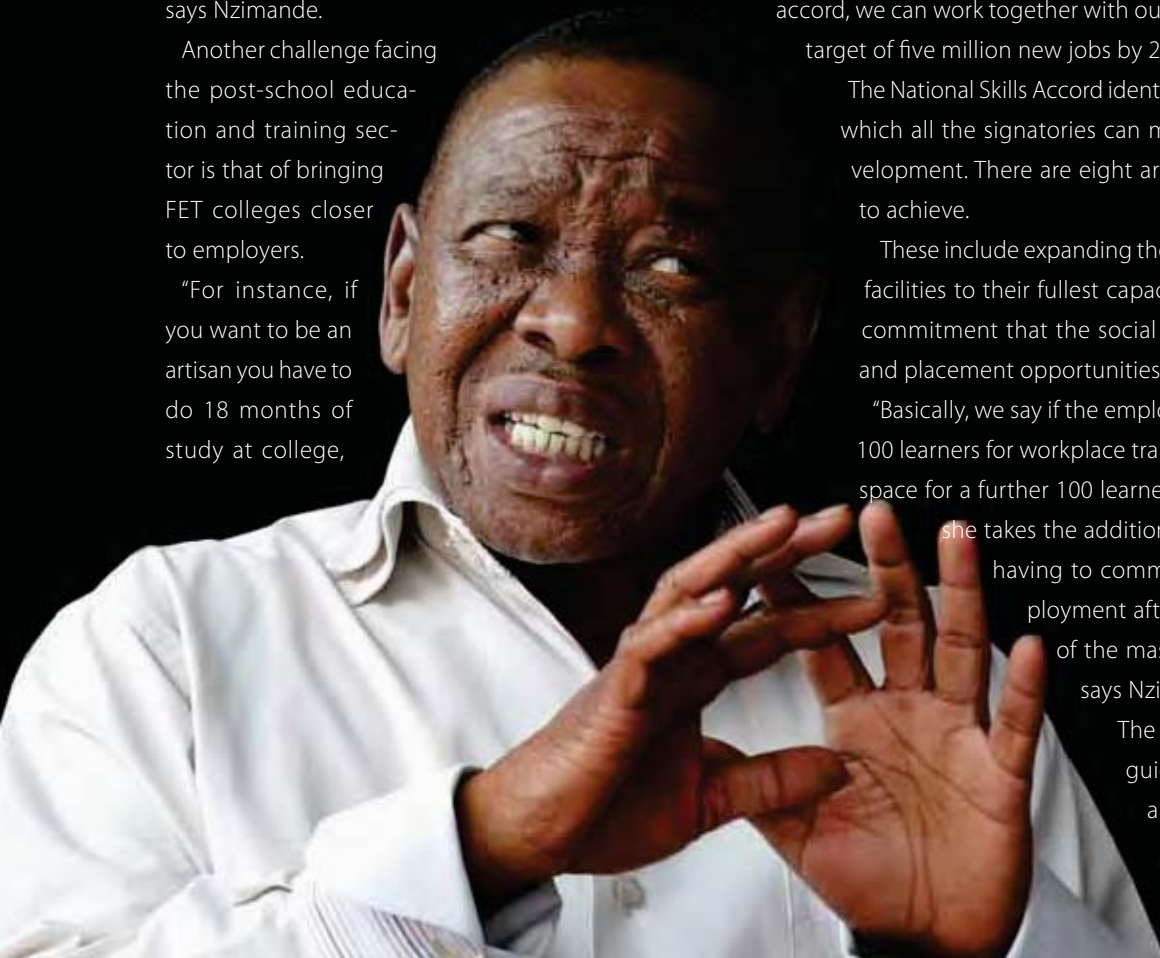
"In July last year, together with business, labour, community organisations and the Department of Economic Development, we entered into an agreement in the form of the National Skills Accord as part of the New Growth Path (NGP) and I am happy that at least through the accord, we can work together with our social partners to achieve the target of five million new jobs by 2020 as envisioned in the NGP."

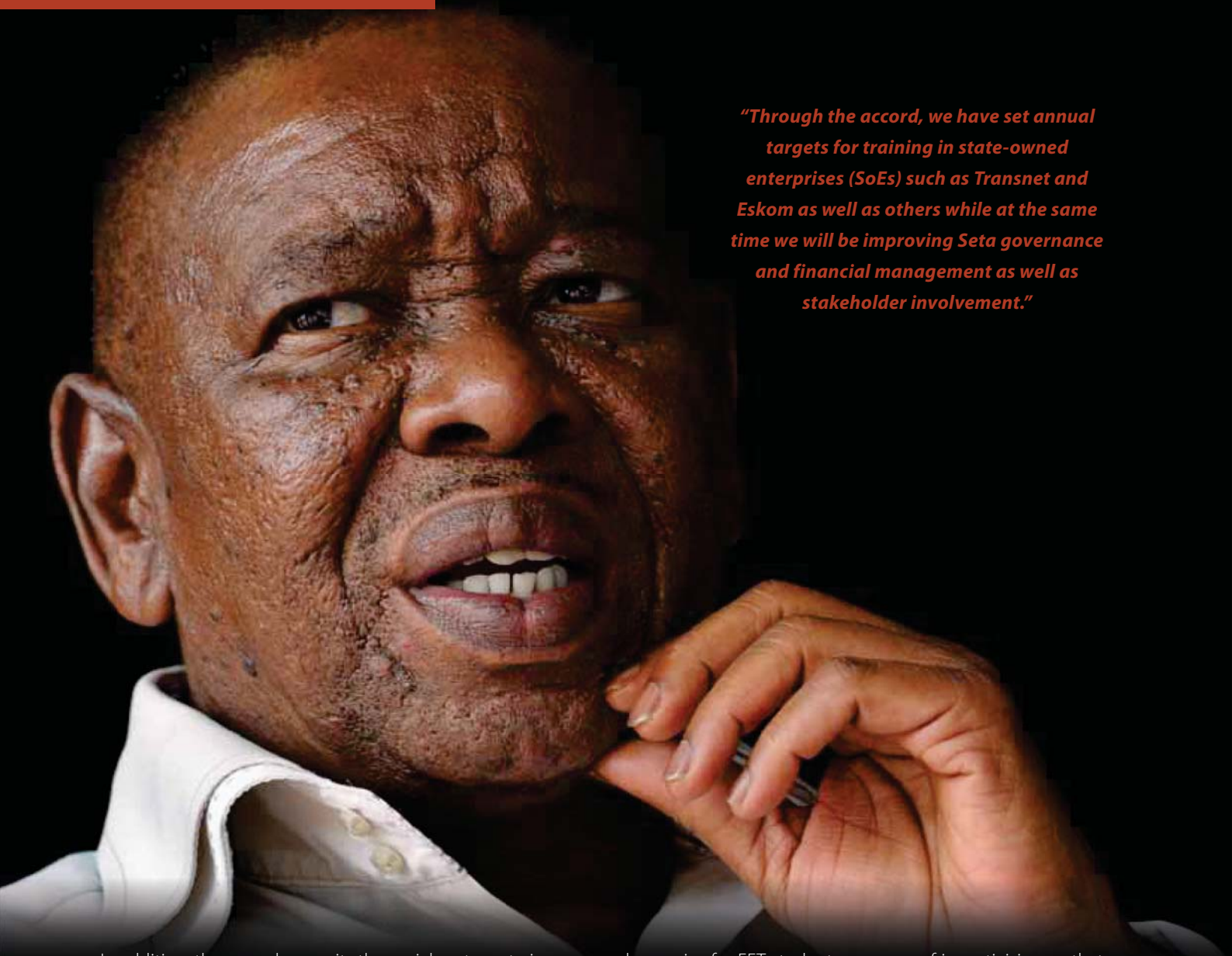
The National Skills Accord identifies a number of commitments which all the signatories can make on training and skills development. There are eight areas which the accord sets out to achieve.

These include expanding the level of training using existing facilities to their fullest capacities. The accord also makes a commitment that the social partners will make internship and placement opportunities available within workplaces.

"Basically, we say if the employer has capacity to take about 100 learners for workplace training, yet there is an additional space for a further 100 learners, we will encourage that he/she takes the additional 100 without the employers having to commit themselves to provide employment after training. We see this as part of the massifying of skills opportunities," says Nzimande.

The National Skills Accord also sets guidelines of ratios of trainees to artisans as well as across the technical vocations to improve the level of training.





"Through the accord, we have set annual targets for training in state-owned enterprises (SoEs) such as Transnet and Eskom as well as others while at the same time we will be improving Seta governance and financial management as well as stakeholder involvement."

In addition, the accord commits the social partners to increase and use funds for training and will introduce incentives for companies to train.

"Through the accord, we have set annual targets for training in state-owned enterprises (SoEs) such as Transnet and Eskom as well as others while at the same time we will be improving Seta governance and financial management as well as stakeholder involvement."

Minister Nkomo says a critical component of the accord is that it aligns training to the NGP and will also improve sector skills plans.

The accord will also improve the role and performance of FET colleges and places them at the apex of government's skills development strategy.

This will be done through the increased intake of students by FET colleges to ensure that they are at the centre of his department's efforts to improve skills development.

"In the accord, we agreed that the FET colleges will be the preferred training-providers for skills training programmes," he says.

The Minister says government has increased the provision of burs-

aries for FET students as a way of incentivising so that more students enrol for programmes offered by the FET colleges. This has already seen bursaries being increased from R308 million to R1 billion in one year.

Minister Nkomo will be signing a Service Level Agreement with all Setas in February.

"In that Service Level Agreement with the Setas we must say, let us at least ensure that we work towards every FET college student getting a learnership while studying or after completion of their studies. In that way it will help us to change perceptions of studying at FET colleges."

The Minister acknowledges that the problem of skills development and training is not the responsibility of government alone but of everyone.

"This is a societal problem. We are very much aware that not all learners who acquire workplace training have to be employed. Others might have to start their

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own businesses and enter the small, medium and micro-enterprise sector and employ other learners who seek workplace training."

Minister Nkomo says the department's slogan is that "every workplace is a training centre" and this include municipalities, SOEs as well as government departments.

He says SOEs should not be judged by their balance sheets but by how many people they have trained.

"As a matter of fact, Eskom has committed to take in excess of 10 000 learnerships, apprenticeships and internships during the present financial year."

One of the proposals that the department has been advancing is that of "retooling" some of the available human resource base in the country.

"Take for instance people who trained as social workers. Most of these people have been retrained to become human resource specialists because of their knowledge of human behaviour. When we call on employers to retool, we are not saying this because we are doing nothing as government."

He adds that legislation will soon be signed into law by President Jacob Zuma, transferring Abet centres and FET colleges into the Department of HE and Training. Presently, Abet centres and FET colleges are a concurrent function of the provincial education departments and the department.

He says the department is concerned about private colleges offering courses which are often not accredited by the department.

"We are going to be tough on these institutions and we are working with the Minister of Police, Nathi Mthethwa, to clamp down on them. It is the same thing with the fly-by-night trainers who are fleecing Setas. People get taken as learners and promised stipends but in the middle of the programme, things fall apart."

With a leader as realistic, outspoken and driven, it is clear that higher education is bound for greater shake-ups.

He means business 🗣️



Anchoring maritime safety

Tsietsi Mokhele

At the helm of South Africa's maritime industry is a man popularly, and perhaps aptly, known in his sector only as "The Commander". Chief Executive Officer of the South African Maritime Safety Authority (Samsa) Commander Tsietsi Mokhele is, after all, a

*Writer: Samona Murugan
Photographer: Siyabulela Duda*

man with great experience in the industry.

Mokhele's impressive acumen and experience has benefited Samsa and its stakeholders to the fullest as he has brought his leadership skills, inspiration and operational and technical aptitude to the organisation.

This widely experienced mariner holds a Bachelor of Science Degree in Ship Navigation and Command from the Caspian Higher Naval College, Soviet Union (Russia), a Board Leadership Qualification from GIBS Business School, a Port and Terminal Management Certificate from the Netherlands, and is currently completing a Master of Management Degree at the University of the Witwatersrand.

Mokhele served in the South African Navy after obtaining his Ship Command qualifications in the then Soviet Union. He led the naval integration process as co-chairperson within South Africa's Transitional Executive Council, the body charged with managing the country's transition to democracy in 1994.

He has participated in international forums such as the International Association of Ports and Harbours, the International Maritime Organisation and the Tug and Salvage Conference. Under his leadership, South Africa won the bid and hosted the International Harbour Masters Association Conference for the first time on African soil.

Prior to his appointment as CEO, he served as Executive Manager at the National Ports Authority (NPA) and Head of Marine Businesses at all South African ports. He led a successful turnaround strategy to transform and modernise the NPA's marine business into an effective competitive service.

Samsa was established in 1998 in terms of the Samsa Act to ensure the safety of lives, property, ships and environment, protect the environment from foreign ships and promote the country's maritime interest. Armed with many years of maritime industry experience, Mokhele joined Samsa in 2008 and has since poised himself effectively to charter the Samsa into a progressive future.

Mokhele's vast knowledge of business transformation and repositioning, customer and stakeholder management, capacity-building and international maritime

... continued on page 24

affairs, has transformed the organisation enabling it to fulfil its mandate and further propelled it to become a leading maritime authority globally.

"Samsa's duties mainly lie in three areas of work. Firstly, we are the safety regulators as we ensure that port state control is conducted on all ships that enter our ports. This is where we carry out inspections of each ship and ensure that they don't pollute our waters. We have to ensure that every ship complies with the international safety standards of compliance. If a ship is substandard, we have the power to detain it, make them pay a fine, and repair whatever is broken before we allow them to sail, or we can deny them access to our ports. We also have to check the working conditions on board the ship to ensure that the employees and the resources on the ship are compliant. If there are complaints from the crew, we step in and intervene."

Samsa also has a strict responsibility to ensure that none of the ships moving along our coast has a negative effect on the environment.

"At any given time, we have about 1 500 to 1 800 ships along our shores, most of them passing traffic, with approximately 12 000 ships coming into our harbours every year. The environmental challenge is that even a passing ship can pollute, however, we only have the power to inspect a passing ship if we have very good reason."

"We are also the skills authority for all people studying on board ships. On behalf of the national maritime organisation, we are the custodians of the curriculum and training. We train the lecturers, assess the courses and schools and moderate the papers used at universities and tertiary institutions."

However, according to Mokhele, one of the major challenges facing the maritime industry is that of skills shortages.



To address this, the Samsa, along with various private and public stakeholders, has developed the Maritime Skills Study. "The skills study came about as a result of everyone talking about skills shortages. Initially, it was a challenge with people saying there is a shortage but unable to identify where the shortages lie.

"There was no hard data, so it was difficult to project future development. It was also difficult for the industry to clearly state what the solution was. So, we decided to go back, and investigate the supply to say what skills do we need, where and how? One of the main elements was to align the skills with the industry, so you avoid a situation where you train people who are unable to find employment."

Furthermore, Samsa introduced maritime study subjects into mainstream high schools and established schools specifically for the purpose of maritime study.

"Our aim is that by 2013 we should be opening the doors to the high schools offering maritime studies. It will be a combination of courses offered at secondary and tertiary institutions as well as specific schools established for the sole purpose of maritime studies.

"Phase One will see the course rolled out at normal schools, providing a subject option in maritime studies such as Nautical or Maritime Economy. In Phase Two, we will start adding dedicated schools providing maritime education. But nationally, it will be a blend of high schools providing a maritime subject and eventually one or two schools will be converted to full-time maritime schools."

The post as CEO is quite intricate, and Mokhele says it is a difficult balancing act to bring government's service-delivery plans to life. "When I started in 2008, Samsa was spending more money than it was making, so I needed to fix that first. You can't really do much when you don't have financial endorsements. I am proud to say that the organisation now brings in about R250 million a year. So, there is a bit of funding now to support our programmes. We are using this money to assist in upgrading our training."

Samsa has since helped the Durban University of Technology to fund a much-needed simulator and it

also funds the cadet on-the-job training programme.

"We have signed a two-year contract to fund on-the-job training against international standards. As a result, since April 2011, 65 kids are undergoing this training and by the end of the year we are hoping to have about 180 trained cadets."

Under Mokhele's leadership the maritime industry has turned into a well-oiled servicing model, and Mokhele attributes it all to his management style. "As a manager, you need courage and you must have integrity. I needed to make the change to ensure that we start providing world-class services. As a manager, people must associate you with quality service and you must ensure that you continue to provide world-class service for however long and not once-off."

"You have to be able to take risks, you can't grow your company if you are too risk averse. You must make some risky decisions but make sure

they are calculated risks. Lastly, you need to develop a team or surround yourself with very good and morally sound people.

"You need to ensure that you keep the best that you have close and you attract the best in your organisation. I find that you have a lot of competent people left out because leaders are tolerating and entertaining too much politically by the slackers in the organisation.

"You find this across all government departments. With regard to Samsa, where there were non-performers and dead roots, I literally cut those off. A lot of managers are fearful about doing what needs to be done to ensure the best end result; those are the risks that need to be taken. People tend to get upset if you let non-performing employees go.

"They tend to ask 'did you hear about the new CEO who fired five people?', but what they fail to realise is that five other qualified and competent citizens were also hired. Government is too obsessed with keeping, when we should be engaging, finding new talent and energy."

By effectively managing such an intense sector, Mokhele jokes that he rarely has much free time but, when he does, he enjoys reading and developing strategic board games.

"That's something I do in my very rare free time and I also try to spend as much time as I can with my family. I am a father of four children, three girls and a boy, that I am raising by myself. The youngest is 14 and the oldest is 24. So, I have teenagers and young adults but we know how to work around the teen troubles."

When asked to describe who he is as a person and a leader, Mokhele adamantly replies: "I am a simple servant of my people. I want what is best for them and I try to realise that in the shortest and most efficient way."¹⁰

TRAILBLAZERS

Name: Khaya Buthelezi

Designation: Head of Communication and Stakeholder Relations at the Government Employees Pension Fund (GEFP).

Qualifications: National Diploma: Journalism (Durban University of Technology), Bachelor of Technology Degree: Public Relations Management (Cape Peninsula University of Technology) and currently reading for an Executive Development Programme at the Unisa Business School.

My job entails ...Driving the GEFP's communication, brand and stakeholder relations strategies. This entails ensuring timely, relevant and regular communication with more than 1,2 million public servants and 340 000 pensioners of the GEFP by creatively using various media platforms such as newsletters, roadshows, radio and so on. Added to this is ensuring that the fund is appropriately positioned as a leader in the pension funds space, locally and globally. I also manage relationships with strategic stakeholders such as the Johannesburg Securities Exchange, other local and global pension funds, asset managers, developmental finance institutions, and multilateral institutions such as the World Bank.

In addition, I'm charged with building the GEFP to be an authoritative brand on issues around responsible investing in the financial media space as we drive the environmental, social and governance agenda towards a greener and more sustainable economy.

My greatest strength is ... My passion for the media. I'm also passionate about investments and financial markets as vehicles through which people can build wealth for current and future generations.

The best advice I ever received was ... The Japanese proverb: "Vision without action is daydreaming and action without vision is a nightmare". I have lived by this principle through my whole life and it helps me to stay focused.

My motivation comes from ...From my Grade 10 teacher who called me to his office to say, "Buthelezi, you are 'top - three material' in school and therefore you should aim for the sky in your academic achievements". Since then, mediocrity and I have been great enemies.

My motivation comes from ... My political consciousness at the tender age of 12 when I realised that the plight of black people in South Africa and Africa in general was not of their own doing. I'm

driven to improving my lot and that of fellow Africans through continuous education, formal and otherwise. I'm an eternal student.

The highlights of my career to date are ...Joining the GEFP as I'm now able to combine my communication expertise and experience in the financial sector to drive the fund's communication strategy.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To increase the levels of financial literacy among public servants so that they are able to build wealth for themselves and their families. Put simply, as South Africans we do not save enough and this has adverse effects on the economy. I would like to play my small part by getting more than the million public servants who are members of the GEFP to save more.

The most important lessons I've learnt during my career are ... Never to burn bridges, because you don't know who will be your next boss. Building and sustaining value-adding relationships for long periods of time is what I have learned in my career. Some of these relationships are now yielding desired results in both my professional and personal life.

Right now I'm reading ... "*Back to work*" by Bill Clinton, in which he unpacks the reasons behind the 2008 financial crisis and offers solutions about how the United States economy, the largest in the world, can extricate itself from the current economic challenges.

To unwind, I ... Spend quality time with my wife and three children by going to church, watching movies and swimming.

What most people don't know about me is ... That I love boxing. I was a KwaZulu-Natal champion in the early 1990s.

I'm proudly South African because ... There is never a dull moment in our politics and the fact that we are a nation in constant conversation with itself. Due to our robust and dynamic democracy, we stand a very good chance of not repeating the post-independence mistakes of other African countries.



Name: Matshepo More

Designation: Chief Financial Officer (CFO): Public Investment Corporation (PIC).

Qualifications: Bachelor of Business Science, Honours (Finance), Chartered Accountant (SA)

My job entails ...Overseeing the budget of the PIC, guiding and directing the corporation to make prudent financial decisions, whether it be on procuring large items or small ones. These decisions must also avert risking the funds we look after on behalf of our clients.

My greatest strength is ... Being able to work with people and being able to integrate theory into practice in a way that doesn't discriminate, or undermine people who are key to the success of the organisation. I also welcome constructive criticism because through it you learn and become a better person.

The best advice I ever received was ... Being able to work with people and being able to integrate theory into practice in a way that doesn't discriminate or undermine people who are key to the success of the organisation. I also welcome constructive criticism, because through it you learn and become a better person.

My motivation comes from ...Knowing God and honouring Him.

The highlights of my career to date is ... Being appointed as CFO at the PIC.

The number one thing that I would like to accomplish while I'm in the Public Service is ... To change the perception that the public sector is for the uneducated, and to showcase that we are professionals who are on top of our game and take service delivery seriously. I also hope to demystify the myth, to young people in particular, that Chartered Accounting is impossible to achieve, while I also impart the message that hard work is key to achieving anything one aspires for.

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

That teamwork is more important than an individual effort. However, it takes dedicated individuals to create a strong team and I see myself as a strong individual who is making enormous contributions to my team.

Right now I'm reading ... *An Inconvenient Youth* by Fiona Forde.

To unwind I ...

Go to the gym and read books about leadership and politics. Occasionally I go shopping.

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

That I'm an introvert who hides it well.

I'm proudly South African because ...

I believe in this country and its people. I see myself as an active participant of a movement of people who are making strides to transform our nation.



Baby Tyawa: Gambling Board's trump card

Writer: Samona Murugan
Photographer: Ntswe Mokoena



all aspects of gambling including casinos, horse racing, sports betting, Bingo and Limited Payout Gaming Machines, Tyawa describes her job as both fascinating and exciting.

Born in 1959 in Soweto, Tyawa's most vivid memory of growing up in a politically-charged era was being involved in the revolutionary 1976 student uprisings. She was arrested under Section 6 of the Internal Security Act and detained without trial for almost 18 months. She was also a founder member of the Congress of South African Students in 1981.

With a defined passion for people, Tyawa realised her calling in psychology. She did her postgraduate studies at the University of Western Cape, but remained active in what was the then Federation of Transvaal Women throughout her studies. She went on to obtain her Master's Degree in Educational Psychology from Manchester University in the United Kingdom.

Thereafter she taught part-time in Braamfontein, Johannesburg, for a while, and in 1994 worked at the Matla Trust. Later, she was employed as a full-time psychologist for learners with cerebral palsy and specific learning disabilities.

Tyawa joined the Government Communication and Information System (GCIS) in 2002, as Chief Director: Policy and Research and in August 2007 was appointed Deputy CEO: Strategy and Content Management. During this time, former President Thabo Mbeki also appointed her as a board member of the Media Development and Diversity Agency (MDDA) for

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Independent and inspirational woman, mother, friend, manager, student, leader and Chief Executive Officer (CEO): these are all the hats worn by Baby Penelope Tyawa.

A year into her role as CEO of the National Gambling Board (NGB), the watchdog body for the gambling industry, which comprises

a three-year term.

"I grew within the ranks of the GCIS. The system was quite fascinating and I was quite lucky to have my first public service work experience there. I learnt a lot and owe so much to the great mentors who expected nothing but the best from me.

"I allowed myself to willingly learn and attribute my work ethic to my upbringing. If you grew up in the 1970s as a teenager, you got thrown into leadership early in life. I think I have gone through it all, from activist, psychologist, junior, middle and senior management roles and then CEO. It's been cumulative, but it's also my attitude towards work as a person."

Her impeccable work ethic and sheer dedication resulted in Tyawa being appointed to her current position. "But I also made the move from the GCIS to the NGB because I felt it was time to move on."

She concedes that the change was not seamless. "I came from an organisation with working systems to an organisation with no systems in place. I had to start afresh. Many government agencies lose their sense of being an institution of government. So, coming in as head of an institution, it has been easier to put new systems in place to assist and teach others to do their work in the manner in which you want it done."

She adds: "One element I struggled with was learning not to take over when someone does not do their work. Within the public sector, many people do not understand the importance of deadlines. I have a tendency of taking over and doing it myself. It's quite a

challenge, but sometimes you have to learn to step back and ensure that people pull their own weight."

As CEO, Tyawa's key deliverable is to implement the National Gambling (Act 7 of 2004), which makes provision for the oversight of matters relating to casinos, gambling, betting and wagering and promotes uniform norms and standards in relation to gambling throughout South Africa.

One of the major challenges brought about by the Act, explains Tyawa, is that the Constitution allows provinces to have certain competencies, so each province has legislation that is not necessarily aligned with the national Act.

"It's not that they don't want to be aligned, but that elements in each province's legislation were crafted before the national Act. So I spend time with my colleagues trying to claw back the power that we don't have as regulators and to assert our authority, define our role, and to imple-

ment the accordance of a regulated industry so that significant elements align to the national priorities of the country.

"I sit in a position where I regulate as government and I have to make sure that we as the NGB keep that amicable balance between ensuring that the industry works and generates income and profits, and functions like a business, while we also need to ensure that it doesn't impact negatively on the lives of people."

Gambling in South Africa is a multi-billion rand industry but only contributes 0,85% to the country's Gross Domestic Product. However, there are new technological developments that challenge the industry daily.



"When I joined the Ministry of Trade and Industry, Parliament requested a review of the gambling industry in South Africa and a commission was appointed. What was found was that our National Gambling Act does not accommodate emerging technologies. A lot of gambling has evolved with the times.

"The Act itself is primitive and does not acknowledge that interactive gambling is illegal. The problem is largely with online gambling, where anyone can gamble in the privacy of their own homes. It is a great challenge to the NGB to regulate virtual activity. Emphasis is put on ensuring protection of personal information and protection of minors or under-aged gamblers.

"Our current Act does not express itself in that area, so that is one of the minor challenges we are faced with. The other challenge is the recession, which has impacted tremendously on the industry. As a result, many businesses have merged."

With gambling comes responsibility and the NGB faces quite a challenging job of promoting responsible gambling and awareness.

"Currently the Southern Sun group is involved in a project to enhance responsible gambling, where a percentage of their revenue is donated towards a responsible gambling project, which raises awareness on the issue. A foundation was also established to regulate responsible gambling within the industry.

"There is also a national programme that is run independently from government. It is important for the programme to be independent from government so that the NGB does not have a direct influence on it. These programmes are there to ensure that the public is aware of the challenges of gambling. There is also a unit that addresses the behaviour of gamblers.

"To further promote responsible gambling, the NGB has also introduced exclusion rights. This allows relatives, friends or a third party to contact us to exclude (from casinos) a person who is an excessive or irresponsible gambler.

"However, the gambler must agree that he or she has a problem with gambling, would like to undergo counselling and give consent to be excluded. Once

a person has been excluded, the Act regulates that he or she must be excluded from casinos throughout the country. An identity photo is sent to all casinos that then add it to their in-house system to ensure exclusion of entry to their casinos."

Despite its challenges, Tyawa has managed to successfully accomplish her first year as CEO with ease. This can be attributed to her leadership and management style, which she describes as kind and accommodative. She describes herself as a manager who is empathetic without being compromised. "I believe in allowing and encouraging people to grow."

After playing such a significant role in the liberation of women's rights, Tyawa continues to inspire women wherever she goes and has conducted a few motivational talks and works closely with the Women in Dialogue initiative.

"I encourage women not to think that they know enough and to always increase their knowledge.

Looking ahead, Tyawa says her goal for the NGB in the next five years is to strengthen the institution. "I see it as a challenge, but also an opportunity to fully utilise my leadership abilities."

Spend time reading about things and thinking ahead. Women within the public sector must always strive to enrich their minds. One of the major setbacks is that we feel incapable about making decisions in case we are wrong. But how will

you ever know you are right if you don't try? And never be afraid to ask if you don't know anything."

The position as CEO is demanding but Tyawa has found the perfect balance between work and home life. With a daughter in high school, she says it is important to separate the two, so that one is never compromised.

"I think I have improved my balancing skills and the great thing about this job is that my weekends are free. So I no longer have to juggle and balance my family life and work life, it balances itself out. I now have time to read and go hiking."

Looking ahead, Tyawa says her goal for the NGB in the next five years is to strengthen the institution. "I see it as a challenge, but also an opportunity to fully utilise my leadership abilities."

As for herself she says adamantly: "When I retire, I think I would make a great life-coach. Having been through the ropes, I can inspire others to take charge of their lives and be the best that they can be." 🍷

Minister Motshekga's master class on education today



With an improved Grade 12 pass rate of 70,2%, the Department of Basic Education has made massive strides and progress within the department.

There is still a long way to go, but Minister Angie Motshekga's clear and passionate core message – and one all of us ought to advance wherever we find ourselves – is that we are “not worse than we were before 1994”.

Minister Motshekga shouted this from (under) the rooftop of the Bondev House conference venue at Royal Elephant, Centurion, recently when she addressed the latest *Public Sector Manager* (PSM) Forum.

Minister Motshekga discussed, among other things, the identified priorities and interventions for the year ahead, and the progress and the challenges facing the department.

The Minister's prepared remarks as well as her responses to questions from officials from a broad range of departments demonstrated her passion for her portfolio, the frustrations she shares with many

South Africans about aspects of the education system and her detailed, numbers-laden knowledge of the task at hand.

A natural, engaging educator, the Minister talked *PSM* readers through the dehumanising legacy and burden of poverty, unemployment and gross inequalities that continue to haunt post-apartheid South Africa.

However, she clearly asserted: “Since the dawn of democracy, we have given education undivided attention. This can be seen from, among other things, our budget allocations and consistent efforts to make education a societal issue calling for active participation of all citizens.

“This we have done precisely because we perceive it as a liberating tool for building a new world of critical thinkers who value progress, freedom, justice and peace.”

She said the department was making good progress in the schooling sector through the *Action Plan to 2014: Towards the Realisation of Schooling 2025*, and was on course to deliver on the United Nations millennium development goals.

Evidence of this included the doubling in Grade R enrolment between 2003 and 2011, with no less than 83% of five-year-olds in educational institutions. This indicated the importance of prioritising early childhood development to ensure a solid educational foundation.

“More young people have completed Grade 9, from 80% in 2003 to 88% in 2010; and studies show that many learners are accessing basic education and completing Grade 12. The number of 20-year-olds with Grade 12 increased from 28% to 35% between 2003 and 2010. More candidates have also qualified for access to degree programmes, with numbers going from 109 697 in 2008 and 107 274 in 2009 to 126 371 in 2010 and 120 767 in 2011.”

Programmes such as the National Workbook Programme; the new Curriculum and Assessment Policy Statements (CAPS); the Accord on Basic Education; the Quality Learning and Teaching Campaign; the Integrated Strategic Planning Framework for Teacher

Education and Development; the National School Nutrition Programme and Health Screening, and the Accelerated School Infrastructure Delivery Initiative are well underway.

“Our major challenge is improving efficiency and fast-tracking delivery of quality education as a national priority. Language is another challenge facing learners who are not taught in their home languages,” Minister Motshekga explains.

“In response to current challenges, we have agreed on a set of priorities and interventions. From the school analysis of the 2011 exams, we concluded it is essential to make the school environment more conducive for learning.

“Eradication of inequalities is an important priority across government, even in education. Our focus is now on an integrated planning process to better align strategies and plans. This will assist in achieving targets set out in the Action Plan to 2014 and in the delivery agreement for Outcome 1 regarding the improved quality of basic education.

“Guided by the Action Plan, initiatives for improving quality will continue as we implement the new CAPS; ensure proper use of workbooks; improve quality and availability; intensify teacher development; and introduce targeted interventions, mainly in underperforming schools. For 2012, we have set the bar higher for provinces. All districts and schools are expected to perform, at the very least, at the national average of 70%.”

The Minister added that government’s target for the Class of 2012 is a national pass rate of 75% or more. To ensure that this happens, the department has mobilised teams to assist underperforming districts – the 15 districts that performed under 60% – and come up with credible plans to improve learner outcomes.

Minister Motshekga concluded by welcoming initiatives such as the *PSM* Forum as vital for engaging on issues in the public sector environment.

“The *PSM* Forum will help broaden understanding on progress made by the basic education sector and help contextualise our policies, plans, priorities and problems. This forum, as well as *PSM*, is quite crucial for accelerating service delivery. With an effective and efficient public service alive to the needs of the people, the goal of delivering an improved quality of basic education is indeed within reach”.



1. Nonkqubela Silulwane and Grace Sekhu of the Department of Home Affairs.
2. Dudu Nkambule, Department of Finance, Julia Mathibela and Angie Netshiheni of PANSALB, Saneliswe Mbhele and Thami Shezi of PALAMA.
3. Phumlani Ximiya, Department of Correctional Services, Semphete Thobejane and Trevor Oosterwyk of Statistics South Africa, Monwabisi Maclean, Department of Human Settlements.

South Africa stands firm at the UNSC

Writer: Mbulelo Baloyi

Photos: GCIS

South Africa's recent one-month presidency of the United Nations Security Council (UNSC) resulted in formalised, stronger relations between the world body and the African Union (AU).

With the overwhelming majority of UNSC members backing the South African-sponsored Resolution 2033, which called for the strengthening of cooperation between the UN and the AU, President Jacob Zuma strengthened the AU's stature as being central to the resolution of conflicts on the African continent.

During January, South Africa – an elected non-permanent member of the UNSC for 2011/ 12 – assumed the rotating presidency of the UNSC.

Unanimously adopting Resolution 2033, the UNSC agreed with President Zuma that both the AU and the UN have to work closely in preventing and resolving conflicts in Africa.

The adoption of the resolution came in the wake of President Zuma's chairing of the UNSC Summit Debate on strengthening the relationship between the UN and regional organisations, in particular the AU, in the maintenance of international peace and security.

President Jacob Zuma chairing the UNSC on AU-UN Cooperation at the UNSC Chamber



During the debate, President Zuma reminded the UNSC members that Chapter VIII of the UN Charter explicitly mandated the organisation to deal with matters of international security through regional bodies such as the AU.

Kenya, Togo and Colombia and representatives from the AU's Peace and Security Council also endorsed South Africa's proposal. UN Secretary - General Ban Ki-moon acknowledged the significance of the debate, saying Africa was one of his top priorities and that he wanted to strengthen the relationship between the UN and the AU.

He added that two-thirds of all UNSC resolutions and 80% of all peacekeeping troops in the world dealt with the African continent.

In calling for transformation of the UNSC, President Zuma said the UN was set up at a time when much of Africa was under colonial rule, and this was reflected by the fact that there was no permanent African UNSC member.

South Africa's proposals on closer cooperation were widely supported with China, a permanent member of the UNSC, arguing that African issues be addressed with greater urgency.

China and South Africa, members of the BRICS bloc (which also includes Brazil, Russia and India), argued that the UN and the UNSC should respect the counsel of the AU when it preferred diplomatic solutions instead of military intervention in conflict situations on the continent.

"We are mindful of the fact that the UN Charter gives the UNSC the primary mandate and the responsibility for the maintenance of international peace and security, including in the African continent. At the same time, we are of the view that cognisance should be given to the fact that the Chapter encourages cooperation with regional bodies such as the AU in carrying out the UN mandate, in line with the spirit of subsidiarity," President Zuma argued during the debate.

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UN Secretary-General, Mr Ban Ki-Moon with President Jacob Zuma. President Zuma is accompanied by Minister of International Relations and Cooperation, Ms Maite Nkoana-Mashabane.

He added that about 70% of the agenda items of the UNSC concerned Africa, a huge continent with 54 member states representing more than one billion people.

"The failure of representation, on a permanent basis, of such a big part of the globe in an important body such as the UNSC, points to the necessity and urgency for the fundamental reform of the UNSC so that it can become more representative and legitimate."

He said if the UN really believed in and advocated a culture of democracy and the will of the majority, it could not at the same time, in some of its key and decisive structures, practise something that contradicted the purposes and the principles of its Charter.

President Zuma also strongly urged the UNSC to avoid a situation such as that which transpired during the conflict in Libya in 2011, where Resolution 1973 was largely abused.

With reference to UN Resolution 1973, which called for "no-fly zones" during the Libyan conflict, President Zuma said resolutions had to be interpreted properly, as misunderstanding could undermine the credibility of the council.

The resolution authorised the UNSC to take "all necessary measures" to protect civilians in Libya, but stopped short of calling for a regime change – a move which the South African Government and AU felt members of the North Atlantic Treaty Organisation (NATO) seemingly embarked upon in the course of enforcing "no-fly zones".

"It is our view that close cooperation with regional bodies has advantages. Regional bodies are closer to the situation, are familiar with the issues and often understand the dynamics of the conflict. Neighbouring countries also often bear the burden and consequences of conflict in their neighbourhood," said President Zuma.

"As everybody is aware, the AU has developed a political roadmap that would have assisted in resolving the political conflict in Libya. The AU's plan was completely ignored in favour of bombing Libya by NATO forces. The consequences of actions that were carried out in Libya in the name of the UNSC have spilled over into other countries in the region. A problem that was confined to one country, Libya, has now grown to be a regional problem."

The President said there was now a need for the UN, AU and the League of Arab States to work together to assist the Libyan people to resolve the situation they found themselves in.

He further warned that Africa should never be a playground for furthering the interests of other regions, as it was during the Cold War.


"Conflicts in Africa will be manageable if they are not promoted or aided from outside the continent."

In the same breath, President Zuma also reserved sharp criticism for those African countries that entertained external interference.

"I am very happy that other countries heard our message and unanimously supported our calls to strengthen the relations between the UN and regional bodies, particularly the AU. While we are pleased with the current relations between the two bodies, we also feel that we can deepen them further for better coordination when it comes to dealing with issues affecting our continent. We want the views of the AU to be respected by the UN."

On the sidelines of the UNSC meeting in New York, President Zuma also co-chaired the sixth Session of the Global Sustainability Panel (GSP) with President Tarja Halonen of Finland.

The GSP dealt with issues of sustainable development, a sustainable economy and strengthening institutional governance, as well as strengthening the GSP as a means of accelerating the achievement of the Millennium Development Goals.

Outcomes adopted by the panel will be released to the UN Secretary General and also feed into preparations for the UN Conference on Sustainable Development to be held in Rio in June 2012. 

President Jacob Zuma with Secretary-General of the United Nations, Mr Ban Ki-Moon.





Minister Roy Padayachie*

New rules close anti-corruption gaps

Minister Roy Padayachie*
Photos: GCIS

Good governance is considered a basic requirement for development. Corruption, which often undermines development, is generally both an outcome and symptom of poor governance.

A myriad challenges has become apparent in the public sector as far as the implementation of ethical and anti-corruption measures is concerned, chief among them the non-compliance with legislation and the lack of enforcement.

The Constitution requires accountability in public administration. Section 195(1) of the Constitution outlines the values and principles governing public administration as maintaining a high standard of professional ethics; an efficient, economic and effective use of resources; a development-oriented public administration; the provision of services impartially, fairly, equitably and without bias;

public participation in policy-making and responding to people's needs; and an accountable public administration.

The Public Service requires a conducive policy environment, adequate resources and an enabling institutional framework to bring about change. These elements subsume the critical dimensions of good governance, which may be categorised as a pro-poor policy framework, public administration and civil services, and decentralisation and delivery of services.

The Public Service Act, 1994 (Act 103 of 1994), imposes a duty on every employee in the Public Service, in the course of their official duties, to report to the appropriate authority fraud, corruption, nepotism, maladministration and any other act which constitutes an offence, or which is prejudicial to the public interest.

The Public Finance Management Act, 1999 (Act 1 of 1998), and the Municipal Finance Management Act, 2003 (Act 56 of 2003), also impose duties on employees to report corruption.

In addition, Section 34 of the Prevention and Combating of Corrupt Activities Act, 2004 (Act 12 of 2004), places a duty on certain persons to report corrupt transactions to the South African Police Service.

Despite the development of anti-corruption policies and legislation, implementation is not satisfactory. A number of gaps have been identified in some of the preventative measures, including limited coverage of the financial disclosure framework, non-existence of a financial disclosure framework in local government, performance of remunerative work without approval and no recovery of funds as a result, and inconsistent application of disciplinary measures.

In striving towards creating an ethical public service that adheres to the rule of law and upholds constitutional values and principles, the Department of Public Service and Administration has developed the Public Sector Integrity Management Framework to address all the gaps. The framework is currently undergoing consultations and the necessary regulatory framework will be amended following approval by Cabinet.

The Public Sector Integrity Management Framework will provide a comprehensive integrity framework to

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align all measures regulating ethics and integrity in the public sector.

The framework aligns all measures regulating good governance and integrity in the public sector with the objective of strengthening existing ones: building capacity to prevent corruption; putting in place monitoring and evaluation to ensure compliance; and using enforcement as a deterrent.

The framework seeks to strengthen measures and standards for managing integrity and promoting ethical conduct in the public sector. It entails measures for managing unethical conduct that may arise as a result of financial interests, gifts, hospitality and other benefits, post-public employment and remunerative work outside the public sector.

To close the policy gaps and strengthen implementation of ethical and good governance measures, the framework proposes public servants be prohibited from directly or indirectly soliciting or accepting gifts, hospitality or private benefits of any value from any person (natural or juristic) that is contracted to the department of which the public servant is an employee.

In situations where public servants cannot decline a token of appreciation because it might be considered culturally disrespectful, such tokens must be declared and registered in the departmental gift register.

The disclosure of financial interests and assets of employees is a critical pillar of the framework. It proposes the requirement to disclose financial interests and assets be extended to all employees.

Also, an employee whose spouse, partner, business associate or close family member stands to acquire any direct benefit from a contract concluded with their department, upon knowing must disclose in writing full particulars of the benefit to the Ethics Officer and withdraw from participating in any manner whatsoever in the process relating to that contract.

The restriction of business interest of employees in entities conducting business with government is a key measure in eliminating impropriety in the awarding of state bids.

The restriction of business interest of employees in entities conducting business with government is a key measure in eliminating impropriety in the awarding of state bids.

The framework proposes that all public servants with business interests be restricted from doing business with government and for entities which conduct business with government to disclose information of public sector employees with business interests in those entities. The National Treasury has already issued a practice note enforcing this requirement.

The public sector does not have measures in place to regulate post-employment activities of former public servants. It is recognised that public servants may abuse their position to benefit certain individuals, themselves, or companies in exchange for favours, such as employment opportunities, after they have left the public sector.

The public sector is proposing a control regime that is aimed at ensuring that senior public officials do not act, after they leave public office, in such a manner as to take improper advantage of their previous public office and to minimise the possibilities of allowing

prospects of outside employment to create a real, potential or apparent conflict of interest for public office; obtaining preferential treatment or privileged access to the Government after leaving public office; taking personal advantage of information obtained in the course of official duties before it becomes generally available to the public; and using public office to unfair

advantage in obtaining opportunities for outside employment.

According to the minimum anti-corruption standards, departments are required to create and promote an ethical organisational culture and provide guidelines for how every member of the department should behave. The minimum anti-corruption capacity requirements call for the appointment of an “ethics champion” in departments who is responsible to drive ethics and anti-corruption initiatives.

The Special Anti-Corruption Unit will liaise with ethics officers and investigate all potential conflict of interest, and ensure disciplinary measures are taken against officials who have violated provisions contained in this framework.

To improve enforcement of the framework, all performance agreements of employees, including heads of departments, will include a specific key performance area that binds and commits an employee to comply with these measures.

Any employee who fails to comply with the requirements of this framework's provisions as contained in legislation is guilty of misconduct and must be subjected to appropriate disciplinary action. 📌

**** Roy Padayachie is the Minister for Public Service and Administration***

Lawmakers in a class of their own

Writer: Professor Solly Mollo*

Photos: Courtesy PALAMA

On 18 November 2011, a Certificate Award Ceremony was hosted for participants who completed the first class of the Legislatures Capacity-Building Programme (LCBP). This was a celebration in recognition of the 173 members of parliament (MPs) and provincial legislatures who successfully completed the first round of the programme – the Course in Governance and Leadership.

Identifying the need

In July 2009, the South African legislative sector, under the leadership of the Speaker's Forum, and the Public Administration Leadership and Management Academy (PALAMA), agreed to explore possible opportunities for the professional development of MPs and provincial legislatures.

In response, PALAMA immediately conducted a research – and – training needs analysis to guide the curriculum design. The research also provided the necessary input regarding the profile of members in terms of their previous political and professional experience, employment history, educational qualifications and training needs and aspirations. All legislatures across the country participated.

The convocation of the University of South Africa



Programme design and methodology

The LCBP was conceptualised with the purpose of:

- enhancing the performance of members to execute their constitutional responsibilities as legislators more effectively
- providing access to professional development and qualifications for lifelong learning and career advancement.

The first component of the LCBP is the Course in Governance and Leadership. The course has been accredited by Unisa and is pitched at a level equivalent to the NQF Level 5, with 12 credits.

This course seeks to equip participants with competencies to:

- lead more effectively in holding government to account
- analyse policy, legislation, strategy and implementation
- make judgments and interventions
- apply technology for effective communication and decision-making.

Participants attended three full-day contact sessions in each of the following modules:

- i. Value - based Leadership for Decision Making:** This module provides the opportunity for participants to reflect on their leadership approach and commitments and its implications for decision-making.
- ii. Action Research for the Legislative Process:** Provides the essential research tools that will enable greater engagement in policy-making and oversight.
- iii. Media Communication:** This module enables participants to use written and spoken communication to articulate their message and prepares them to engage with the media more effectively.
- iv. Democratic Governance and Legislative Process:** Provides a foundation and context for the professional work of participants by reflecting on the political economy of governance and the challenges of the legislative process.

A fifth module, Using Information Communication Technology (ICT) Tools, is offered by the State Information Technology Agency. This module offers a basic introduction to Microsoft Office, the power of computing technology and virtual office management.

During 2010/11, PALAMA delivered these modules to over 200 participants ranging from those with a basic education to those

already in possession of tertiary and postgraduate qualifications. What the groups had in common was their oversight and legislative roles, and their dedication to representing and serving their constituencies.

The methodology includes an action-learning case approach to ensure that the learning process supports the work of participants, and that there is time to practise new skills and test new ideas and concepts. Individual and group activities enable participants to engage analytically with key issues and problems, and interact with one another as fellow learners rather than members of opposing parties.

... continued on page 56



Resplendent in their attire are the Members of Parliament and Provincial Legislatures who successfully completed the Course in Governance and Leadership

The training sessions were followed by intensive tutorial workshops for learner support and assessment preparation.

Through these sessions, PALAMA facilitators became better acquainted with the participants and their work context. Participants were required to complete a number of assignments that constituted a portfolio of evidence.

A dedicated team at PALAMA worked closely with the legislatures and the Unisa Centre for Public Administration and Management (CePAM) to ensure that all records had been accurately kept. Instructive feedback was given and individual attention provided according to needs.

Celebrating success

The first group of 173 recipients of the Certificate in Governance and Leadership represents 95% of the total cohort who participated in the programme.

The occasion marked the successful collaboration of the South African Legislative Sector with PALAMA and Unisa. Not only did participants celebrate an important milestone in their professional development, but they were also motivated to take advantage of the opportunities open to them and pursue the next level of the programme.

Members who received certificates included the speakers, deputy speakers, chairs of committees and MECs from various provincial legislatures. These members set a sterling example as lifelong learners, leaders and managers of their respective portfolios.

Learning pathways for 2012

In 2012, the next component of the LCBP will be implemented to afford eligible participants access to further professional development and career advancement opportunities.

Members with a relevant three-year tertiary qualification can enrol for the advanced and highly regarded Postgraduate Certificate in Governance and Leadership, which consists of six modules that have been pitched at a level equivalent to NQF Level 8. The overall purpose of this programme is to develop the capacity of participants to:

- understand and apply principles and practices of programme and

project management to achieve strategic objectives

- use appropriate oversight strategies and tools to monitor and evaluate the implementation of government's priorities, plans and programmes
- establish and maintain local and international relations with strategic partners for the advancement of common goals
- apply appropriate oversight measures to ensure financial prudence and accountability in government institutions
- critically engage and intervene in debates on legislation, policy and strategy
- provide legislative leadership and oversight.

Candidates who meet higher education entry requirements can also pursue a Master's Degree in Public Administration.

Strengthening partnerships to achieve national goals

In our age of complexity, uncertainty and limited resources, collaboration is the critical tool that binds and drives our collective agenda and common efforts.

PALAMA will continue to achieve its mandate through intergovernmental partnerships on training and development. We cherish our partnership with the legislative sector, Speaker's Forum and relevant higher education institutions in advancing capacity development in legislatures.

Our joint achievements manifest our focus on a common vision. Indeed, both the public and the legislative sectors are driven by the same ideals: responsiveness to the needs of the people and realising a better quality of life for all.🌐

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

The basic laws of prosperity

Writer: Helen Ueckermann



Putting money in your purse is like getting fit and healthy – there is no instant solution. It takes no less than a change in lifestyle.

Both Dawie Roodt, economist at the Efficient Group, and Hein Kruger, managing director of Kruger International Private Wealth Management, agree that one needs a lifelong money plan. You must decide who you want to be: Polished Pete or Frayed Fred, says Kruger.

Polished Pete looks like the ideal choice. He wears all the right clothes and you always see him in the latest expensive car. He lives in Debt Valley in an upmarket house and his children go to expensive schools.

“Looking at Pete’s assets, you may find that his house is worth over R7 million, and his car – an expensive German model – another few hundred thousand rand.

“What you do not see immediately is that Pete is paying huge amounts of money on several policies to cover his debt, because he does everything with borrowed money. He never gets to a point of settling those debts, because he never creates enough cash flow to be able to do so. Pete is not improving his situation. He lives on debt and refinancing,” explains Kruger.

Frayed Fred’s picture is quite different.

He looks unexciting in his older car of Japanese origin and has been living in his house opposite the school for years. His house needs a coat of paint, but it does not look as if he is going to do something about that soon.

Fred has his own business in town, and his house is only worth R1,5 million, but it’s paid off. He also owes nothing on his car. His business, which generates between R30 000 and R50 000 per month, might resell for about R2 million. Fred is worth no more than about R3,5 million.

But: Fred has no debt and can put enough money away every month to save for a carefree retirement. He pays no interest on debt and has no policies to help him out of trouble, except perhaps one to protect his children against estate taxes.

“His assets grow continuously and, because he adds to them regularly, they beat inflation.”

Roodt says your lifelong money plan must be specific. Decide when you want to retire and how much money you want to retire with. Or, decide when you want to be rich and what that means to you in terms of money.

“Should you decide that you want to be worth R20 million at age 50, you need to work out how you are going to accumulate that amount – and any young person can do this if they put their mind to it!”

“Your biggest expenses will be homes and cars,” he explains. “Start planning now how many cars you want to have and how much you will spend on them. Can you still stick to your money plan? If not, you should aim for cheaper vehicles.”

The same goes for the houses you want to own in your lifetime. How large are they to be and how much interest are you prepared to pay? How fast do you want to repay the bond? Are you prepared to drive cheap wheels to reach your goal?

“It is all about keeping your eyes on the ball,” says Roodt. “It is plain dumb to borrow money for a house and then at the same time to try and save for your retirement. Settle that bond; and after that save and invest every cent you have, be it in additional property, shares or unit trusts.”

Kruger and Roodt believe that the most important part is to stick to your money plan. It should become your life philosophy.®



Moving up



Maxwell Sirenya

Director-General (DG): Department of Water Affairs

Maxwell Sirenya holds a BTech Degree in Applied Science, a Postgraduate Diploma in Business Administration and a Master of Business Administration (MBA) Degree from the University of Wales in the United Kingdom (UK).

Sirenya has been involved in a number of projects since 2009. He conducted a benchmarking exercise for the Water Operators Partnership Africa Programme, a World Bank-funded project that focused on municipalities and water boards. In 2010, he was appointed as a water specialist responsible for water services in the Sub-Strategy of Water Conservation and Demand Management. In 2011, Sirenya assisted in a Water Research Commission project that assessed the impact of the eradication of the bucket system and consideration of low-cost sanitation systems in municipalities.

In his current position, Sirenya is responsible for, among other things, ensuring sustainable and equitable water-resources management and how the department builds, operates and maintains water-resource infrastructure.



Tshediso Matona

Director-General, Department of Public Enterprises

Tshediso Matona was appointed DG of the Department of Public Enterprises in January 2011, a contract that was recently extended for a period of three years until 2015.

Prior to this position, he served as DG of the Department of Trade and Industry from 2006.

As DG for the DPE, Matona is responsible for the shareholder oversight of state-owned enterprises in the sectors of energy, transport, defense, mining and broadband. He is an economist by training and an experienced public administrator who has held several senior positions in government. Matona also served as a trade diplomat at the South African Embassy to the United Nations and the World Trade Organisation in Geneva, Switzerland.

Matona holds Bachelor of Social Sciences Degree in Economics and Politics from the University of Cape Town; a Master's Degree in Development Economics from the University of East Anglia (United Kingdom); various certificates, including an Executive Management certificate as well as a certificate in Infrastructure Development from Harvard University's JF Kennedy School of Government.



Dr Sam Makhudu Gulube

Secretary of Defence (Director-General), Department of Defence (DOD)

Dr Sam Gulube obtained his Doctor of Medicine Degree from the Morehouse School of Medicine in Atlanta, Georgia. He also holds postgraduate training in the General Surgery Residency Programme of the University of South Florida, College of Medicine and a Management Advancement Programme Diploma from the University of the Witwatersrand's (Wits) Business School.

Dr Gulube was appointed adviser to the Minister of State Security in March 2011. Prior to that, he was the National Medical Director of the South African National Blood Service, where he was responsible for developing, reviewing and implementing blood-safety policies, and processing and distributing products to South African hospitals. He also served as the Chief Executive Officer of the Universal Service Agency of South Africa from 2003 to 2006.

As the Secretary for Defence, Gulube will manage the Secretariat and will be the accounting officer of the DOD. He is the principal adviser to the Minister regarding defence policy as well as matters which may be investigated by the Joint Standing Committee on Defence.

the ladder

Sipho Nkambule

Director: Project Management Office, Government Communication and Information System (GCIS)

Sipho Nkambule has a wealth of experience in project management. In 2000, he joined Sacord as a project officer manager. In 2002, he was employed by Baloyi Quantity Surveyors (Pty) Ltd in the same position. In 2007, he joined Senkosi Consulting as Project Manager: Project Office and was responsible for the sanitation awareness creation campaign of the then Department of Water Affairs and Forestry. He joined the GCIS in April 2011 as Deputy Director: Project Manager and has played an important role in providing strategic support to government on major communication projects and campaigns such as the National Health Insurance, the 17th Conference of the Parties of the United Nations Framework Convention on Climate Change, the War on Poverty as well as providing support to campaigns of the National Planning Commission.

Nkambule holds a Bachelor of Science Degree in Environmental Management from the University of the Western Cape and a Diploma in Project Management from Varsity College. His other qualifications include certificates in Business Communication and an Advanced Programme in Project Management from the University of Pretoria.

In his new position as Director: Project Management Office, he is responsible for providing leadership, guidance and support in the project management community throughout all project planning phases and cycles.



Bathakgile Barileng Dibakoane

Manager: Corporate Communication, Armaments Corporation of South Africa (Armcor)

Barileng Dibakoane holds a Bachelor of Arts Degree in Communication from the University of North West and certificates in Marketing Management, Government Communication and Marketing, Public Relations Writing and Public Relations Management. She is currently studying towards a Master's Degree in Public and Development Management at the Wits Business School.

Dibakoane has worked in various positions in several government departments, including the departments of public works, energy, cooperative governance and traditional affairs, as well as the GCIS.

Her responsibilities at Armcor include, among other things, managing and facilitating stakeholder engagement strategy; media relations; internal communication and brand management.



Sekgoela Joel Sekgoela

Senior Manager: Stakeholder Relations, Public Investment Corporation

Sekgoela Joel, who holds a M-Tech in Journalism and an Honours in Communication, has extensive experience in communication, stakeholder and media relations. He has held a variety of positions, including that of reporter and current affairs producer at the SABC; journalism lecturer at Tshwane University of Technology; manager of media and stakeholder liaison at the Independent Communications Authority of South Africa; group manager for Public Relations and Communication at the JSE-listed Allied Technologies; and media specialist for Absa.

Sekgoela is currently enrolled for a Bachelor of Law with the University of South Africa.

In his current job, he is responsible for, among other things, driving the corporate's Stakeholder Relations Strategy.





ON CAMERA



2

Brand Leadership Academy hosted the third annual Public Sector Excellence Awards at the Sandton Sun Hotel in Johannesburg on 31 January 2012. Advocate Thuli Madonsela, Public Protector of South Africa, gave the keynote address. The Public Sector Excellence Awards are an independent assessment and celebration of excellence in the public sector as voted by its customers, the citizens of South Africa.



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1. Lifetime Achievement Award for Distinguished Public Service winners Drs Brigalia Bam and Sam Motsuenyane posing with Adv Thuli Madonsela.
2. Adv Thuli Madonsela, South Africa's Public Protector.
3. Ivan Pillay, Deputy Commissioner of SARS & Adv Thuli Madonsela.
4. Charmaine Houvet, Group Executive, Telkom SA, Award for Effectiveness and Service Orientation, Community Engagement, Top State Owned Entities).
5. Thebe Ikalafeng and Justice Mavhungu, Snr Manager Stakeholder Relations. Corporate Affairs ESKOM, Award for Sector Excellence – Energy and Minerals Sector).



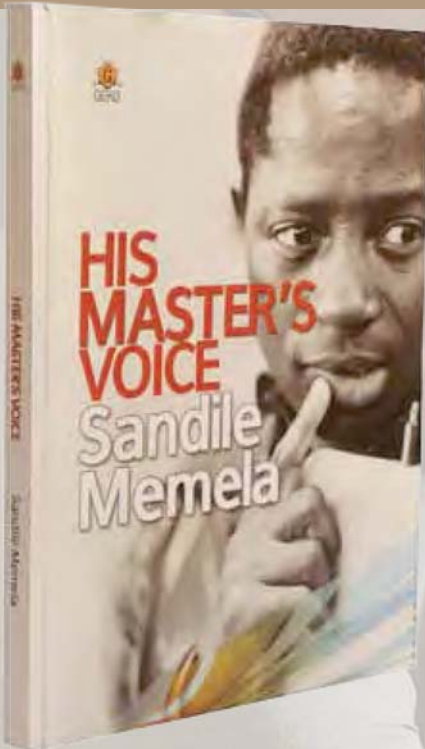
On 26 January 2012, during the annual World Economic Forum (WEF) held in Davos, Switzerland, Brand SA arranged a special briefing at the Hotel National, where President Jacob Zuma addressed political, government and business leaders.

1. Ms Chichi Maponya, Deputy Chairperson of Brand SA, and Mr Miller Matola, CEO of Brand SA, welcome President Jacob Zuma.
2. President Jacob Zuma with Dr Precious Moloi Motsepe, President of SA Fashion Week.
3. President Jacob Zuma addressed the South African business delegation.
4. Brand SA Team with President Jacob Zuma.



Public servants do it by the book

We review the literary offerings of two public sector managers – a sure sign that the insights we carry personally and professionally can translate into broader perspectives from which others can benefit.



His Master's Voice by Sandile Memela

In his book, *His Master's Voice*, Sandile Memela explores the mind of the black executive in the private sector, or any working environment for that matter. In doing so, the book serves as an illuminating key to understanding power dynamics in South African society.

Published towards the end of last year, Memela's volume – set in the media industry in which he has carved out an illustrious career – deconstructs the trying conditions facing black professionals in the workplace and social settings, and the games people invent to survive.

In the few months since its appearance, *His Master's Voice* has received an overwhelmingly positive response as one of the most intellectually provocative and authoritative works on the difficult choices that corporate executives are condemned to make.

Government spokesman and GCIS CEO Jimmy Manyi described it as "a soul-stirring, eloquent and powerful book that gives a rare look into the cauldron of newspapers, especially its power relations. It is a courageous insider's account."

In fact, in its exploration of the story of the protagonist, Mfana Ka Msuthu, the book provides a model of individual self-responsibility and freedom of

choice. It attacks the prevalent attitude of collaborating with an unjust economic system while simultaneously providing a penetrating psychoanalysis of how people are condemned to work within an economic system that promotes greed and selfishness.

It is a provocative read that speaks to the issues that make the character of this nation and whose lasting impact is derived not only from its mesmerising prose but, largely, from its manifestation and polemic of the urgent need to confront the system.

The honesty of its arguments and the need to face some bitter truths urge readers to think about alternative answers, if any exist.

The structure combines political commentary, biography, fiction and history through the prism of Black Consciousness. This has helped ensure that it is not only contemporary but also relevant and talks to issues that readers can identify with and relate to. In fact, many of its chapters can be read as freestanding essays or articles.

Memela offers a unique perspective in an equally unique style.

His Master's Voice can be ordered from the author, Sandile Memela, on 082 800 3750.

The Language of Me by Musa Zulu

The Language of Me is Zulu's autobiography, which explores his life in a wheelchair, and how he came to terms with his disability.

The book serves as a motivational and inspirational tool to help others realise that the best achievements come from both the positive and negative lessons that life offers.

Musa Zulu is well-known on the motivational circuit and for his previous role as Director of the KwaZulu-Natal Asiphephe Road Safety Campaign. Disabled in a car crash at the age of 23 at the height of a promising career, he found himself faced with one of the hardest challenges that life can bring.

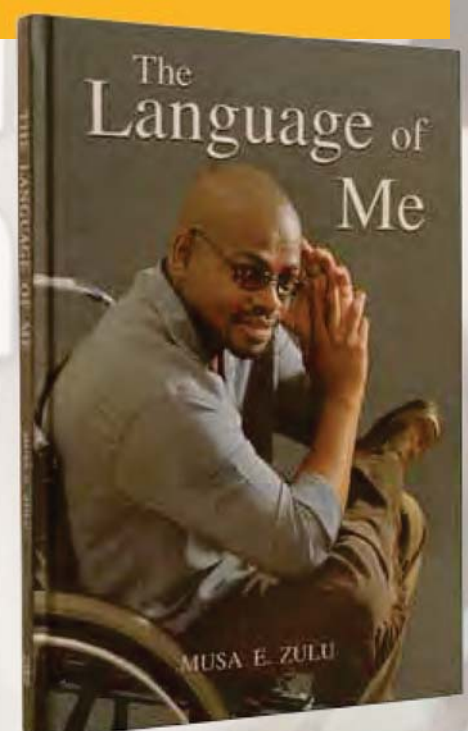
This is the story of his battle, not to overcome, but to fully embrace his disability,

to look for the meaning in the tragedy and use its changes positively in service of a wider cause.

With its inspiring narrative and personal scrapbook selection of sketches, poems and private reflections, it offers a frank and intimate portrait of life from the vantage point of a person living with a disability.

It is, above all, a testament to courage and determination, from a man who recognises no limitations in his quest for life's best and who, through his own remarkable success story, epitomises the creed that disability need not be an impediment to life in the first-class lane.

The Language of Me can be ordered from Adele Branch at the University of KwaZulu-Natal Press on 033 260 5255.



All books are available at **EXCLUSIVE BOOKS**

Public Sector Manager • February 2012

Rolling up our sleeves to do more in 2012

February is a milestone month for government, with President Jacob Zuma's State of the Nation Address setting the tone for all public servants for the year ahead. It is both a time of stock-taking and agenda setting. *Public Sector Manager* spoke to South Africa's nine Premiers to determine their progress in 2011 and insights on 2012.

Writers: Samona Murugan and Xoliswa Zulu

Photos: GCIS



Premier of the Eastern Cape: Noxolo Kiviet

Although 2011 had its challenges, it was a momentous year in which we made major strides. We made a number of interventions to turn the

tide in the economy, education, health, crime and corruption and rural development, and in building a developmental state.

We concluded a number of strategic agreements that are set to create over 160 000 job opportunities to dent the province's 28% unemployment rate. These include the Umzimvubu Water Catchment Project, the expansion of the Ngqura container port to serve as a trans-shipment hub with a rail link to Gauteng to supply manganese and other major containers; the construction of major roads such as the N2 Wild Coast Toll Road and R72; as well as the roll-out of the Presidential Intervention Project in the King Sabata Dalindyebo Municipality.

These projects will add to strategic partnerships entered into with state-owned enterprises such as Eskom, the South African Road Agency Limited, Transnet and the South African Forestry Company to expand our infrastructure and economic development, with billions of rands committed for investment during the Medium Term Expenditure Framework (MTEF). In February 2012, we will host a job summit where we will launch our job strategy to the private sector and labour.

To ensure improved quality of learning and teaching, we trained curriculum and subject advisers, early childhood de-

velopment (ECD) practitioners and teachers, and set aside R97 million to roll out the Educators' Laptop initiative.

We decentralised management and delivery of the nutrition programme and are finalising infrastructure development tenders to the value of R270 million.

We are intensifying interventions to improve delivery of healthcare, including the fight against HIV and AIDS. By the end of 2011, over 158 000 people were on anti-retroviral treatment. We have also committed nearly R2 billion over the MTEF to improve access to quality healthcare and improve nine hospitals in the Eastern Cape.

We adopted the Public Sector Transformation Framework to improve organisational culture, talent and people management, which is currently being rolled out. We have intensified efforts to improve corporate governance, with a particular focus on the fight against corruption and strengthening internal controls and administration. We have adopted a new web-based fraud and corruption case management system that assists in capturing, tracking and analysing cases to enable prompt management interventions.

We will also establish a rural development agency to spearhead the Wild Coast Development Initiative, farmer support and landcare programmes, food security initiatives and small-town revitalisation programme. There is a long way to go, however, we are certain that working together with every stakeholder, we can do more to deliver a better life for all in 2012 and beyond.

... continued on page 35



Premier of the Free State: Elias "Ace" Sekgobelo Magashule

As the Free State Provincial Government, we are responding to the President's call for a government that addresses the needs of our people. We have identified the desired outcomes we want to achieve, both in support of the 12 national outcomes as well as the eight outcomes assigned to provinces. We launched Operation Hlasela as our new service-delivery model, characterised by an integrated and coordinated approach to ensure accelerated service delivery in an economic, efficient and effective manner.

Operation Hlasela fosters collaboration, not only between

provincial government departments and public entities, but also between the national, provincial and local spheres of government. The Monitoring and Evaluation Branch in the Department of the Premier is already hard at work, ensuring that provincial government departments deliver on the outcome-based priorities and on their annual performance plans.

The Provincial Treasury is also doing well in its role of monitoring the financial management and expenditure of provincial departments.

We have given clear directives to the newly-appointed mayors and councillors to deliver. We will continue to strive to achieve our ambitious target of clean audits in provincial and local government by 2014.

Working together, we can build better communities.



Premier of Gauteng: Nomvula Mokonyane

The Gauteng Provincial Government (GPG) has eight key priority areas or outcomes as informed by the Government's outcomes approach, the Medium Term Strategic Framework and the manifesto of the ruling party.

The outcomes are: quality basic education; a long and healthy life for all South Africans; all people in South Africa are and feel safe; decent employment through inclusive economic growth; vibrant, equitable and sustainable rural communities contributing towards food security for all; sustainable human settlements and improved quality of household life; a responsive, accountable, efficient and effective local government system; an efficient, effective and development-oriented public service; and empowered, fair and inclusive citizenship.

In keeping with these priorities, we will focus on:

- improving efforts around ECD, learner Literacy and Numeracy in all schooling phases, learner performance in Mathematics and Science and performance in the senior certificate examination
- decreasing infant and maternal mortality rates, dealing effectively with HIV and AIDS and TB and improving the health system's effectiveness
- reducing violent crime and crimes against women and chil-

dren, integrating the criminal justice system and reducing road fatalities

- creating decent jobs by embarking on sectoral industrial policy interventions, developing knowledge and green economies, promoting tourism, improving the strategic infrastructure and embarking on economic empowerment initiatives; to ensure rural development and food security, the GPG will embark on sustainable agrarian reform, improve access to affordable and diverse food, improve rural services and deal with the environmental imperatives of the province
- accelerating delivery of housing opportunities, ensuring more efficient land use and work on the property market
- improving financial management in municipalities and access to basic services, and refining the ward committee model
- building an efficient Public Service through improved quality and accessibility of service delivery, better human resource management and development, improved business processes and systems, tackling corruption, developing a national identity and advancing social equality and citizenship.

We want to move with heightened speed and focus in implementing policies, strategies and plans to improve service delivery and deliver on the mandate from the people of Gauteng.



Premier of KwaZulu-Natal:

Dr Zweli Lawrence Mkhize

I want to express our gratitude to the former and current colleagues for their contribution to service delivery and the collegial spirit that has come to characterise this government's leadership. It is this spirit that

has strengthened us as a team, as we faced different situations that required us to take responsibility individually and collectively as one government.

For us, this positive spirit persisted despite the immensity of challenges that we were grappling with. One such challenge was the huge overexpenditure that required severe austerity measures to reverse; thus turning 45% – the national overex-

penditure projection – into a surplus and positive cash balance.

Oversight over municipalities has been improved to reduce the need for provincial intervention by early diagnosis of municipalities in distress.

The Premier's Coordinating Forum will have regular meetings this year to ensure an effective alignment of service-delivery plans, housing, water, energy and sanitation.

There will be a renewed focus on good governance, with closer scrutiny by provincial government on the skills profile of municipal managers and chief financial officers.

The Auditor-General (AG), Mr Terence Nombembe, has toured municipalities and reported renewed commitment to clean audit outcomes from mayors who he met. In this regard, the provincial outcomes have indicated strong leadership commitment to good governance.



Premier of Limpopo:

Cassel Mathale

We have registered great progress in providing essential services to our communities and we continue to make a positive impact on the lives of many people.

We have grown our economy and reduced unemployment from 25% to 16%, yet many of our people remain unemployed and trapped in poverty. We must work together to ensure that sustainable jobs and marketable skills are created in the booming mining industry.

Over the past year, more than 15 000 farmers received support from government's agricultural technicians to assist them to improve production. We have also made a commitment to build proper school infrastructure and have built nine new schools, four of which are state-of-the-art schools. We are continuing to deliver learner support material to all schools, with the aim of achieving a 70% Grade 12 pass rate.

We have increased the number of people who have access

to water, electricity and sanitation in approximately 700 000 households. More than 180 000 households have access to free basic electricity. Therefore, the provision of clean running water, sanitation facilities and electricity will remain top on our agenda until all households have access to these basic services. We have built more than 15 000 houses to reduce the housing backlog in the province.

We have increased the number of clinics by 325 and are working with national government to address the shortage of medical professionals.

Community safety forums have been established in all the districts, which has seen a reduction in crime in all the categories during the 2010/11 financial year as compared to 2009/10. We must intensify our work on crimes such as common robbery, neglect and ill-treatment of children, stock theft, driving under the influence of alcohol, and others.

We are confident that all our departments and municipalities will acquire clean audit reports by the year 2014.

The year 2012 provides yet another opportunity for us to bring services to our people and ensure a better life for all.



Premier of Mpumalanga: David Dabede Mabuza

The Mpumalanga Provincial Government has set aside R1,6 billion to ensure rural development, through the Comprehensive Rural Development Programme (CRDP). The CRDP focuses on enabling rural people to

take control of their destiny, with support from government.

A three-pronged strategy is used that includes land reform, which ensures that people have ownership of the land through land restitution, redistribution and tenure programmes. Agrarian transformation is then facilitated through programmes such as Masibuyele Emasimini, which seeks to increase agricultural production; the use of appropriate technologies; food security; and improving the quality of life for each rural household. Landcare programmes are also

facilitated in ensuring optimal and sustainable use of natural resources.

The Mpumalanga Regional Training Trust is also part of the CRDP and is tasked with providing necessary skills such as bricklaying, carpentry, welding, painting and plumbing through training the youth in the respective identified local municipalities.

One of the pivotal projects of the CRDP is the transformation of the Marapyane College of Education into Marapyane Agricultural College to create an institutional resource within Mpumalanga to train, develop and deploy qualified agricultural technical staff such as agronomists.

We have identified seven of the poorest areas in the province as beneficiaries of the CRDP. The impact of the CRDP in these municipalities is already being felt through poverty-alleviation programmes and job-creation opportunities.



Premier of the North West: Thandi Modise

The province will be exerting extra efforts to accelerate implementation and finalisation of initiatives which address the most critical aspects of service delivery and the creation of job opportunities.

The top priorities of the province include:

Water and sanitation

The Provincial Water Master Plan has been developed in partnership with the Department of Water Affairs. A special implementation task team is working on alternative approaches to addressing backlogs at more deserving areas in the province.

Electricity

Eskom is being engaged on a regular basis to accelerate delivery in rural areas.

Road construction and maintenance

Negotiations have been concluded with Xstrata Mines to assist with material, which will be used to repair and maintain some of the roads we could not fund due to financial limitations. The Department of Environmental Affairs has been approached for approval.

Agriculture, rural development and tourism

Agriculture and tourism have greater potential to generate sound economic activities with less effort. Rural development is critical in this regard, as it is cross-cutting and will enhance development of the two priority sectors.

The Provincial Agricultural Master Plan has been concluded and the implementation thereof will be one of our top priorities. Development of the North West Tourism products is also a top priority. We are excited that we will host of the 2012 Tourism Celebration Day.

Infrastructure development

An implementation task team has been established to accelerate implementation of quick-win initiatives.

Governance

We have adopted the Integrated Clean Audit 2014 Implementation Plan. All provincial departments and municipalities will meet quarterly to report and assess progress made in dealing with the AG's expectations. The Premier's Coordinating Council will receive updated reports at every meeting to monitor and evaluate progress.

We will also deploy unemployed accounting graduates to all municipalities. These graduates will receive special training with the assistance of the AG's office, the South African Institute of Chartered Accountants and North West University.

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**Premier of the Western Cape:
Helen Zille**

The Western Cape Government expects 2012 to be a year of opportunities and challenges as we continue striving to build an open, opportunity society for all in the

province. We aim to make the province a place where every individual has the chance and means to improve their own circumstances. Despite the current economic uncertainty, we are determined to forge ahead, building on the foundations that have been established and strengthened over the last three years to realise our vision of a prosperous, safe, healthy and inclusive Western Cape.

A significant development for the Western Cape in 2012 will be the establishment of the Economic Development Partnership under the auspices of the provincial Department of Economic Development and Tourism. This will be a coordination platform between various players in the Western Cape, from provincial and municipal governments to business organisations, to harmonise their plans and actions and to create a shared, coherent, regional economic strategy and an inte-

grated framework to deliver that strategy. This is an important step because it will provide a major boost to our efforts to increase the growth rate of the provincial economy so that unemployment, poverty and inequality can be better tackled.

Another key step will be the finalisation and beginning of implementation of the Healthcare 2020 strategy of the provincial Department of Health. It will build on the outcomes of its predecessor, Healthcare 2010, and is centred on improving the patient experience and the quality of care. Aligned to this progress will be the opening of the new Khayelitsha District Hospital in April 2012 and the planned completion of the Mitchell's Plain District Hospital in December this year. These two facilities will greatly assist in filling the apartheid legacy of service and infrastructure gaps in underprivileged communities.

In 2012, we will also aim to strengthen our strategic partnerships in all sectors, because we need everyone contributing – individuals, families, civil society and the private sector – to make the Western Cape an even more thriving success. It remains our key belief that no government is able to succeed without mobilising the ideas, energy and resources of all actors in society: to work better, we must work together.



**Premier of the Northern Cape:
Hazel Jenkins**

Looking back over the past year, there have been notable successes within the Northern Cape. As government, we are mindful of the progress being made to fulfil our mandate, and to this end, we have

resolved to build on the solid foundation that has been laid since the inception of democracy to create a better life for all.

We have touched the lives of ordinary citizens in a positive and meaningful way through the Premier's public participation and outreach programmes. This programme has clearly affected the lives of the most vulnerable sections of society: the poor, women, the disabled, children and the rural masses.

Through these engagements, we have witnessed the handing over of school uniforms to underprivileged and deserving children, the launch of school-feeding schemes, free healthcare for children and pregnant mothers, the distribution of sanitary towels to female pupils, water provision, housing subsidies, infrastructure development and a range of services.

We have also made progress in key areas, including the hosting of the Transport Investors' Conference to source investment for the key transport infrastructure projects and to enter into public-private partnerships; the launch of the Kimberley International Diamond and Jewellery Academy to achieve economic diversification, growth, employment and skills creation, and provide entrepreneurial opportunities and contribution to gross domestic product by unlocking investment; as well as hosting the Expanded Public Works Programme Summit; staging the Maloof Money Cup – the world's greatest skateboarding championship; and the launch of the new government fleet management service to provide an effective government transport system.

We are also making progress with our health services through the construction of clinics and hospitals throughout the province. We are building cohesive and sustainable human settlements and improving the quality of household life.

The province will continue to invest in education and to ensure that our young people acquire the necessary skills that are required by the provincial economy to create work opportunities for our people.

High hopes for 2012

Traditionally, February is the month in which politics and the national agenda come into its own with the State of the Nation Address and Budget Speech. While the President and Minister of Finance are working on their scripts, *Public Sector Manager* has polled various stakeholders in government and spoken to a few citizens to get their views on the year that was, and their hopes for the year ahead.



Director-General of Basic Education (DBE), Bobby Soobrayan

The department has identified strengthening literacy and numeracy of our learners as the key objective for 2012 and beyond. In 2012, the department will be introducing its new comprehensive Integrated National Literacy and Numeracy Strategy: A Whole School Approach, which will be used as a vehicle to achieve the Literacy and Numeracy goals set out in the Action Plan to 2014. The Annual National Assessments, started in 2011, will also continue in 2012 for grades three, six and nine as part of our efforts to focus on improving learner achievement in Literacy and Numeracy by measuring the quality of teaching and learning to track progress. The department will expand its workbook programme to provide Literacy (Language) and Numeracy (Mathematics) workbooks to learners in grades one to nine. In addition, workbooks for all learners

in grades one to three for First Additional Language and Life Orientation will be distributed. The workbooks are tools to ensure that there is adequate curriculum coverage in schools.

At the same time, we will continue to strengthen the management of schools. During 2012, the department will enter into performance contracts with school principals.

The DBE will also release a comprehensive Early Childhood Development (ECD) Strategy, as studies have shown that learners who have even one year of ECD education perform better than those without.

To make sure the implementation of these initiatives takes place, the department established the Delivery and Planning Oversight Unit.

Through the Quality Learning and Teaching Campaign, the department and its partners will continue to mobilise the nation to make real the President's call that "education is a societal matter" and to ensure that all education stakeholders live up to the commitments they made to the Code to Quality Education.



Minister of Health: Dr Aaron Motsoaledi

The department undertook a series of major initiatives to strengthen the health system during 2011. In my 2011 Budget Vote, I noted that health in South Africa was at a crossroads and that without a major overhaul, we were heading for a major crisis. I outlined our programme of action to overhaul the health system, including the agreement reached with the President on four major priorities, namely to increase life expectancy; to decrease maternal and child mortality; to combat HIV and AIDS and decrease the burden of disease from tuberculosis (TB); and to strengthen health system effectiveness.

In reply to this, we held a national consultative meeting on non-communicable diseases and developed a programme of action (which has been commended by the World Health Organisation); we reached consensus with major stakeholders on the need for exclusive breastfeeding of infants; we expanded access to antiretroviral therapy; we rolled out the use of new technology to more rapidly diagnose drug-resistant TB; we reached consensus with key stakeholders on maternal, neonatal, infant and child mortality rates – which coincidentally are much lower than previously reported; we gazetted the *Green Paper on National Health Insurance (NHI)* and held a national conference on NHI – which, when implemented, will dramatically change the face of healthcare delivery in our country.


Minister of Police: Nathi Mthethwa

Government believes that a rising quality of life also means improvement in the safety and security of citizens in all aspects of their lives. Partnership policing has been and still remains a priority for visible policing, not only to communities,

but to a variety of role players within government, business, municipalities and interests groups.

Improving the police's response is an objective that remains a priority for the department for this year. The equitable distribution of police stations is essential to extend safety and security services to all our people.

We shall also continue to work towards the eradication of women and child abuse. The re-introduction of the Family Violence, Child Protection and Sexual Offences (FCS) units throughout the country over the last financial year provides us with a platform to support this.

The safety and security of rural communities in South Africa is a priority. The seriousness of continued acts of violence against rural communities and high levels of stock theft require a concerted effort by farmers, rural communities, farm workers and the police. We have rolled out the rural safety plan in various provinces.

Cooperation with police services in the region and further afield will be intensified and border control will be tightened continually.

The current reduction in crime can, to a large extent, be attributed to some of our advancements, including the following:

- the successes achieved by the Directorate for Priority Crime Investigations, not only in tracking down some of the most wanted suspects, but also in ensuring successful arrests and convictions in the area of organised and commercial crime
- the successful implementation of the festive season "When Duty Calls" operations, which saw intensified SAPS efforts to curb crime
- through a concerted focus over the last year, we have gone a long way in improving the functioning of the forensic laboratories and reducing the backlogs that exist.

Training is also a crucial part of our approach to improving policing. We are now revising how and what is involved in training.

The current review of the *White Paper for Safety and Security* is an important process. Not only will it influence and impact on the review of the SAPS Act, 1995, during 2011/12, but it will also inform our approach to transforming the police, and provide the policy framework direction the SAPS will take.


Minister of Women, Children and Persons with Disabilities: Lulu Xingwana

Last year, we launched the Techno-Girl Project, to increase the representation of women in professional and scientific

professions. The project encourages girls to pursue studies in Science, Mathematics, Engineering and Technology, where women have historically been underrepresented. The department believes that promoting access to educational opportunities and skills development is key to addressing the socio-economic conditions of women in the long term.

Cabinet recently noted the proposed establishment of the National Council Against Gender-based Violence. Gender-based violence cannot be reduced or eradicated without effective leadership at national, provincial and district level. It

requires a multisectoral national response and collaboration between government, civil-society organisations, the business sector and tertiary institutions. The proposed council, expected to be established in the first quarter of 2012 will, among other things, review and monitor the implementation of the existing 365 Days National Action Plan for No Violence against Women and Children, which was adopted on 8 May 2007.

The department also aims to empower women through the Rural Women Development Programme, which is a platform for rural women to influence government's Women Empowerment Strategy and to ensure that rural women remain on government's agenda. The department is formulating a Strategy on Rural Women's Development with the Department of Rural Development and Land Reform. It intends to foster and accelerate the implementation of measures to



► improve the lives of rural women. We have developed a gender and disability perspective on the New Growth Path in collaboration with the Department of Economic Development, to address the needs of women and people with disabilities with regard to job creation.

The department has developed a strategic framework that guides departments and civil-society organisations on how to mainstream children's rights issues into their governance processes. The Children's Rights Mainstreaming and Advocacy Strategic Framework needs to

be shared by the whole of government and civil society for good governance. Other issues that are pertinent to children such as ukuthwala, and murder and violence directed at innocent children, need to be seriously dealt with.

This year, we will also continue with the Sanitary Dignity Campaign, aimed at improving access to sanitary towels for indigent women and girl children, as well as the Universal Accessibility Campaign for People with Disabilities and the launch of the Access to Education Campaign.

Stakeholders call for stronger partnership

Alistair Smith: Executive Director of National Economic Development and Labour Council (Nedlac)

Economically, we can be almost certain that the new year will be as tough and unpredictable as the past year. The sovereign debt crisis in Europe is far from over and the world economy in general remains fragile.

This negative global economic outlook does not bode well for South Africa, as we continue to struggle against unemployment, poverty and inequality.

In this situation, the role of social dialogue and partnership, and therefore Nedlac becomes even more critical. More is demanded from our social partners and our institutions to kick-start growth, create millions of jobs and lift the majority of South Africans out of poverty. As the

Nedlac secretariat and constituency groups, we look forward to the New Year and working together to make South Africa a better place for all its citizens.

Bheki Zulu, CEO: Fibre Processing and Manufacturing (FP&M) Seta (Sector Education and Training Authority)

2011 saw the amalgamation of three Setas into one new organisation – the FP&M Seta. It was a year that required exceptional vision and a spirit of cooperation from both the FP&M Seta board and staff members.

2012 will see the culmination of 12 months of hard work to establish an organisation designed to deliver skills development to the sector responsibly and efficiently. The FP&M Seta will commence during the first part of the new year with the implementation of sector projects and initiatives to achieve its vision "to provide the FP&M sector with a quality post-schooling education and training system that will produce a highly skilled and motivated workforce, enhancing productivity and competitiveness of the sector leading to sector growth and sustainable employment opportunities for all".



What does the public expect from government this year?

Dr Thabo Sefatsa, Secunda

I believe that we can change a lot in the public healthcare sector by just changing our attitude(s). The majority of the problems within the health sector are mainly due to wrong attitudes, from security personnel through to doctors and nurses. We must remember that it is our government, our problems and our solutions.



Shalen Gajadhar, Ormonde

My hope for 2012 is that government begins to tackle the still-widening gap in wealth distribution. This needs to be done through policy approaches taken at Mangaung 2012 that allow people access to education; a government-funded tertiary education institution which offers skills on a study-now pay-later financial model; and tougher regulations in private industries to up-skill employees within certain salary grades to allow them to progress.

With inflation, rates, taxes and tolls being raised constantly without a correlation in salaries, people are becoming poorer every day. I hope that education and service delivery will be highlighted as being paramount to South Africa following a steady growth path.

We are finally starting to see serious action being taken against corrupt public service officials and politicians. I hope this continues in 2012, and that government pushes even harder to weed out maladministration.

Finally, I really hope that government tightens its lines of communication with the media and public. Our perception of government is largely determined by what we read and watch, and there are a lot of asinine comments that make it into our media. I hope more instances of intelligent and insightful utterances are published, which will go a long way in restoring faith in our leaders.


Olivia Hart-Hughes, Pretoria

The stampede for registration at the University of Johannesburg in January was shocking. My hope for 2012 is that this has been a wake-up call for government to give urgent attention to improving access to tertiary education and preventing something like this from happening again. The youth are our future leaders and nothing should stand in their way to further their education. I would also like to see more job opportunities and that people will be appointed in jobs based on competence and not on their race.


Stef Venter, Centurion

Crime and corruption is still a major problem in South Africa and my wish for 2012 is that more measures are taken to reduce it. I believe that people such as state prosecutors and the police, who are responsible for the administration of justice and combating crime, should get better salaries, as this will motivate them to carry out their duties without the need for bribery and corruption. There should be absolutely no tolerance for corruption in the police and justice services, as they are the people we are supposed to look up to for protection.


Trevor Khanyile, Pretoria

Government must skill officials at local government level. There is gross inefficiency at municipalities which hinders delivery of services, leading to people saying that government is not doing anything for them. There needs to be a close link between national and local government to avoid municipalities being placed under administration after officials have squandered the money. Mud schools should not be something that still characterises South Africa. Indeed, people in the rural areas will continue to say that government has not done anything for them if they still do not have electricity and clean water. All these are issues of capacity, nothing else. Government needs to really skill and reskill officials at local government level or nothing will ever change.



Aiming for a clean slate by 2014

Writer: Xoliswa Zulu

Photographer: Siyabulela Duda

There is no doubt that the job of the Auditor-General (A-G) is not an easy or enviable one. Aiming to keep the massive national, provincial and local government structures in the country in line and in the clear from a governance perspective, is not a task for the faint-hearted. While this may be so, A-G Terence Nombembe takes it in his stride.

Public Sector Manager sat down with the A-G to talk about the latest audit results and to find out what remedies will be put in place to ensure that clean audits are achieved by 2014.

In 2009, government announced an ambitious plan to achieve clean audits by 2014 in all 283 municipalities and all provincial departments in the nine provinces. While this year's audit results may leave some doubts in the minds of many, Nombembe is optimistic.

For Nombembe, the first key pillar of sustainability towards clean audits includes the appointment of adequately skilled administrators as Heads of departments and chief financial officers, whose task would be to produce credible reports that are validated on a monthly basis.

"The second pillar is the appointment of adequately experienced internal auditors and audit committees, whose task will be to review the credibility of informa-

tion and objectively report to the leadership. If the leadership focuses primarily on these pillars, regular monitoring by the executive leadership and legislature would be more effective and sustainable. I must say, if we don't see a breakthrough in two years, we are going struggle to achieve the 2014 target.

"I'm nevertheless confident that with the pace of monitoring that we've seen from the executive and legislators, we should be able to get the results. The engagements we've had with ministers individually as well as collectively at the level of Cabinet, has been about the approach we'll adopt to sustain the momentum towards good internal controls. In that respect, I am confident that those commitments will take us to where we should be in terms of clean audits being the norm," he explains.

The audit reports tabled by Nombembe in January 2012 took two forms: the first was a summary of the national departments and their public entities and the other was a summary of all the provincial departments and their public entities.

An assessment of the national audit outcomes of government departments and national entities reflects an overall improvement in four departments and 30 public entities, which amounts to a total of 34 improvements.

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Overall regressions in audit outcomes within the national sphere of government amounted to 61 (six departments and 55 public entities).

Clean audit outcomes were received by three national departments (8%), namely public enterprises, science and technology and environmental affairs. Financially unqualified reports (with findings) were received by at least two thirds of the national departments.

"Generally, at the level of the national departments, we have results that are showing no disclaimers; with the exception of Public Works," he says.

The main reason for these national departments and national public entities not attaining the clean audit status, explains Nombembe, is due to internal control weaknesses in financial service delivery reporting and compliance with laws and regulations.

Overall, three quarters of the national departments avoided audit qualifications in comparison with two thirds in the last two years, he adds. Public entities are leading in the clean audit space at the level of more than 40% for the last three years compared to national departments, who have been declining over the last three years (from 15% two years ago and 8% this year).

"Provincially, the picture does look promising because we have seen more provinces with more departments achieving clean audits."

Clean audit outcomes were received by 46 provincial departments, legislatures and entities (19%). The provinces with clean audit outcomes were KwaZulu-Natal (12), Gauteng (9), Free State (7), Western Cape (6), Mpumalanga (5), Limpopo (4), Eastern Cape (3); with North West and Northern Cape not attaining any clean audits.

"Legislatures are, in essence, leading in the clean audit space registering five out of nine (56%) this year, having improved significantly from only one last year and none the year before that. What's worth noting is that the legislators, five of the nine, have achieved clean audits."

The areas that need to be concentrated on to get the results needed to achieve clean audits, says Nombembe, include improving internal controls on finance, internal controls on service delivery reporting and controls on compliance with laws and regulations, particularly supply chain.

"In monitoring the effectiveness of internal controls, keen emphasis needs to be placed on effective management of human resources, information technology (IT) and the administration and reliable reporting of financial management, service delivery and compliance with laws and regulation, particularly supply chain management.

"In this respect, there's a task force underway between ourselves as the audit office, The Presidency, National

Treasury and the Department of Public Service and Administration (DPSA) to clarify respected norms and standards with regard to managing and reporting on service delivery. The task force should report sometime this year about a clearer guide when it comes to auditing service delivery."

One area that needs attention is IT controls, which according to Nombembe, vary in terms of exposing government to the loss of assets.


"This is one area that needs to be given primary attention. We're working very closely with the DPSA to collaborate the priorities with the government information systems experts in such a way that the controls around IT governance are first and foremost standardised for all government departments, right from national through to local government," he says.



So where to from here? According to the A-G, the level of monitoring by the ministers themselves, nationally and provincially at the level of the MECs, needs to be beefed up.

"For me the biggest disappointment was the fact that what we had agreed would be done last year was not done diligently in terms of the monitoring by the ministers. Had that happened, we would've seen a different result, which is what we've seen for those ministers and MECs who have heeded that call.

"We need to engage the portfolio committees, so that they too have a clearer understanding of the controls that are in place to ensure that budget execution is done within acceptable norms.

"We are in a learning and development phase of governance in South Africa and that's why we are as an audit office, systematic and patient about identifying all the remaining obstacles so that we keep chipping away, one by one, at the weaknesses that exist." 

The 2010-11 audit outcomes of national and provincial departments and public entities showed a combination of improvement, stagnation and regression, says Auditor-General Terrence Nombembe.

Only one national department received a disclaimer of opinion this year – the Department of Public Works. Seven national public entities received such audit opinions; these included the National Arts Council of South Africa, Property Trading Entity, Road Traffic Infringement Agency, Road Traffic Management Cooperation, Water Trading Account, Public Service Sector Education Seta and Technology Innovation Agency.

Financially unqualified reports were received by 58 % of auditees within the provincial sphere. The main reasons for these provincial auditees not attaining the clean audit status mirrors that of the national sphere, namely internal control weaknesses in financial reporting, service delivery reporting and compliance with laws and regulations. Of the 12 disclaimers in the provinces, the four big departments that remain with audit disclaimers are Health (in Limpopo and the Northern Cape), Education (in the Eastern Cape) and Public Works and Roads and Transport (North West).

The A-G also works collaboratively with departments in identifying the areas that need to be improved.

"All we need is for the departments to commit to improve those areas and the commitments we've received from the ministers, MECs and premiers have been satisfactory in responding to those areas".

For the period 2010-11, the A-G obtained an unqualified audit opinion from its external auditors, Kwinana and Associates.

"We wanted to lead by example. We can't afford to comment on others negatively when we are not

demonstrating and living up to the same norms. We have an obligation to be audited independently and we have an obligation to rise to that audit result in a manner that would be exemplary to the norms of clean governance and for us everything that we are suggesting to the ministries is what we're doing internally."

As the supreme audit institution, the A-G of South Africa (AGSA), which turned 100 years on 12 May 2011, is responsible for the auditing of national and provincial state departments and administrations, all municipalities and any other institution or accounting entity required by national and provincial legislation to be audited by the AGSA.

The AGSA is answerable only to Parliament. It is held accountable by a number of parliamentary mechanisms, including the Standing Committee on the Auditor-General, which maintains oversight of the AGSA, and an audit committee, which ensures that the AGSA maintains sound financial and risk management and internal control systems. External auditors, Kwinana and Associates, are currently responsible for auditing the AGSA's financial statements and performance information.

As required by the Public Audit Act, 2004 (Act 25 of 2004), the AGSA has to submit to Parliament an annual report which includes audited financial statements. The report also incorporates performance information, measured against predetermined objectives, on how the AGSA performed in key areas, such as public sector auditing, employment equity and Broad-Based Black Economic Empowerment.





A century of readiness to govern

Writer: Chris Bathembu

Photos: GCIS

A young government; a veteran political movement.

This is the mix as the ruling party, the African National Congress (ANC), marks 100 years of existence in 2012, with this milestone causing the leadership to alternate vibrant celebrations with deep soul-searching.

The reflection on challenges such as an unemployment rate of 25% and rural poverty and underdevelopment are preoccupations for a 100-year-old party that has to remain in step with the demands of life and politics in the 21st century.

Public Sector Manager spoke to ANC National Chairperson Baleka Mbete to find out how the ruling party plans to preserve its status as a liberation movement, while adapting to the ever-changing socio-political landscape in the country.

Mbete admits that the ANC, which prides itself as Africa's oldest liberation movement, needs some retrospection if it is to continue governing Africa's largest economy.

"As the ANC leadership and membership, we continue to be worried about how slowly the wheels of change are turning, because clearly that is the reality," says Mbete, who is a player of note in the party's think-tank.

She describes the centenary as a milestone that will be used to celebrate the party's proud traditions, values and principles, and highlight the challenges that face the country.

"What went wrong more than three and a half centuries ago is not

something that we can ever hope to change and turn around in two decades. We continue with hope and determination to address and improve how we deal with the implementation of the policies that are going to change the situation around.

"The next 100 years is the time that we must actually intensify, and we are glad that the National Planning Commission has given us an opportunity to keep looking at this question as to how do we effectively change the situation," she says.

While its critics have been vocal in pointing out the ANC's failures since 1994, Mbete says the party could not be happier with the progress it has made since taking the reins of power in South Africa after more than 80 years of mass mobilisation against white rule. She also denies consistent claims by the opposition that the ANC of Oliver Tambo and Nelson Mandela has lost touch with the black majority in South Africa.

"I do not agree with statements that the ANC has lost its relationship with the people; I think it is a convenient line. Of course we have to compete for the confidence of our people, we have to compete for the support of our

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people within the political sphere; and so without denying that there are mistakes that we have committed at various levels, it is not true that the ANC overwhelmingly and in general is no longer the ANC of Oliver Tambo. I do not believe that."

She does, however, point out that while the party can pride itself on liberating the people of South Africa and putting a sound government in place, leadership should not be oblivious to the fact that inequalities do exist in the country; and as celebrations take place around the country throughout the year, the ANC leadership should be reminded of the struggles of the people on the ground.

"You find that in five out of nine provinces in the country, you have areas where you have the most rural population, who are poor in terms of sanitation and infrastructure development. It is worrying."

This worrying factor was also highlighted by President Jacob Zuma, when he told thousands of party supporters in Bloemfontein two months ago that while the ANC had laid a sound foundation for socio-economic development, challenges remained.

Mbete suggests that some changes probably need to start with the Public Service.

"We think that there is always room for improvement. We have in this country a culture of a Public Service that is not really sensitive to a humane way of interacting with our people."

Political analysts have cautioned that with the ever-changing political dynamics

in Africa and the world, the ANC needs to review its political strategy if it is to survive in a multiparty democracy like that of South Africa.

University of Johannesburg Professor Stephen Friedman, director of the Centre for the Study of Democracy in the Faculty of Humanities, suggests the organisation might even have to abandon its image as a liberation movement and start thinking in a "modern" way.

"No one can take that away from them; the party should take pride in the fact that it liberated South Africa, and that the centenary is a very important event. But the question we should all be asking ourselves is whether the ANC can adapt to the changes that are taking place in South Africa. Liberation movements tend to regard themselves as the voice of the entire population and that is not a helpful attitude in a multi-party democracy," says Friedman.

He adds that the challenges which led to the demise of some liberation movements in Africa were partly a consequence of leaders "tending to forget that they existed in the presence of other political parties".

"The ANC should no longer see itself as a liberation movement – it faces huge challenges. We have an economy that is still in the hands of a minority. I believe the ANC has been caught unaware by the changes in society, and often strained relations with the people on the ground. The

reality is that people are starting to realise that, while we may have had a new government in place, not enough has changed in this country".

Professor Shadrack Gutto from the University of South Africa's Centre for African Renaissance also agrees that it is probably time for the ANC to use the next year or so to re-strategise.

"They need to think what those 100 years of existence meant and what the next 100 years should mean," says Gutto. "The ANC had gone through phases of transformation, from peaceful resistance to the formation of the Youth League (ANCYL), which brought new life to the organisation back in the days."

It is the ANCYL, under the leadership of Nelson Mandela, Walter Sisulu and others, which had brought about the idea of the armed struggle that many today believe played a role in defeating apartheid.

"As you go through the history of the ANC, you can see that it is a party that has gone through a series of phases. One hundred years later, one would think a critical reflection is needed and I am not sure this is happening. What we should be seeing is a party in government that is controlling the state and governing; and no longer a liberation movement that is concerned with the cadre," says Gutto.

But after all is said and done, Mbete believes the ANC's "relevance" would

probably be what determines its continued presence in local politics.

"I believe what will determine the survival of the ANC is its relevance in the lives of our people – the extent to which it continues in its policy formulation and its interpretation and analysis of what role to play within the politics of South Africa; remaining informed by the people on the ground and by those issues that face our people on a daily basis.

"So its relevance should be informed by it continuing to be an organisation of the people, the ordinary people. I always want to explain the fact that the ANC conference, unlike any other political party conference, is one of the best reflections of how it is actually a people's organisation. "It remains a parliament of the people, because a parliament is where you have people who are the voice of ordinary people, who might not be at that particular forum. Like many political formations we have our challenges, even some of our people, we admit, have committed mistakes, but we think we still have this."



ANC 100th Centenary Celebration. Several heads of State and Government were invited by President Zuma to attend the centenary. Free State Premier, Elias Magashule, addressing the gala dinner.

Romance in the heart of the winelands

Writer: Louise van Niekerk

Photos: backsberg Estate Cellars

February is the month of love, with couples all over the world expressing their feelings for each other with candle-lit dinners, fine wine and music, all in the name of Valentine's Day. *Public Sector Manager* picked up a few ideas from Linda Abrahams, head chef at Backsberg Estate Cellars' restaurant, for a sumptuous three-course meal to savour with a loved one.



Sensational Starter

Ostrich carpaccio and lemon dressing

Ingredients

Cleaned, whole, ostrich fillet
Crushed herbs
Coarse sea salt, freshly ground black pepper
Rocket leaves, rinsed, drained
Mixed baby salad leaves, rinsed, drained.

Dressing:

- 40 ml olive oil
- 20 ml vinegar
- A dash of lemon juice
- A pinch of lemon pepper



Method :

Roll the fillet in a mixture of crushed herbs and seasoning. Cover tightly with plastic wrap and freeze; frozen ostrich fillet is easier to slice. Remove from the freezer about an hour before slicing. Slice thinly with a very sharp knife or electric slicer and set aside for about an hour before serving. When ready to serve, arrange the slices on a plate topped with rocket and mixed baby salad leaves, drizzled liberally with the dressing. Garnish with parmesan shavings and serve immediately.



Memorable main course

Poached salmon with dill mayonnaise

Ingredients

- 500 g salmon, butterflied with head, tail and skin on
- 10 g fresh dill
- Coarse sea salt and freshly ground black pepper to taste
- Slices of lemon
- 250ml water
- 150 ml Backsberg Chardonnay
- Juice of 1/2 lemon

Method :

Preheat oven to 180 °C

Place a pre-sprayed double layer of foil in a large roasting pan and layer with some fresh dill. Then place the whole salmon on top of the dill. Season the inside of the fish well with salt and pepper, add some dill and sliced lemon. Close the fish.

Pour water, wine and lemon juice around fish. Season outside of fish with salt and pepper. Fold foil to enclose salmon. Seal well.

Bake on the middle rack of the oven for about 40 minutes. Check to see if the fish is cooked through. It should be a

little underdone, as it continues to cook until cool.

Keep sealed until cool.

When cool, pierce the bottom of the foil to drain the liquid.

Peel off the skin of the fish and slide fish onto platter.

Dill mayonnaise sauce

Ingredients

- 125 ml mayonnaise
- 30 ml fresh dill, chopped
- 15 ml lemon juice
- 1/2 pickled dill cucumber, chopped
- 45 ml red bell pepper, finely chopped
- Coarse salt and pepper

Method :

Place all the sauce ingredients in a food processor and chop finely. Pour the sauce over the whole fish before serving.

Garnish with fresh dill and lemon wedges.

It is best to serve this dish at room temperature as opposed to refrigerating the fish, which makes the fish firmer. The sauce can however be made a day or two before and refrigerated.

Can be served with roast potatoes and a selection of vegetables.

*** Best enjoyed with Backsberg Chardonnay**

Decadent dessert

Chocolate roulade

Ingredients

175 g bittersweet chocolate, chopped into small pieces
30 ml cocoa powder, sifted
60 ml hot strong coffee or espresso
6 eggs separated
75 g caster sugar
Pinch of cream of tartar
5 ml pure vanilla essence
Cocoa powder for dusting

Method :

Preheat oven to 180°C. Lightly grease the base and sides of a 39 x 27 x 2.5 cm Swiss roll tin. Line with non-stick baking paper, allowing a 2.5-cm overhang. Melt the chocolate. Dissolve the cocoa in the hot coffee to make a paste. Set aside.

Using a hand-held mixer, beat the egg yolks with half the sugar in a mixing bowl until pale and thick. Slowly beat in the melted chocolate and cocoa-coffee paste until just blended.

In a separate bowl, beat the egg whites and cream of tartar until stiff peaks form. Sprinkle the remaining sugar over the whites in two batches and beat until the whites are stiff and glossy. Then beat in the vanilla essence.

Stir a spoonful of the whites into the chocolate mixture to lighten it, then fold in the rest. Spoon into the tin. Bake for 20 to 25 minutes or until the cake springs back when touched.

Dust a dish towel with cocoa. Turn the cake out onto the towel immediately and remove the paper. Trim off any crisp edges. Starting at a narrow end, roll the cake Swiss-roll fashion using the towel. Cool completely.

Garnish with a mint leaf, sliced kumquats and drizzled strawberry sauce. To make the strawberry sauce, blend 500 g of strawberries with three tablespoons of sugar. This dessert is best served with ice cream and chocolate sauce.

*** Best enjoyed with Backsberg Sydney Back Brandy**

Valentine's treats at Backsberg Estate Cellars

Celebrate Valentine's Day at Backsberg Estate Cellars, where decadent offerings for breakfast, lunch and supper are available.

For restaurant bookings, e-mail Dalene at dalene@backsberg.co.za or call 021 875 5952.



Revive and relive romance this **Valentine's Day**

Writer: Samona Murugan

Photos: Courtesy Franschhoek Country House



In the picturesque Franschhoek valley in the Western Cape is an enchanting hotel that offers the perfect setting for a weekend of romance this Valentine's Day.

The Franschhoek Country House and Villas is where breathtaking natural beauty and luxury meet good old-fashioned hospitality and warmth.

The property once housed Franschhoek's first perfumery and today the restored manor house, together with the newer villa suites, reflects the same elegance and focus on the finer things in life one would expect from a five-star establishment that offers its guests nothing less than the best.

The provincial village theme erupts into a maze of pathways that link the villa suites to the country house. Olive trees and

water features sporadically dot the tangle of lanes, extending across the 12 exclusive villa suites. Each 100-m² villa is unique in its interpretation of the open, French-themed décor that also pervades the country house. It is the inviting cosiness of the villas that has created the most lavish, yet stylishly understated, accommodation anywhere in the valley.

The original Franschhoek Country House offers a range of luxury accommodation, including charming standard rooms, luxury rooms and garden cottages. Whichever you choose, it is designed with your comfort and luxury experience in mind.



What make this venue the perfect place to spend Valentine's Day with your loved one are the unique activities on offer for the adventurous-minded or young-at-heart romantics. Rekindle the old spark with a romantic wine-tasting route on horseback and enjoy some of the best wine the country has to offer. Take a slow horseback ride at sunset through the mountains, a romantic bicycle tour through the charming village or a morning hike in the majestic mountains. If you really want to make this a Valentine's Day to remember, enjoy an afternoon hot-air balloon ride or paraglide from the scenic Franschhoek mountains.

The luxurious spa at the hotel offers head-to-toe pampering with a range of treatments, including massage, reflexology, facials, manicures, pedicures and signature treatments such as the Proudly South African Mud Experience, Back Revival, Chocolate Fanatics, African Wood Massage, Complete Renewal, Especially For Men and Top-to-Toe Essentials.

If you would like a romantic dinner for two to end

the perfect day, then look no further than the well-known Monneaux Restaurant. It has received numerous accolades and has also been ranked as a top-10 South African eatery on more than one occasion. Their breathtaking culinary masterpieces will have you savouring every bite.

Nearby is the charming town of Franschhoek, which offers a range of shops, including galleries, boutiques, art shops, jewellery shops, a chocolate factory, the Huguenot Museum and other historical sites as well as a number of golf courses.

A scenic, fairly short drive away are the beaches at Strand and Gordon's Bay. You could also take a day trip to Hermanus. Whichever you choose, there is plenty to enjoy and experience.

Location and access:

Cape Town International Airport is only a 50-minute drive from Franschhoek and it is recommended that the valley be explored by vehicle (which can be collected at the airport or be delivered to the hotel).

Reservations for the Franschhoek Country House and Villas can be made at 021 876 3386 or fax 086 670 8579. E-mail info@fch.co.za, or visit www.fch.co.za.SM

Add a little colour

This is the year to step away from the neutral colours and add some colour to your wardrobe.

R399
Trenery

R1 295
Campo Marzio

R160
Lulu Belle

R1 299
Trenery

R2 300
Extreme
Eyewear

R385
Campo
Marzio

R75 each,
Lulu Belle

R580
Thomas &
Benno

R775
Campo
Marzio

Make a bold start

Spice things up with a bold colours



R6 200
Extreme
Eyewear

R475
Campo Marzio

R795 Spitz

R295
Robert
Daniel

R290
Campo
Marzio

and Stale



R1 295
Campo
Marzio



R995
Robert
Daniel

R975
Thomas
& Benno

R655
Campo
Marzio

GETTING THE BEST BANG FOR YOUR BUCK!

Writer: Ashref Ismail*

The holidays are over. The New Year, with all its fickle and unrealistic resolutions, is already a thing of the past. What now stares you in the face is the fact that bank balances have shrunk and the all-round depressing state of the global economy seems to be at the order of the day.

For some, buying a new car may still be one of those special, “look-forward-to-it” experiences. However, all indications are that belt-tightening will have to be the norm. So, what do you choose and what compromises do you make if you have to “buy down”?

Your reasons to buy may vary from replacing the car your Senior Management Service package will allow, to buying a little run-about for your daughter; or perhaps spoiling yourself with that sport-utility vehicle that you have been hankering after for some time now.

Many would argue that now is the best time to buy a new car – prices have not really gone up that much; interest levels are rather static, motor companies are offering excellent deals; and the choice, for a relatively small market such as ours, remains bewildering.

To help you along, I’ve picked my value-for-money favourites that represent excellent value in terms of the overall package, including style, image, performance, safety features, economy, comfort, space



Hyundai i10

and resale value. After-sales service is an additional factor that also needs to be taken into account.

Favourite budget-beater: Looking for a city car that is economical, stylish and practical? The choice is wide and no longer does small have to mean boring. The Hyundai i10 GLS, priced at R110 000, is a baby car with great specifications, coupled with a solid reputation and backed by equally impressive quality. Customer service



Favourite double-cab: Hands up all those who think the Hilux is the coolest bakkie around. Thought so – but the biggest seller is also among the most boring. Go for any Volkswagen Amarok or Ford Ranger. Please, Toyota fans, there is life after Toyota. Try it, you will like it.

Ford Ranger

and resale values remain top-notch. **2nd choice:** A scooter with a breadbasket.

Favourite sub-compact: No, I'm not on Hyundai's pay-roll, but this Korean manufacturer, together with its first cousin Kia, has really moved from a seller of reliable appliances to stylish cars you would want to own. Here the obvious choice is the 110 kilowatt (Kw) Hyundai Elantra. It is so accomplished that if you do not include this car on your shortlist, you will really be doing yourself a great disservice. **2nd choice:** Take the Gautrain.

Hyundai Elantra



Public Sector Manager February 2012



Mercedes-Benz C-Class

Favourite compact executive: With its recent facelift, the Mercedes-Benz C-Class remains the best-selling range, with the obvious competition (Audi and BMW) seriously in need of makeover. (A new 3-Series BMW is on its way in 2012.) The C180 CGI BlueEFFICIENCY remains the pick of the bunch. Dynamically exciting, visually appealing and with quality that is high-grade, the 1,8-litre petrol at R375 000 makes a lot of sense, especially as its resale value is excellent. **2nd choice:** Wait for the new 3-Series BMW.



Golf GTI

Favourite hot hatch: Do you want practicality, performance, quality and good resale value? Even though it is no longer the fastest, it still offers the best overall package and remains one of the most respected aspirational cars out there. Although there was not much improvement from the previous model's 147Kw, the Golf GTi still manages to run with the big dogs. Its secret lies in its elegant evolutionary approach, which has made it a legend in its own time. If the cops believe in them, who are we to argue? R346 000 will park the GTi in your garage and put a permanent grin on your dial. **2nd choice:** The BMW 1-Series M coupé.

Favourite sport - utility vehicle: We did say value for money, right? Then that rules out Land Rover's Discovery 4. I would settle for the Land Rover Freelander SE Diesel. At R453 000, it is not cheap, but you get a car that is so superior both on and off the road that it forgets it is a soft-roader; not to mention the snobbish heritage and the unmistakable Land Rover icon. Disregard all the old jokes about quality and reliability. The Land Rover of today (under Tata's management) is a far cry from those of yore. **2nd choice:** The Toyota Fortuner 2,5 High Raider.

Favourite multi-purpose vehicle (MPV): Call me what you want, but I have to admit that when it comes to an MPV, nothing beats the cossetting comfort of an American car. They know how to do luxury in a big way. When I retire, I am gonna get me one of 'em Chrysler Voyager 3,8 Ltd Automatics. That's right, the petrol version, so I'll bust my pension on travel costs! At least I will go down smiling. **2nd choice:** The Nissan Qashqai 4x4.



Range Rover Freelander SE Diesel

Favourite off-the-wall vehicle: Undoubtedly the stupendously sexy Peugeot CRZ. No contest. Okay, if I have to, then any Citroen DS3. Who cares about after-sales service (which is improving significantly) or resale value (why would you want to sell either of them?). Let it become a true vintage classic in 20 years' time!®

***Ashref Ismail is a member of the SA Guild of Motoring Journalists and presenter of Bumper2Bumper. His contact e-mail is Ashrefi@rtmc.co.za.**



Chrysler Voyager 3.8



Boot

those extra kilos into touch

Writer: Bob Russell*
Photographer: Siyabulela Duda

With summer in full swing, boot camps are essential to show you how to burn fat, shape up and get fit fast. Boot Camp uses unique results-driven training and motivational techniques with amazing results.

Whether you're a couch potato, an elite athlete, or somewhere in between, there are various types of boot camp designed to challenge your individual level of fitness.

To keep you motivated and engaged, Boot Camp guarantees that you will never experience the same training session twice, no matter how long you train. Incorporating a broad range of sports-inspired activities and exercises, your workouts will never become tedious and boring.

What is a boot camp workout?

Boot Camp is an exciting way to work out and get fit! It is an intensive training programme designed to achieve your personal weight loss and fitness goals.

It is usually conducted three times a week, each having a particular fitness goal. When you join a boot camp, this will normally be coupled with an eating plan.

What does it involve?

A Boot Camp workout does quite a bit for your body and fitness. It entails a variety of exercises which make each class unique and interesting. There are a broad number of activities and exercises:

- strength training
- muscular flexibility
- abdominal workout
- cardiovascular exercises
- circuit/exercise training.

The benefits of exercise

- Increased energy levels
- Reduced risk of disease

- Increased physical work capacity
- Increased cardiovascular and respiratory efficiency
- Changes in metabolism
- Weight management
- Delaying the effects of ageing
- Stress relief
- Increased self-esteem
- Increased workability of joints and muscles
- Social interaction.

Exercise and stress

Stress results from situations that cause anxiety and emotional distress. Chronic effects of stress can pose many health risks and have been linked to cancer, ulcers and heart disease.

Research has shown that aerobic exercise for as little as 15 minutes every day can reduce stress for up to an hour after the exercise. Aerobic exercise over extended periods may have permanent effects on reducing stress.

Here are a few examples of different types of exercises that you might expect at Boot Camp:

Suicide bear crawls

Ever heard of suicide lines? This is when trainees run from the starting point to a line that is about 20 metres away, then back to the starting point, then out to a line around 40 metres away, then returning to the starting point until they have run and touched each and every line.

You may also have heard about bear crawls, in which individuals walk around on all fours (hands and feet) just like a bear. This Boot Camp drill brings together these two great exercises. Rather than sprinting to the lines, boot camp trainees will alternate sprinting and bear

crawling. As an example, you could bear crawl out to the lines, and then sprint back.

Drag runs

This is an excellent Boot Camp drill to develop speed and strength. Additionally, it can be used as a team-building exercise.

Here's how it's done –A heavy tyre is placed on a rope with a harness. One of the Boot Camp trainees drags the tyre while all others jog behind. Once the whistle is blown, the next person in line must quickly seize control of the tyre and begin dragging it. That means all team members get a minimum of one turn dragging the tyre. The goal is for the team to reach a particular destination within a certain amount of time.

1 000 reps (This one is only for the very fit!)

100 jumping jacks or jump ropes

25 close-grip push-ups

25 jumps

25 pull-ups

100 squats

25 shoulder push-ups

50 bicycle crunches

100 push-ups

50 walking lunges

50 tri pods (25 each)

50 90/90 crunches

100 bicycle crunches

50 decline push-ups

25 incline push-ups

50 mountain climbers

50 squats

25 diamond push-ups

100 jumping jacks or jump ropes

Before you undertake any exercise programme, ensure you complete a Physical Activity Readiness Questionnaire (PAR-Q) test:

Being physically active is very safe for most people. Some people, however, should check with their doctor before they increase their current level of activity.

The PAR-Q has been designed to identify the small number of adults for whom physical activity may be inappropriate or who require medical advice concerning the type of activity most suitable for them.

Answer yes or no to the following questions:

1. Has your doctor ever said that you have a heart condition and that you should only do physical activity recommended by a doctor? Yes/No
2. Do you feel pain in your chest when you do physical activity? Yes/No
3. In the past month, have you had chest pain when you

were not doing physical activity? Yes/No

4. Do you lose your balance because of dizziness or do you ever lose consciousness? Yes/No
5. Do you have a bone or joint problem that could be made worse by a change in your physical activity? Yes/No
6. Is your doctor currently prescribing drugs (for example, water pills) for your blood pressure or heart condition? Yes/No
7. Do you know of any other reason why you should not do physical activity? Yes/No

If you answered "yes" to one or more questions, are older than age 40 and have been inactive or are concerned about your health, consult a physician before taking a fitness test or substantially increasing your physical activity. You should ask for a medical clearance along with information about specific exercise limitations you may have.

If you answered "no" to all the PAR-Q questions, you can be reasonably sure that you can exercise safely and have a low risk of having any medical complications from exercise. It is still important to start slowly and increase gradually. It may also be helpful to have a fitness assessment with a personal trainer or coach to determine where to begin.

When to delay the start of an exercise programme:

- If you are not feeling well because of a temporary illness, such as a cold or a fever.
- If you are or may be pregnant, talk to your doctor first.

Tips to train SAFELY!

1. It is very important to train conservatively and not overdo things.
2. Don't do any exercises that you aren't sure how to do. Always get personal instruction from your trainer.
3. Don't do anything that hurts or "doesn't feel right". There are plenty of alternative exercises for every movement.
4. Whenever you start a new programme, only complete one set per exercise.
5. If you need extra recovery within the workout or between workouts, don't hesitate to take it.
6. Leave your ego at home and start with easy exercises even if you have exercised in the past.
7. Never skip a warm-up. Do general bodyweight warm-ups and specific warm-ups.
8. If you want to start a boot camp, but think you have an injury, get medical attention and have a professional therapist rehabilitate your injury before starting an exercise programme.
9. Check with your doctor before starting any new exercise or diet programme.
10. Always remember, safety first!

*** Bob Russell is the sports massage therapist to the Sharks, personal fitness trainer and Boot Camp instructor for over 10 years.**

BB fans get ready to take their tablet

Writer: Helen Ueckermann

BlackBerry's new PlayBook tablet, which has recently hit our shores, promises to transform the way you work and play.

The PlayBook is used by about 700 000 people worldwide, which is considerably fewer than the millions who bought iPads or the millions more who went for one of the many different flavours of tablet computer that come with Google's Android operating system.

However, Rui Brites, Director of Product Management for Africa at Research in Motion, says the BlackBerry PlayBook tablet will enable business customers to take communications and productivity to the next level.

The PlayBook features an ultra-portable design and delivers industry-leading performance, uncompromised web browsing with support for Adobe Flash, true multitasking, high-definition multimedia, advanced security features, out-of-the-box enterprise support and a robust development environment.

According to Simon Camerer, Cell C's Executive Head of Marketing, in addition to its many benefits for business users, the PlayBook offers an exceptional multimedia and web experience.

Public Sector Manager asked two users of the PlayBook to share their experience of the new gadget.

Miriam Mannak, executive member and Western Cape chairperson of the Southern African Freelancers' Association, says the good thing about a Playbook is that, if you have a BlackBerry, you can use your phone's Internet connectivity.

"You connect to the Internet by syncing your PlayBook and phone via Bluetooth. No need for an extra simcard, no extra Internet bills, nothing.

Awesome!

"This gives you access to all of your contacts, e-mails and everything else on your BlackBerry and vice versa".

"When you disconnect your Playbook from your BlackBerry, you disconnect your Playbook's access to the files on your BlackBerry (and vice versa). This makes the PlayBook perfect for sharing without the other person having access to your files. And as a result, your internal memory goes a long way."

She also likes the interface and the fact that it is smaller than an iPad (half an A4 size).

"All in all, I like using it. Unfortunately, my boyfriend has taken it on his business trip. I'm missing it already!"

Journalist and columnist Paddy Hartdegen has had a PlayBook since its launch in the United States (US).

"It's a great device, lighter than the iPad and really useful in some respects,

although it doesn't have an

embedded e-mail application and has to use BlackBerry Bridge to access mail, unless you go via a webmail service.

"It has no 3G connection capacity and the list of available applications is rather limited. Graphics are great though. I also find that its battery life is rather poor".

She says there are a few more frustrations, more niggling than condemnatory:

- the poor-quality camera means that the great graphics don't translate into useable pictures
- the operating system is rather clunky and unfriendly
- working on the PlayBook takes a while to master because it is not an intrinsically user - friendly device.

Would Hartdegen pay the local price? "Certainly not when a 16GB PlayBook costs R4 999 or more locally, and the identical device is just \$199 (R1 695) in the US. That's the right price for a PlayBook and, at that price, it's worth every cent."

There you have it – different views about a tablet dubbed the world's first professional-grade tablet. You make the choice.

The BlackBerry PlayBook is available in three Wi-Fi models from Cell C, featuring 16 GB, 32 GB or 64 GB of memory storage.®

