

**SIYB
TRAINING BUZZ**

FEBRUARY 2010



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DID YOU KNOW?

Global Employment Trends: In January 2010 the ILO published its fifth analysis of the impact of the global economic crisis since January 2009. The introduction in Section I of the report provides a labour market analysis while Section II (Economic Growth and Labour Market Developments) provides an overview of the global economic and labour market impacts of the crisis as reflected in economic growth and labour market indicators up to and including 2009, with special attention on more vulnerable groups such as women and youth. The global overview sets the context in which regions and countries have responded to the economic crisis. Regional experiences are presented in Section III and this section also includes a snapshot of the impact of the crisis on the labour markets in selected economies. Section IV concludes and highlights policy issues and interventions related to mitigating adverse impacts of the crisis and supporting recovery.

A copy of the report can be obtained by e-mailing economicdev.no@epilepsy.org.za or by contacting the ILO directly.

EFA Global Monitoring Report 2010: Ten years have passed since the international community adopted the six Education for All goals in Dakar in 2000. The record since then has been mixed. While much has been achieved over the past decade, many of the world's poorest countries are not on track to meet the 2015 targets. Failure to reach the marginalized has denied many people their right to education. With the effects of the global economic crisis still being felt, there is a real danger that much of the progress of the past ten years will stall or be reversed. Education is at risk, and countries must develop more inclusive approaches linked to wider strategies for protecting vulnerable populations and overcoming inequality.

A copy of this publication (entitled Reaching the Marginalised) can be obtained by e-mailing economicdev.no@epilepsy.org.za or by contacting UNESCO directly.

State of the Nation Address 2010: On 11 February 2010, His Excellency, JG Zuma, President of the Republic of South Africa delivered his second State of the Nation Address at a Joint Sitting of Parliament in Cape Town. The Address was set against the backdrop of many historical events, but also against the global economic crisis which cost our economy about 900,000 jobs. With the South African economy turning the corner, the time is ripe for all citizens, but especially young people to contribute. Our government has created a number of vehicles focused on young South Africans, including proposals to subsidise the cost of hiring younger workers, a further expansion of public employment programmes and the establishment of the National Youth Development Agency (2009). Key activities will be focused on the five priorities of Government: education, health, rural development and land reform, creating decent work and fighting crime.

A copy of the State of the Nation Address can be found on page 7 of this edition of the SIYB Training Buzz.

Budget Speech 2010: The first budget of the administration of President Zuma was presented to Parliament on 17 February 2010. Minister of Finance, Pravin Gordhan pointed out the key dimensions of our transformation challenge:

- One in four adults seeking work is unemployed, and almost half our young people have not found work.
- Income inequality is amongst the highest in the world; and half our population survives on 8 per cent of national income.

This budget outlined several aspects of a new growth path for our country:

- A concerted effort to reduce joblessness among young people.
- Support for labour-intensive industries through industrial policy interventions, skills development, public employment programmes and a rural development strategy.
- Sustaining high levels of public and private investment and raising our savings level.
- Improving the performance and effectiveness of the state, especially the provision of quality education and training at all levels.
- Reforms to increase inclusion and participation in the labour market, alongside efforts to improve competition in product markets.
- Keeping inflation low, striving for a stable and competitive exchange rate, and providing a buffer against global volatility.
- Raising productivity and competitiveness, opening up the economy to investment and trade opportunities that can boost exports. We need to produce the goods and services that other people desire to have; that we can export to the rest of the world.

Key spending priorities were already outlined in the 2009 Medium Term Budget Policy Statement:

- Improving the quality of basic education;
- Enhancing the health of our people;
- Making our communities safer;
- Fostering rural development
- Creating jobs; and
- Investing in local government and human settlements.

New SIYB Trainers: The Department of Labour hosted an SIYB TOT seminar in conjunction with Real Development. All the new trainers are employed by the Department:

- Ms Renay Bailey, Career Counsellor at the Labour Centre in Cape Town
- Ms Marietjie Fouché, ESP2 in the Labour Centre in Randfontein
- Mr Bongani Gwala, Area Manager at the Labour Centre in Durban
- Moramang Hlalele, Assistant Manager in Employment Services at Head Office in Pretoria
- Ms Nwabisa Kota, ESP2 at the Labour Centre in Port Elizabeth
- Ms Thandi Ludada, Career Counsellor at the Labour Centre in Klerksdorp
- Ms Dikeledi Mabusela, ESP2 at the Labour Centre in the Limpopo Province
- Mr Osborne Neluvhalani, Assistant Manager based at the Labour Centre in Johannesburg
- Ms Beira Nkwakwa, Career Counsellor at the Labour Centre in Bloemfontein
- Mr Leslie Rens, ESP2 at the Labour Centre in Postmasburg
- Ms Johncy Seaba, Career Counsellor at the Labour Centre in Witbank
- Ms Zine Silolo, Career Counsellor at the Labour Centre in Mthatha

Relocation of the Epilepsy SA National Office: On Monday, 15 February 2010 the Epilepsy SA National Office moved to new premises. Our new address is Ground Floor, Syfin House, Fairway Close, Parow. The new postal address is PO Box 12100, N1 City, 7463. The new telephone number is (021) 595-4900 and the new fax number is (021) 595-4901. Our e-mail addresses remain unchanged.

IT IS WOMEN WHO DRIVE GROWTH

New global research released by the US-based Boston Consulting Group (BCG) has revealed that women are increasingly defining the entrepreneurial economy and will create 70% of the global growth in income at the household level over the next five years.

This research - which surveyed 12,000 women in 22 countries - found that women spend over 70% of consumer dollars worldwide. The study also found that women account for half of university students across the globe.

The findings led CNN to declare this October that, “the largest growing economic force in the world isn’t China or India - it is women”.

Despite these gains, Michael Silverstein, a partner at BCG, said in the Report that women still earn only 77 cents for every dollar men do. And the ranks of female CEOs are still thin. “Most of the big companies are worked by men, for men,” he said.

Dr Marjolijn Dijksterhuis, Director of the Women in Leadership programme running at the UCT Graduate School of Business in May and July this year, argues that much needs to be done in order to help women break through the glass ceiling that exists in many organisations.

“This increasing centrality of women to driving growth is not reflected at the senior level of business and government, where women are increasingly present but still the minority,” said Dijksterhuis.

“Women have a bigger role to play at the level where executive decisions are made,” she said.

The GSB Women in Leadership programme is one of the few programmes in the country to target women at this level, and it has been designed to facilitate the jump to senior leadership by grooming proven women managers to become contemporary leaders able to deal with the complex and ever-changing business world of today.

In fact, Dijksterhuis maintains that the shifting business landscape and the growing calls for something other than “business as usual” in the midst of the fall-out from this year’s economic downturn could further count in women’s favour as they look to break in to more senior positions.

“The increasing complexity and uncertainty of business in a globalised world are waking us up to the limitations of traditional management paradigms. It is becoming clearer that the ability to lead people through change and toward cooperation and innovation has become essential to the success of organisations, and companies are now looking for leaders who can inspire that change.

“I believe women have a lot to offer in terms of these more people-oriented demands,” she said.

Dijksterhuis, however, emphasised that the Women in Leadership programme is not about creating an “us versus them” mentality, but instead recognised that women in the workplace often share similar experiences and challenges, and that understanding these is the first step to overcoming them.

This is supported by feedback from those who have completed the programme in previous years. Beverley Damonse, Executive Director of the South African Agency for Science and Technology Advancement, described the learning she experienced as “profound”.

“Women in Leadership provided me with a challenging though nurturing space in which to begin the re-discovery of my personal and professional self: to unpack aspects of self, woman, leader and friend from another perspective or context.

My mirror image was not always easy to engage, but the learning was profound and strongly affected by the life stories and leadership experiences of my fellow participants and the energy and commitment of a very talented team of facilitators.”

Elaine Rumboll, Director of Executive Education at UCT GSB who attended the pilot programme in 2008 said, “One of the main issues we face as women leaders is our ability to charter the difference between our intention and impact”.

“This programme gave me enormous insights into my own leadership practise and helped me to draw on my stakeholders with a much greater sense of clarity and effect”.

The course is offered by the Executive Education unit of the UCT GSB and runs this May. It is aimed at women in middle or senior level positions. Contact Junita Abrahams on 021 406 1323 or abrahams@gsb.uct.ac.za.

Source: www.skillsportal.co.za, 21 January 2010

State of the Nation address by His Excellency JG Zuma, President of the Republic of South Africa, at the Joint Sitting of Parliament in Cape Town on 11 February 2010

Honourable Speaker; Chairperson of the National Council of Provinces; Deputy Speaker of the National Assembly and Deputy Chairperson of the NCOP; Deputy President of the Republic, Honourable Kgalema Motlanthe; Honourable Chief Justice of the Republic of South Africa and all esteemed members of the Judiciary; Isithwalandwe President Nelson Rolihlahla Mandela; Former President FW de Klerk; Our father, Former President Kenneth Kaunda of Zambia; Former Deputy Presidents; Distinguished Premiers and Speakers of our Provinces; Chairperson of SALGA and all local government leadership; Chairperson of the National House of Traditional Leaders; Heads of Chapter 9 Institutions; The Governor of the Reserve Bank; Special international Guests especially the Chairperson of the African Union Commission, Mr Jean Ping; Former political prisoners and veterans; Members of the diplomatic corps; South African and foreign media; Fellow South Africans,

Dumelang, molweni, goeienaand, good evening, sanibonani nonke emakhaya!

Siyavuya ukuba nani ngobubusuku bubaluleke kangaka.

I stand before you this evening, 20 years since President Nelson Rolihlahla Mandela walked out of prison.

We have chosen this as the day to call this Joint Sitting of Parliament to deliver the State of the Nation Address, to celebrate a watershed moment that changed our country.

The release of Madiba was brought about by the resolute struggles of the South African people.

You will recall that the masses of this country, in their different formations, responded with determination to the call to make the country ungovernable and apartheid unworkable.

We are celebrating this day with former political prisoners who we have specially invited to join us. We welcome in particular those who have travelled from abroad to be here, Helene Pastoors, Michael Dingake from Botswana, Mr Andimba Toivo ya Toivo of SWAPO in Namibia.

We are pleased to be joined by members of the legal team in the Rivonia Treason trial – Lord Joel Joffe, who is now based in London and Judge Arthur Chaskalson.

We also remember and pay tribute to Mr Harry Schwarz, who sadly passed away last week. He was amongst other things, a member of the Rivonia defence team.

We extend our gratitude to our friends and comrades in the international community, for fighting side by side with us to achieve freedom.

We extend a special welcome to the Mandela family. They became a symbol of the sacrifices of many who bore the brunt of apartheid.

We greet the leadership of the ruling party and Alliance partners, for whom this is an extra special occasion.

Compatriots and friends,

On this special day, we must also acknowledge the contribution of those within the leadership of the National Party, who eventually realised that apartheid had no future.

Allow me to mention the role played by former President PW Botha. It was he who initiated the discussion about the possible release of political prisoners. President Botha worked with the former Minister of Justice, Mr Kobie Coetzee, who was in turn assisted by Dr Neil Barnard and Mr Mike Louw. They played a significant role in the process leading to the release of Madiba.

Honourable Members,

South Africa is yet to acknowledge in full, the critical role played by the former President of the ANC, Comrade Oliver Tambo, who laid the foundation for this country to become a shining example of freedom and democracy. It was his outstanding leadership, foresight and clarity of vision that led the ANC to intensify the pursuit of a negotiated settlement. His wisdom was also displayed in the Harare Declaration which he wrote and championed. It was this that laid the groundwork for the historic announcements by President FW de Klerk, 20 years ago. In this, President de Klerk demonstrated great courage and decisive leadership.

On this great day, let me also acknowledge the role played by the late Ms Helen Suzman. She was for a long time, a lone voice in Parliament, calling for change.

We also recognise the role of the leader of the Inkatha Freedom Party, Inkosi Mangosuthu Buthelezi, who also called for Madiba's release, as well as that of other prisoners and the return of exiles.

We reiterate our heartfelt gratitude to the international community for its unwavering support to our struggle.

These moments in our history demonstrate our ability to come together, even under the most difficult of circumstances, and to put the country's interests first above all other interests.

Deur saam te werk, kan ons meer bereik.

Honourable members,

During the course of this year, we will mark the centenary of the establishment of the Union of South Africa. This created a unitary state. Significantly, the exclusion of black people from this Union was one of the chief reasons for the formation of the African National Congress in 1912. As we mark this centenary later in the year, we should reflect on how far we have travelled as a country.

Honourable Members,

We recall the words of Madiba on his release, when he said: "I stand before you, not as a prophet but as a humble servant of you, the people. Your tireless and heroic sacrifices have made it possible for me to be here today. I therefore place the remaining years of my life in your hands." These words inspire us not to rest, until we achieve the ideals of a society free of poverty and deprivation.

In the two decades since the release of Madiba, our country has changed fundamentally.

President Mandela united this country behind the goal of a non-sexist, non-racial, democratic and prosperous South Africa.

As we celebrate Madiba's release today, let us recommit ourselves to building a better future for all South Africans, black and white. Let us pursue the ideal for which Madiba has fought his entire life - the ideal of a democratic and free society, in which all persons live together in harmony and with equal opportunities.

Honourable Members,

We called a joint sitting in the evening so that the majority in our country, workers and school children, can be part of the occasion. We are impressed by the enthusiasm of the youth about the occasion. Two hundred and sixty six children from all provinces participated in the pre-State of the Nation debate on the role of the youth in the fight against poverty. We congratulate the overall winner, Charlotte Le Fleur of Worcester Secondary School and all the participants for the hard work.

Compatriots and friends,

We are meeting against the backdrop of a global economic crisis. Last year, we experienced our first recession in 17 years. The crisis cost our economy about 900 000 jobs. Many of those who lost their jobs were the breadwinners in poor families. In February last year, government, business, labour and community representatives agreed on a package of measures to reduce the scale and impact of the crisis. We have put many of these measures in place. We have implemented decisive anti-recession spending by government, especially on infrastructure.

To ensure a safety cushion for the poor, we brought social grant increases forward, and extended the child support grant to children over 14 years of age. In the next three years, an additional two million children from poor households, aged 15 to 18 years, will benefit from the child support grant.

The Industrial Development Corporation has put aside R6 billion to help companies in distress.

Government introduced a “training lay-off scheme” to allow workers the option of a period of training instead of retrenchment. These efforts were enhanced by our public works programme. The nation will recall that during the 2009 State of the Nation Address, I announced that the Expanded Public Works Programme would create 500 000 work opportunities, by December 2009. Let me reiterate that these are not jobs in the mainstream economy. These are job opportunities created to provide unemployed people with an income, work experience, and training opportunities.

Honourable Members, Fellow South Africans,

We are pleased to announce that by the end of December, we had created more than 480 000 public works job opportunities, which is 97% of the target we had set. The jobs are in areas like construction, home and community based care, and environmental projects. We have identified some areas of improvement which we will effect going forward, including ensuring more labour intensive projects. We know that these and other measures cannot fully mitigate the effects of the recession.

We are grateful for the spirit of family, community and voluntary work that inspires many people to help those most affected by the crisis, through these difficult times.

Honourable Members,

Economic indicators suggest that we are now turning the corner. Economic activity is rising in South Africa, and we expect growth going forward. The labour statistics released on Tuesday, show that the economy is now creating jobs rather than shedding them. It is too soon, though, to be certain of the pace of recovery. Government will therefore not withdraw its support measures. Now is the time to lay the groundwork for stronger growth going forward, and for growth that gives rise to more jobs.

Our long-term infrastructure programme will help us grow faster.

Our education and skills programmes will increase our productivity and competitiveness.

Our Industrial Policy Action Plan and our new focus on green jobs, will build stronger and more labour absorbing industries.

Our rural development programme will improve rural productivity, and the lives of people living in rural areas.

Underpinning our strategy for economic recovery and growth, is our capital investment programme. Over the next three years government will spend R846 billion on public infrastructure.

On transport, we will maintain and expand our road network. We will ensure that our rail network is reliable, competitive and better integrated with our sea ports.

To ensure reliable power supply, we have established an Inter-Ministerial Committee on Energy, to develop a 20 year integrated resource plan. Among other things, this will look at the participation of independent power producers, and protecting the poor from rising electricity prices. We will establish an independent system operator, separate from Eskom Holdings. Eskom will continue to build additional generation capacity and improve the maintenance of its power stations.

To ensure the promotion of an inclusive economy, to aid growth and development, we have established the Broad-Based Black Economic Empowerment Advisory Council, chaired by the President.

The most urgent focus of policy change must be interventions to create jobs for young people. Unemployment rates for young people are substantially higher than the average. Proposals will be tabled to subsidise the cost of hiring younger workers, to encourage firms to take on inexperienced staff.

A further expansion of public employment programmes is also underway. This includes local infrastructure and literacy projects, home-based care, school maintenance and early childhood development initiatives.

Last year we launched the National Youth Development Agency. We have directed the Agency to work faster to establish its structures, throughout the country, so that it can assist us to mainstream youth development programmes within government.

Honourable Members,

When this administration came into office last year, we undertook to work harder to build a strong developmental state. We said it would be a state that responds to the needs and aspirations of the people, and which performs better and faster. This year, 2010, shall be a year of action.

The defining feature of this administration will be that it knows where people live, understands their needs, and responds faster. Government must work faster, harder and smarter. We will expect the executive and the public service to comply with this vision.

We are building a performance-oriented state, by improving planning as well as performance monitoring and evaluation.

We also need to integrate gender equity measures into the government's programme of action. This action will ensure that women, children and persons with disabilities can access developmental opportunities.

We are pleased to announce a new way of doing things in government. The work of Departments will be measured by outcomes, developed through our performance monitoring and evaluation system. The Ministers who are responsible for a particular outcome, will sign a detailed Delivery Agreement with the President. It will outline what is to be done, how, by whom, within what time period and using what measurements and resources.

As you are aware, we are committed to five priorities: education, health, rural development and land reform, creating decent work, and fighting crime. In addition, we will work to improve the effectiveness of local government, infrastructure development and human settlements.

We will undertake a number of key activities towards the achievement of these outcomes.

We have placed education and skills development at the centre of this government's policies. In our 2010 programme, we want to improve the ability of our children to read, write and count in the foundation years. Unless we do this, we will not improve the quality of education.

Our education targets are simple but critical. We want learners and teachers to be in school, in class, on time, learning and teaching for seven hours a day. We will assist teachers by providing detailed daily lesson plans. To students we will provide easy-to-use workbooks in all 11 languages. From this year onwards, all grade 3, 6 and 9 students will write literacy and numeracy tests that are independently moderated. We aim to increase the pass rate for these tests from the current average of between 35 and 40% to at least 60% by 2014. Results will be sent to parents to track progress. In addition, each of our 27 000 schools will be assessed by officials from the Department of Basic Education. This will be recorded in an auditable written report.

We aim to increase the number of matric students who are eligible for university admission to 175 000 a year by 2014. We urge parents to cooperate with us in making this a success. We welcome last month's statement by the three teacher unions, NAPTOSA, SADTU and SAOU, reaffirming their commitment to the Quality Learning and Teaching Campaign from the beginning of 2010.

Honourable Members,

We need to invest in our youth to ensure a skilled and capable workforce to support growth and job creation. We therefore plan to increase the training of 16-25 year olds in further education and training facilities. This will enable us to provide a second chance at education, for those who do not qualify for university. We are working with higher education institutions to ensure that eligible students obtain financial assistance, through the National Student Financial Aid Scheme.

We have also set ambitious targets for skills development, to produce additional engineers and technicians, and to increase the number of qualified mathematics and science teachers.

We must also increase the number of youth who enter learnerships in the private and public sectors.

Honourable members,

Another key outcome is to ensure a long and healthy life for all South Africans. We will continue to improve our health care system. This includes building and upgrading hospitals and clinics, and further improving the working conditions of health care workers. We have partnered with the Development Bank of Southern Africa to improve the functionality of public hospitals and their district offices. We are also collaborating with the DBSA and the Industrial Development Corporation, in a Public-Private Partnership programme to improve hospitals and provide finance for projects.

Honourable Members,

We must confront the fact that life expectancy at birth, has dropped from 60 years in 1994 to just below 50 years today. We are therefore making interventions to lower maternal mortality rates, to reduce new HIV infections and to effectively treat HIV and tuberculosis. We will also reduce infant mortality through a massive immunisation programme. We will reinstate health programmes in schools. We will implement all the undertakings made on World Aids Day relating to new HIV prevention and treatment measures. Intensive work is underway to ensure that this work is on schedule. We will also continue preparations for the establishment of a national health insurance system.

Fellow South Africans,

We are working hard to ensure that everyone in South Africa feels safe and is safe. We will take further our work to reduce serious and violent crimes, and ensure that the justice system works efficiently. We are implementing plans to increase the number of police men and women by 10% over the next three years. We have identified the fight against hijacking, business and house robberies, as well as contact crimes such as murder, rape, and assault, as top priorities. We all have a role to play. Let us participate in community safety forums. Let us stop buying stolen goods. Let us always be ready to provide the police with information about criminal activity.

Tshebedisano mmoho etla lwantsha botloko-tsebe.

Compatriots and esteemed guests,

Local government must work. Municipalities must improve the provision of housing, water, sanitation, electricity, waste management and roads. We held a meeting with mayors and municipal managers last year. This provided valuable insight into the challenges in local government. We also visited various communities and municipalities, including Balfour in Mpumalanga and Thembisa in Gauteng. After the Balfour visit, we sent a nine member Ministerial team to visit the area to address the issues that had been raised by the community. A number of issues have already received attention. I have directed the Ministers to attend to the outstanding matters. We reiterate, that there are no grievances that can justify violence and the destruction of property. We have directed law enforcement agencies to take a tougher stance on lawlessness in Balfour and other areas.

In December 2009, Cabinet approved a turnaround strategy for local government. This will ensure that local government has the correct management, administrative and technical skills. During this year of action, let us work together to make local government everybody's business.

We are working to upgrade well-located informal settlements and provide proper service and land tenure to at least 500 000 households by 2014. We plan to set aside over 6 000 hectares of well-located public land for low income and affordable housing. A key new initiative will be to accommodate people whose salaries are too high to get government subsidies, but who earn too little to qualify for a normal bank mortgage. We will set up a guarantee fund of R1 billion to incentivise the private banking and housing sector, to develop new products to meet this housing demand.

Bakwethu,

Ngonyaka odlule sathi, abantu basemakhaya nabo banelungelo lokuba nogesi, amanzi, izindlu zangasese ezigijima amanzi nemigwaqo.

Sathi kufanele babe nezindawo zezemidlalo kanye nezindawo zokuthenga ezinkulukazi eziphucuzekile njengasemadolobheni.

In this regard, we launched the first pilot site of the Comprehensive Rural Development Programme in Giyani, Limpopo in August last year. Since then, 231 houses have been built. Progress has also been made in providing infrastructure to support agricultural development, and training for community members. Access to health and education facilities has improved.

We are implementing similar programmes in seven sites across the country, benefiting 21 wards. By 2014, we aim to have sites in 160 wards. We want 60% of households in these sites to meet their food requirements from own production by 2014.

Kancane kancane kuze kulunge, phela bakwethu, kuthiwa nempandla iqala ngenhlonhlo.

We also need to better integrate land reform and agricultural support programmes. Our success in this area will be measured by the increase in the number of small scale farmers that become economically viable.

Honourable Speaker and Chairperson of the NCOP,

We are not a water rich country. Yet we still lose a lot of water through leaking pipes and inadequate infrastructure. We will be putting in place measures to reduce our water loss by half by 2014.

Honourable Members,

As part of our efforts to encourage greater economic growth, we are working to reduce the cost to communicate. The South African public can look forward to an even further reduction of broadband, cell phone, landline and public phone rates. We will work to increase broadband speed and ensure a high standard of internet service, in line with international norms.

Fellow South Africans,

This government will ensure that our environmental assets and natural resources are well protected, and are continually enhanced. Together with Brazil, India and China, and joined by the United States which represented the developed world, we made a significant contribution to the accord adopted at the Copenhagen Climate Change Summit in December last year. Although it does not go as far as required, it is an important step forward as it commits all countries to respond to climate change. We will work hard with our international counterparts towards a legally binding treaty. As South Africa we have voluntarily committed ourselves to specific emission reduction targets, and will continue working on our long term climate change mitigation strategy.

Honourable Members,

We will intensify efforts to promote the interests of South Africa globally. We will support efforts to speed up the political and economic integration of the SADC region, and promote intra-regional trade and investment.

South Africa continues to play a leading role in continental efforts to strengthen the African Union and its organs, and to work for unity. We will focus energy on revitalising the New Partnership for Africa's Development, as a strategy for economic development on the continent.

Fellow South Africans,

The public service has to respond to the call to make this term one of faster action and improved State performance. We require excellence and hard work. We need public servants who are dedicated, capable and who care for the needs of citizens. Government is already working on the development and implementation of a public service development programme, which will set the norms and standards for public servants in all spheres.

Honourable Members,

We continue our efforts to eradicate corruption and fraud in procurement and tender processes, and in applications for drivers' licences, social grants, and identity documents, among others. We are pleased with the progress government is making in some areas. This week, we terminated 32 687 fraudulent social grants payments, valued at R180 million. Our Inter-Ministerial Committee on Corruption is looking at ways to decisively defeat corruption.

Nga u shumisana rothe ringa bveledza zwinzhi.

Compatriots,

As you are aware, we introduced the Presidential Hotline to make government and the Presidency more accessible to the public, and to help unblock service delivery blockages. The Hotline represents our determination to do things differently in government. It has made a difference in the lives of many South Africans. We can mention Mrs Buziwe Ngaleka of Mount Frere, whose call about her late husband's pension was the first we took on the first day of the service. She is with us here tonight. We also have among us Mr Nkululeko Cele, who was helped to obtain identity documents which allowed him to enrol at Tshwane University of Technology. These are just two among many success stories. From these and other examples, we identify weaknesses that should be rectified by various spheres of government.

Through the Speaker, we have invited a multiparty delegation from Parliament to visit the call centre, so that MPs can get a first hand account of the work done.

Compatriots and friends,

I have outlined the main elements of our plans for 2010, our collective commitment as government to the people of South Africa. The State of the Nation Address provides a broad overview of our action plan. Ministers will provide the detail in their respective Budget Vote speeches.

Honourable Members, Fellow South Africans,

In November this year, we will mark the 150th anniversary of the arrival of Indians in South Africa. It provides an opportunity to recognise the important contribution of the Indian community in the fields of labour, business, science, sports, religion, arts, culture and the achievement and consolidation of our democracy.

Compatriots and friends,

Let me take this opportunity to once again extend our heartfelt condolences to the government and people of Haiti on the monumental tragedy that has befallen them. We are pleased that our rescue teams were able to go and assist. I would like to especially recognise one South African who never fails to assist in times of disasters, and helps us to promote the vision of a caring society. We welcome Dr Imtiaz Sooliman of the Gift of the Givers in this House.

Ladies and Gentlemen, Fellow South Africans,

The hosting of the FIFA World Cup makes 2010 truly a year of action. We have spent many years planning for this World Cup. We only have three months to go. And we are determined to make a success of it. The infrastructure, security and logistics arrangements are in place to ensure a successful tournament. As a nation we owe a debt of gratitude to the 2010 Local Organising Committee for their sterling effort. We wish the LOC Chairperson Irvin Khoza, CEO Danny Jordaan and Bafana Bafana coach Carlos Alberto Parreira all the best for the months ahead.

President Mandela was central in assisting the country to win the rights to host this great event. We therefore have to make the World Cup a huge success in his honour. Compatriots, let us also stand behind the national team Bafana Bafana.

Most importantly, ithikithi esandleni bakwethu!

Let us all buy tickets timeously to be able to attend the games.

Fellow South Africans,

As we celebrate Madiba's release today, we recommit ourselves to reconciliation, national unity, non-racialism and building a better future together as South Africans, black and white. We are guided by what Madiba said in the dock, that: "During my lifetime I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society, in which all persons live together in harmony, and with equal opportunities. It is an ideal which I hope to live for, and to achieve. But if needs be, it is an ideal for which I am prepared to die".

Inspired by our icon Madiba, it is my honour to dedicate this 2010 State of the Nation Address, to all our heroes and heroines, sung and unsung, known and unknown.

Let us work together to make this year of action a successful one for our country.

I thank you.

Issued by: The Presidency, 11 February 2010

MOVES AFOOT TO CHANGE THE STRUCTURE OF THE ECONOMY

Government's Economic Sector and Employment cluster is developing a three-year Industrial Policy Action Plan (IPAP) to help alter the structure of the economy.

Minister of Science and Technology Naledi Pandor said the new IPAP expands the first plan with more focus on scaling up the industrial policy interventions to alter the structure of the economy so that it supports decent work and sustainable livelihood.

She was speaking during the Economic Sectors and Employment cluster Programme of Action (PoA) media briefing. This is the first report on progress of the implementation of the PoA under the newly reconfigured economic cluster.

The cluster had begun to identify policy options to unblock the structural constraints that impact on the country's ability to grow an economy that can create more jobs.

In the automotive sector, which is the hardest hit by the current financial crisis, the roll-out of the Automotive Production Development Programme (APDP) has begun to facilitate growth and development of domestic components and vehicle manufacturing.

In this regard, Pandor said, the Automotive Investment Scheme (AIS) guidelines on the grant to both Original Equipment Manufacturers and component manufacturers is out for public comment.

“The scheme is meant to deepen the domestic automotive manufacturing industry.”

She said further work was underway to explore opportunities in the medium and heavy commercial vehicles value chain.

Meanwhile, the competitiveness programme was launched in the clothing and textile sector in April 2009. Further work is being done to finalise the architecture of a production incentive scheme which is aimed at preserving production capabilities and employment within the sector.

Source: www.skillsportal.co.za, 21 January 2010

MARKET TO GAIN COMPETITIVE ADVANTAGE

By Al Lautenslager

Getting ahead – and staying ahead – of the competition comes down to the benefits you offer.

There's a good chance that sometime this month you bought pizza. Think back to why you purchased from that particular restaurant. There was a reason – a very specific reason – whether you realised it or not. Maybe it was the taste, the location, the delivery speed, the price or some other value the restaurant offered you.

We choose one company's product or service over another's because it offers a benefit. This is the company's competitive advantage. Standing out, pushing past the competition and then staying ahead of the competition are all important marketing components of a successful business. To do that, you need to be clear on the unique benefits you offer.

Ask yourself, why do people buy from you?

- Does it make them feel good?
- Does it save them money?
- Does it make them smarter or help them avoid pain?

Then make a list of why customers buy your competitors' products and services. Think about as many competitors and their products and services as you can.

Once these lists are compiled, compare them. Notice what stands out – for you and your competition. Chances are, you're offering a benefit your competition isn't. And in many cases, your competition may be offering a benefit that you aren't.

Your unique benefits are your competitive advantage.

The more you have, the more your product or service will be preferred and then purchased. The point is to not be in a "me too" category or offer things that make the prospect say "so what?". You need to create an answer to the "so what?" question and stay out of the "me too" category.

Now you need to figure out what problem your product or service solves or what you can offer customers that no one else can. Determine what you can do faster, cheaper or better than the competition. And don't forget to understand what your competitor can solve, offer or do that you can't.

One last thing you can do to forge ahead of the competition is ask customers to identify your true benefits. Ask them why they buy from you. Ask them what complaints they have that may uncover a need the right benefit could satisfy. And ask about the competition and any complaints about them to uncover what your customers want that your competitors aren't providing.

These are just a few methods to gain competitive advantages. Benefits aren't always as obvious as you might think, so dig deep, get creative and involve customers. Then you'll gain a guerrilla competitive advantage.

Source: www.entrepreneurmag.co.za, 19 February 2010

5 STEPS TO BETTER ADVERTISING ROI

By Mitchell York

If you think that, because your business is small, you can advertise without having a defined marketing strategy, Ed Yeaker disagrees with you.

"In the acting business, there are no small parts, only small actors, and there is no small advertising plan, either," says Yeaker, president of Ed Yeaker Associates, Inc., Advertising and Marketing Services in White Plains, New York. "No matter the size of the business, ad budget or extent of activity, the advertising investment is always huge."

Yeaker, a former adjunct marketing instructor at Pace University offers five tips for small businesses that want to get more *kaching* out of their advertising,

1. Have a Clear Marketing Direction - and Stick to It

"Advertising helter-skelter just because of aggressive media sales reps, friends' suggestions, status and emotional appeals usually has little or no value, or even hurts the business," Yeaker says. "Every business, no matter the size, needs a planned approach to marketing-directed advertising that supports the company's goals and allows it to prosper."

The key elements of a solid plan should include:

- Situation analysis, including market data, consumer profile and attitudes, plus competitive appraisal;
- Assessment of problems and weaknesses along with opportunities and strengths;
- Review of the overall business and its financial goals; and
- Objectives, strategies and rationale for the money you're spending on advertising.

2. Distinctive Positioning

You must separate your business from competitors selling the same thing in a way that is meaningful, memorable and believable. Then you have to apply that identity consistently in every facet of your business and operation. Strong positioning is at the heart of effective creative strategy for advertising, but only if it is meaningful and memorable. Being believable is at the heart of advertising success. "The stronger the assertion, the greater the disbelief," Yeaker notes.

3. It's All About Customer Benefits

It's not what you have to sell, but what customers need that's important, even if the customer doesn't know (yet) that she needs it. And your advertising's focus doesn't end when you produce the commercial, print ad or Internet campaign. That's just the beginning. Understanding how customers use and experience your product should drive your ongoing promotion. Yeaker notes, for example, that some bedroom furniture manufacturers advertise the benefit of their materials and construction, emphasizing durability. But when he designed a campaign for a client in this space, the consumer promise was "sweet dreams", because research showed a good night's sleep was the key emotional benefit of the product. "Sure, they want a good product and a fair price, but first things first when you're trying to get their attention," he says.

4. Integrate All Promotional Activity

Yeaker suggests you take a top-down approach to your advertising strategy so you get results greater than the sum of the parts. Rather than initially focusing on the individual components of an ad campaign - the media where the ad will run, the creative concept, the price you'll pay, the number of customers you will convert, and fitting together all the different types of ads and promotions - think first about the problem you are solving for your business. This is a typical "forest and trees" issue: if you center your attention on the mechanics of advertising and promotion and how well they look and sound individually, you may miss the opportunity (which is really a necessity) of making sure they all add up to a well-integrated whole that delivers new profits for your business. Taking a top-down approach assures "a cohesive look and attitude so that each of your ads is instantly recognized as being uniquely yours in every application, from print media advertising to TV and radio, from mailings to telemarketing, plus sales literature and especially, Internet marketing," Yeaker says.

5. Accountable Performance

At its heart, advertising is an experiment. You can't have perfect knowledge of what will work, so it's critical to test your assumptions. There are a couple of key ways to measure and analyze advertising to make it accountable:

- Creative development, with some preliminary research to confirm viable appeals and offers, followed by testing of different messages and executions;
- Testing different messages within each media you use;
- Testing the demographics and psychographics of the lists you use for direct mail and telemarketing; and
- Testing media in print and broadcast - each with virtually infinite variations and combinations.

While all this testing and preparation may sound complex and expensive to do, it's actually much cheaper than doing what most small businesses do: winging it.

Source: www.about.com, 1 February 2010

10 TIPS FOR BEING A GREAT LEADER

1. **Know yourself.** Understand your strengths and weaknesses. Leaders are self-reflective, and don't make promises you can't keep.
2. **Don't be afraid to ask others for help.** No one has all the answers. Reach out and expand the knowledge base available to solve problems.
3. **Invest in others.** Leaders win loyalty through their generosity to others. Give and you will get.
4. **Recruit people around you who are smarter than you are.** A chain is only as strong as its weakest link. Forge the strongest possible team.
5. **Learn how to run effective meetings.** Find out what you have to know before, during and after meetings to become an effective chair and contributor.
6. **Be prepared.** Complaining is for the birds. Don't risk compromising your credibility and authority by entering into a situation without appropriate research and advance preparation.
7. **Maintain a professional tone in all communication.** Assume that every e-mail, memorandum, letter or just advice you give will become part of the public record. In an age of transparency and access to information, this may very well turn out to be the case.
8. **Stay positive.** People turn to leaders for inspiration and a reason to believe. Give them the positive energy they need to keep going, no matter what.
9. **Have a vision.** Leaders are people who raise the bar. Keep your vision moving forward, and think creatively.
10. **It's not about you.** Everyone wants to be liked, but there is nothing worse than being described as a nice person but an ineffectual leader. Forget your ego, and get the job done. People will admire you all the more for it.

Source: Trevor Ketler Presentations newsletter, 1 February 2010

KEY TO EVENTS		
Events in Johannesburg	Events in Cape Town	Events in KZN
Events in the Eastern Cape		Events in the Free State
Events in Mpumalanga and Limpopo		Events in Pretoria

MARCH 2010 – WEEK 1

<i>Monday (01/03)</i>	<i>Tuesday (02/03)</i>	<i>Wednesday (03/03)</i>	<i>Thursday (04/03)</i>	<i>Friday (05/03)</i>
Communication & Presentation Skills, Cape Town, (011) 678-2443	The 3-day MBA, Johannesburg, 0861 ASTROT (278 768)			
Effective Business Writing Skills, Johannesburg, (011) 678-2443		Communication & Presentation Skills, Johannesburg, (011) 678-2443		
Team Building, Cape Town, (011) 678-2443	Minute Taking for Meetings, Johannesburg, (011) 704-0720/4	Finance for Non-Financial Managers, Cape Town, (011) 678-2443		
Management 1, Benoni, (011) 442-4334			Telephone Etiquette, Cape Town, (011) 678-2443	
Succeeding as a First Time Supervisor, Johannesburg, (011) 485-2150	Situational Leadership, Cape Town, (011) 442-4334	Professional Report Writing Skills, Johannesburg, (011) 704-0720/4		
	Talent Managing and Succession Planning, Cape Town, (021) 979-5172	Work/Life Balance Programme for Managers, Cape Town, (021) 979-5172		
	Remuneration Strategy and Salary Structuring, Johannesburg, (011) 726-3040	EE Workshop, Johannesburg, (011) 726-3040		
Practical Skills for Office Managers/Team Leaders, Johannesburg, (011) 582-3300	Achieving Sales on the Telephone, Cape Town, (011) 461-6453	Powerful Conversations for New Leaders, Johannesburg, 082 923 0774	Achieving Sales on the Telephone, Pretoria, (011) 461-6453	
Power Negotiation, Johannesburg, (041) 776-1189	Project Management for Non-Project Managers, Johannesburg, (011) 582-3200			
Business Writing for Office Professionals, Randburg, (011) 431-1533	The Ultimate Sales Manager, Johannesburg, (011) 582-3200			
Train the Trainer, Johannesburg, (011) 315-2913		Power Negotiation, Cape Town, (041) 776-1189		
	New Companies' Act Masterclass, Johannesburg, (011) 771-7000	Presentation Skills, Cape Town, (011) 468-1320		
	Effective Public Relations, Johannesburg, (011) 771-7000			
	Moderator Training Programme, Pretoria, (012) 653-2407			
	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Cape Town, (021) 979-5172	Business Writing for Office Professionals, Durban, (011) 431-1533		
Assertiveness & Confidence at Work, Johannesburg, (011) 431-1533		Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Cape Town, (021) 979-5172		
	Leadership – Influencing People Under Your Direction and Care, Johannesburg, (011) 485-2150	Achieving Sales on the Telephone, Sandton, (011) 461-6453	Achieving Sales on the Telephone, Bloemfontein, (011) 461-6453	
	Achieving Sales on the Telephone, Durban, (011) 461-6453	Achieving Sales on the Telephone, Port Elizabeth, (011) 461-6453		

MARCH 2010 – WEEK 2

<i>Monday (08/03)</i>	<i>Tuesday (09/03)</i>	<i>Wednesday (10/03)</i>	<i>Thursday (11/03)</i>	<i>Friday (12/03)</i>
Effective Sales, Cape Town, (011) 678-2443		The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)		
Personal Mastery: Identifying your passion and purpose, Johannesburg, (011) 678-2443	Leadership – Influencing People under your Direction and Care, Cape Town, (011) 485-2150	The High Performance PA or Administrator: Essential Skills, Cape Town, 0861 ASTROT (278 768)		
		Effective Business Writing Skills, Cape Town, (011) 678-2443		
Finance for Non-Financial Managers, Durban, (011) 678-2443				
Human Resources Management, Johannesburg, (011) 678-2443				
Quality Customer Service, Cape Town, (011) 704-0720/4	Strategic Planning & Change Management, Johannesburg, (011) 678-2443			
Strategic Planning & Change Management, Cape Town, (011) 678-2443		Project Management for Non-Project Managers, Cape Town, (011) 704-0720/4		
Essential Office Skills, Cape Town, (021) 685-7726				
People Management & Leadership, Pretoria, (011) 704-0720/4		Telephone Excellence, Pretoria, (011) 704-0720/4		
Performance Management, Cape Town, (011) 485-2150		Succeeding as a First-time Supervisor, Cape Town, (011) 485-2150	Innovative Retention Strategies for Generation X and Y Knowledge Workforce, Johannesburg, (021) 979-5172	
Power Negotiation, Port Elizabeth, (041) 776-1189			Assertiveness & Conflict Resolution for Managers, Johannesburg, (011) 771-7000	
	Emotional Intelligence at Work, Benoni, (011) 442-4334			
Business Administration, Midrand, (012) 991-6668/2590				
Professional Telephone Skills and Etiquette, Johannesburg, (012) 991-6668/2590	Events Management, Midrand, (012) 991-6668/2590			
Recruitment, Interviewing and Selection of High Performance Employees, Johannesburg, (012) 991-6668/2590	Are Your Selling Skills Ready for the Challenges of 2010?, Johannesburg, (011) 787-6781	The Success Behind Effective Teams, Cape Town, (011) 485-2150	Changes and Dangers in Labour Law, Johannesburg, 084 521 7492	
	Work/Life Balance Programme for Managers, Johannesburg, (021) 979-5172			
Graphs, Statistics and Numerical Reporting for PAs and Administrators, Johannesburg, (011) 582-3300	Project Management, Midrand, (011) 468-1320			
	Corporate Governance, Johannesburg, (011) 582-3200			
Practical Project Management for PAs and Administrators, Johannesburg, (011) 582-3300	Master the Art of Negotiation: To Win & Close Deals, Cape Town, (011) 454-55-5			
Assessment, Moderation and Evaluation, Johannesburg, (011) 315-2913				
Project Management, Cape Town, (011) 468-1320				
Advanced Facilitation Skills, Pretoria, (012) 653-2407				
Project Management, Cape Town, (021) 462-7902				
Business Writing for Office Professionals, Cape Town, (011) 431-1533	Certificate Course in Office Administration, Pretoria, 0861 123 779	Competency-Based Recruitment and Interviewing Skills with new module on Employing People with Disabilities, Johannesburg, (021) 979-5172		
Measuring ROI of Training, Johannesburg, (011) 726-3040				
	Innovative On-Boarding (Induction & Orientation) Practices for Organisations, Johannesburg, (021) 979-5172	Are Your Selling Skills Ready for the Challenges of 2010?, Cape Town, (011) 787-6781		
Assertiveness & Confidence at Work, Durban, (011) 431-1533				
		The Professional Office Administrator, Johannesburg, (011) 431-1533		
	B-BBEE Champions Cours, Johannesburg, (011) 442-2433			
	Preferential Procurement Workshop, Johannesburg, (011) 442-2433	B-BBEE for Human Resource Professionals, Johannesburg, (011) 442-2433		

MARCH 2010 – WEEK 3

<i>Monday (15/03)</i>	<i>Tuesday (16/03)</i>	<i>Wednesday (17/03)</i>	<i>Thursday (18/03)</i>	<i>Friday (19/03)</i>
Quality and Customer Service, Cape Town, (011) 678-2443	The High Performance PA or Administrator: Essential Skills, Johannesburg, 0861 ASTROT (278 768)			
Advanced Project Management, Johannesburg, (011) 678-2443				
Supervisory Management, Johannesburg, (011) 678-2443			Frontline Customer Service, Johannesburg, (011) 678-2443	Stress Management, Cape Town, (011) 678-2443
Professional Report Writing Skills, Cape Town, (011) 704-0720/4				
Human Resources Management, Cape Town, (011) 678-2443				
	Fighting Absenteeism (half day), Cape Town, (021) 685-7726	Project Management, Cape Town, (011) 678-2443		
	Negotiating for Results, Johannesburg, (011) 704-0720/4		Creative Debt Collecting, Centurion, (012) 991-6668/2590	Stress Management, Johannesburg, (011) 678-2443
	New Consumer Protection Act, Johannesburg, (011) 454-5505	Managing Time for Results, Durban, (011) 704-0720/4	Professional Report Writing Skills, Durban, (011) 704-0720/4	
Why Implement a Balanced Scorecard?, Johannesburg, (011) 771-7000				
	Situational Leadership, Benoni, (011) 442-4334		Preferential Procurement, Johannesburg, (011) 726-3040	Presentation Skills, Midrand, (011) 468-1320
Strategic Planning, Benoni, (011) 442-4334		Project Managements, Midrand, (012) 991-6668/2590		
Minute Taking and Speed Writing, Johannesburg, (012) 991-6668/2590			Brain Building, Centurion, (012) 991-6668/2590	Stress Management, Johannesburg, (012) 991-6668/2590
Time Management, Centurion, (012) 991-6668/2590			Submitting Winning Tenders, Cape Town, (011) 454-55-5	
	Computer Typing, Midrand, (012) 991-6668/2590			
The Balanced Scorecard Bootcamp, Johannesburg, (011) 771-7000				
	Breakfast with Mervyn King, Johannesburg, (011) 726-3040	Emotional Intelligence: The Key to Personal Excellence and Effective Leadership, Johannesburg, (011)582-3200		
Learning Programme Design and Materials Development, Johannesburg, (011) 315-2913				
Train the Trainer, Midrand, (011) 468-1320				Performance Management – Unlocking Potential, Johannesburg, (011) 485-2150
	Directors' Forum, Johannesburg, (011) 771-7000			
Customer Service, Johannesburg, (011) 771-7000			The Professional Office Administrator, Cape Town, (011) 431-1533	
Design and Develop OB LM and Assessment Design (Combined), Gauteng, (012) 653-2407				
Assertiveness & Confidence at Work, Cape Town, (011) 431-1533				
The Professional Office Administrator, Durban, (011) 431-1533			Are Your Selling Skills Ready for the Challenges of 2010?, Durban, (011) 787-6781	
	BEE Scorecard Optimisation, Johannesburg, (011) 483-1195			

MARCH 2010 – WEEK 4

<i>Monday (22/03)</i>	<i>Tuesday (23/03)</i>	<i>Wednesday (24/03)</i>	<i>Thursday (25/03)</i>	<i>Friday (26/03)</i>
HUMAN RIGHTS DAY	Frontline Customer Service, Durban, (011) 678-2443		Communication & Presentation Skills, Durban, (011) 678-2443	
		Situational Selling, Benoni, (011) 442-4334		Frontline Customer Service, Cape Town, (011) 678-2443
	Emotional Intelligence & Personal Mastery, Durban, (011) 678-2443			Effective Sales, Johannesburg, (011) 678-2443
		Labour Relations and Effective Discipline, Johannesburg, (011) 678-2443		Team Building, Johannesburg, (011) 678-2443
		Project Management, Durban, (011) 678-2443		
	Telephone Etiquette, Johannesburg, (011) 678-2443			Quality and Customer Service, Johannesburg, (011) 678-2443
				Supervisory Management, Cape Town, (011) 678-2443
				Supervisory Management, Durban, (011) 678-2443
				Women in Management, Cape Town, (011) 678-2443
		Project Management for Non-Project Managers, Johannesburg, (011) 704-0720/4		Perfect Presentation Skills, Pretoria, (011) 704-0720/4
				Quality Customer Service, Johannesburg, (011) 704-0720/4
		Innovative Coaching and Mentoring Practices for Managers, Johannesburg, (021) 979-5172		Business Presentation Skills, Midrand, (012) 991-6668/2590
				Stress Management, Johannesburg, (012) 991-6668/2590
		Chairing Disciplinary Hearings, Johannesburg, (011) 726-3040		English, Pretoria, (012) 991-6668/2590
		Developing a Business Risk Management Programme, Johannesburg, (011) 726-3040		On-Boarding Practices for New Managers: The Frist 100 Days, Johannesburg, (021) 979-5172
		Negotiation Skills, Midrand, (011) 468-1320		Time Management, Midrand, (011) 468-1320
		Presentation Skills Johannesburg, (011) 771-7000		
		Management & Leadership Development for Women Summit, Johannesburg, (011) 771-7000		
		Coaching and Mentoring Programme, Pretoria, (012) 653-2407		
		Innovative Retention Strategies for Generation X and Y Knowledge Workforce, Johannesburg, (021) 979-5172		Advanced Facilitation & Training Techniques, Johannesburg, (021) 979-5172
		Becoming the Best Team Secretary or Administrator, Johannesburg, (011) 582-3300		
		Train the Trainer: How to Bring Training to Life, Johannesburg, (011) 582-3200		
			The Practical Implementation of BEE, Cape Town, (011) 483-1195	

MARCH 2010 – WEEK 5

<i>Monday (29/03)</i>	<i>Tuesday (30/03)</i>	<i>Wednesday (31/03)</i>	<i>Thursday (01/04)</i>	<i>Friday (02/04)</i>
Finance for Non-Financial Managers, Johannesburg, (011) 678-2443			Managing Time for Results, Johannesburg, (011) 704-0720/4	GOOD FRIDAY
Project Management, Johannesburg, (011) 678-2443				
	Quality and Customer Service, Durban, (011) 678-2443		Secrets to Selling, Midrand, (011) 468-1320	
Women in Management, Johannesburg, (011) 678-2443				
Supervisory Skills, Cape Town, (011) 704-0720/4				
Facilitation Skills, Johannesburg, (012) 991-6668/2590				
Excel Applications in Financial Management and Modelling, Johannesburg, (011) 726-3040				
Report Writing, Johannesburg, (011) 771-7000				
Skills Development Facilitator Programme, Pretoria, (012) 653-2407				
	Assessor Training Programme, Pretoria, (012) 653-2407			

APRIL 2010 – WEEK 1

<i>Monday (05/04)</i>	<i>Tuesday (06/04)</i>	<i>Wednesday (07/04)</i>	<i>Thursday (08/04)</i>	<i>Friday (09/04)</i>
EASTER MONDAY	Professional Report Writing Skills, Pretoria, (011) 704-0720/4		Negotiating for Results, Pretoria, (011) 704-0720/4	
	Presentation Skills, Midrand, (011) 468-1320			Emotionally Intelligent Leadership, Cape Town, (011) 704-0720/4
			English, Pretoria, (012) 991-6668/2590	
		Mastering Confidence, Influence and Assertiveness Skills, Johannesburg, (011) 582-3300		
		Project Management, Midrand, (011) 468-1320		
		Moderator Training Programme, Pretoria, (012) 653-2407		
	Bridging the Gap: From Technical Person to Manager, Johannesburg, (011) 582-3200			

APRIL 2010 – WEEK 2

<i>Monday (12/04)</i>	<i>Tuesday (13/04)</i>	<i>Wednesday (14/04)</i>	<i>Thursday (15/04)</i>	<i>Friday (16/04)</i>
		Business Writing Skills, Cape Town, (021) 685-7726		
People Management & Leadership, Johannesburg, (011) 704-0720/4			Brilliant Business Writing Skills, Johannesburg, (011) 704-0720/4	
Mastering Minutes and Meeting Protocol, Johannesburg, (011) 582-3200		Managing Time for Results, Cape Town, (011) 704-0720/4	The Practical Implementation of BEE, Durban, (011) 483-1195	Minute Taking for Meetings, Pretoria, (011) 704-0720/4
	Speedwriting, Midrand, (012) 991-6668/2590	Emotionally Intelligent Leadership, Pretoria, (011) 704-0720/4		
			Telephone Excellence, Cape Town, (011) 704-0720/4	
Finance for Non-Financial Staff, Johannesburg, (011) 442-4334			Etiquette, Professionalism and style, Johannesburg, (012) 991-6668/2590	
Train the Trainer, Durban, (011) 468-1320				
		Effective Communication and Interpersonal Skills, Midrand, (012) 991-6668/2590		
			Presentation Skills, Durban, (011) 468-1320	
	Advanced Facilitation Skills, Pretoria, (012) 653-2407			
	Finance 101 for PA's and Administrators, Johannesburg, (011) 582-3300			

APRIL 2010 – WEEK 3

<i>Monday (19/04)</i>	<i>Tuesday (20/04)</i>	<i>Wednesday (21/04)</i>	<i>Thursday (22/04)</i>	<i>Friday (23/04)</i>
Effective Use of the Telephone, Durban, (011) 485-2150	Professional Telephone Skills, Cape Town, (021) 685-7726	Minute Taking for Meetings, Cape Town, (011) 704-0720/4	Brilliant Business Writing Skills, Cape Town, (011) 704-0720/4	
			Brilliant Business Writing Skills, Durban, (011) 704-0720/4	
	Telephone Excellence, Johannesburg, (011) 704-0720/4		Supervisory Skills, Pretoria, (011) 704-0720/4	
	More Hours in Your Day, Durban, (011) 485-2150	The Psychology of Customer Service, Durban, (011) 485-2150	Manager's Mistakes, Durban, (011) 485-2150	Sell – Don't Tell, Durban, (011) 485-2150
Customer Service Excellence, Pretoria, (012) 991-6668/2590		IT and the Law, Johannesburg, (011) 582-3200		
	The Crucial Role of Good Governance for a Sustainable African Future, Cape Town, http://www.governance.usb.ac.za/events_bbla_conference.htm		English, Pretoria, (012) 991-6668/2590	
Business Report Writing and Communication Skills, Pretoria, (012) 991-6668/2590				
	Anger Management, Johannesburg, (012) 991-6668/2590			
Emotional Intelligence at Work, Cape Town, (011) 442-4334				
	Working with Social Styles, Benoni, (011) 442-4334			
	Supervisory Skills, Midrand, (011) 468-1320			
New Manager's Development Programme, Bellville, (021) 918-4488/4344				

APRIL 2010 – WEEK 4

<i>Monday (26/04)</i>	<i>Tuesday (27/04)</i>	<i>Wednesday (28/04)</i>	<i>Thursday (29/04)</i>	<i>Friday (30/04)</i>
Coaching and Mentoring, Pretoria, (012) 991-6668/2590			Quality Customer Service, Pretoria, (011) 704-0720/4	
	FREEDOM DAY	Assessor Training Programme, Pretoria, (012) 653-2407		

MAY 2010 – WEEK 1

<i>Monday (03/05)</i>	<i>Tuesday (04/05)</i>	<i>Wednesday (05/05)</i>	<i>Thursday (06/05)</i>	<i>Friday (07/05)</i>
English, Pretoria, (012) 991-6668/2590		People Management, Cape Town, (021) 685-7726		
	Project Management for Non-Project Managers, Pretoria, (011) 704-0720/4		Perfect Presentation Skills, Johannesburg, (011) 704-0720/4	
		Minute Taking for Meetings, Durban, (011) 704-0720/4	Perfect Presentation Skills, Durban, (011) 704-0720/4	
			The Success Behind Effective Teams, Johannesburg, (011) 485-2150	
The PA MBA, Johannesburg, (011) 582-3300				
	Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590			
		Facilitation Skills, Midrand, (012) 991-6668/2590		
	Situational Leadership, Durban, (011) 442-4334			
Advanced Financial Modelling, Johannesburg, (011) 771-7000				
Finance for Non-Financial Managers, Cape Town, (021) 462-7902				

MAY 2010 – WEEK 2

<i>Monday (10/05)</i>	<i>Tuesday (11/05)</i>	<i>Wednesday (12/05)</i>	<i>Thursday (13/05)</i>	<i>Friday (14/05)</i>
Negotiating for Results, Cape Town, (011) 704-0720/4		Event Management, Cape Town, (021) 685-7726		
Emotionally Intelligent Leadership, Johannesburg, (011) 704-0720/4		People Management & Leadership, Cape Town, (011) 704-0720/4		
Professional Switchboard, Reception and Frontline Skills, Johannesburg, (011) 582-3300		Managing Time for Results, Pretoria, (011) 704-0720/4		Stress Management, Pretoria, (012) 991-6668/2590
Create and Deliver Dynamic Business Presentations, Johannesburg, (011) 582-3300		Business Communication and Report Writing, Johannesburg, (011) 582-3200		
		Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590		
Project Managements, Johannesburg, (012) 991-6668/2590				
Conflict Management, Benoni, (011) 442-4334		Finance for Non-Financial Managers, Johannesburg, (011) 582-3200		
		Business Contracts & SLAs, Johannesburg, 0861 ASTROT (278 768)		

MAY 2010 – WEEK 3

<i>Monday (17/05)</i>	<i>Tuesday (18/05)</i>	<i>Wednesday (19/05)</i>	<i>Thursday (20/05)</i>	<i>Friday (21/05)</i>
Managing Your Time, Benoni, (011) 442-4334	Interpreting Financial Statements, Cape Town, (021) 685-7726	Labour Relations and Labour Law, Johannesburg, 0861 ASTROT (278 768)		
		Planning & Managing a Budget, Cape Town, (021) 685-7726	Supervisory Skills, Johannesburg, (011) 704-0720/4	
			English, Pretoria, (012) 991-6668/2590	
Perfect Presentation Skills, Cape Town, (011) 704-0720/4		Advanced Problem Solving, Johannesburg, 0861 ASTROT (278 768)		
	Brilliant Business Writing Skills, Pretoria, (011) 704-0720/4			
The Secrets of Debt Collection Success, Johannesburg, (011) 582-3300		IT Contracts & SLAs, Johannesburg, (011) 582-3200		
		Management for New Managers, Johannesburg, (011) 582-3200		
	Situational Leadership, Benoni, (011) 442-4334		Business Management and Leadership Excellence, Pretoria, (012) 991-6668/2590	
Negotiation Skills, Midrand, (011) 468-1320			Professional Telephone Skills and Etiquette, Pretoria, (012) 991-6668/2590	
		Design and Develop OM LM and Assessment Design (Combined), Pretoria, (012) 653-2407		

MAY 2010 – WEEK 4

<i>Monday (24/05)</i>	<i>Tuesday (25/05)</i>	<i>Wednesday (26/05)</i>	<i>Thursday (27/05)</i>	<i>Friday (28/05)</i>
The Total Team Leader, Johannesburg, (011) 582-3300		Being Assertive!, Cape Town, (021) 685-7726		
	People Management & Leadership, Pretoria, (011) 704-0720/4		Professional Report Writing Skills, Johannesburg, (011) 704-0720/4	
	Minute Taking for Meetings, Johannesburg, (011) 704-0720/4		People Management for New Managers, Johannesburg, (011) 582-3200	
		Business Process Management, Johannesburg, (011) 771-7235		
Business Presentation Skills, Johannesburg, (012) 991-6668/2590				
	Time Management, Midrand, (012) 991-6668/2590			
Business Writing: The Unwritten Rules, Johannesburg, (011) 582-3300				
The Complete PA, Johannesburg, (011) 582-3300				
Presentations that Work, Benoni, (011) 442-4334				
	Emotional Intelligence at Work, Benoni, (011) 442-4334			
	BEE Essentials, Johannesburg, (011) 771-7000			