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**government
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OLDMUTUAL

Communicating for the benefit of all South Africans

The dissemination of key messages on government's service delivery record and new developments affecting our people remains a top priority for government.

The right to access to information remains every citizen's Constitutional right and it is important for government communicators to take every opportunity to ensure that information reaches all citizens. This is a non-negotiable.

In this regard, one of the most exciting developments to look forward to will be the finalisation of the national communications policy during this financial year.

The primary objective of the policy is to ensure that communication across the three spheres of government is well coordinated, effectively managed and responsive to the diverse information needs of the public.

Government Communication and Information System (GCIS) continues to professionalise the communications machinery by building a reliable knowledge base and enhancing communication products.

This year GCIS will intensify its training of communicators to strengthen strategic government communication in provincial and local government.

The desirable outcome of the training will be to ensure that government speaks with one voice. This is very important, and we will support the work of GCIS to ensure that all citizens are informed about government programmes and projects.

We will also continue to motivate for additional financial resources to support the important work of communicating government's record of delivery in service of all our people.

GCIS has made significant strides in implementing development communication through direct, unmediated communication through the Izimbizo Programme of government.

This work is premised on communication research, which ensures that government messages reach the majority of South Africans.

Solid progress has also been made in maintaining

and strengthening a well-functioning cluster communication system that is the backbone in driving government's information programme, including the fostering of sound stakeholder relationships and partnerships.

Likewise, the Siyahlola Presidential Monitoring Programme has proven to be a success as it has brought our people closer to their leaders and allowed them to voice their service delivery concerns directly to our principals.

We are a government that listens, and the quality of any communications system is one that informs itself by lending its ear to its people.

While our communications will continue to be amplified through our traditional communications platforms, we are increasing our footprint in new media.

GCIS launched the South African Government app



ahead of the State of the Nation Address.

The app has helped to increase government's reach to those that consume information through their mobile devices on a daily basis.

This is indeed a milestone and adds to government's efforts to digitise its communications strategy.

The launch of the mobile app compliments the recent launch of government's Mxit platform, which allows the public service to dynamically engage with our younger population who occupy the social media space.

No institution today can afford to miss the social media boat as information on these platforms exchange hands faster than the traditional broadcast and print media break stories.

With regards to print and broadcast media, in the year ahead, transformation and media diversity will become one of the important areas we will focus on.

Let me start with the commercial media. As is the case with many sectors in the communications space, the print media has to have its own charter.

In this regard, the department will approach Parliament to consider holding an inquiry on how the print media can develop its own media transformation charter.

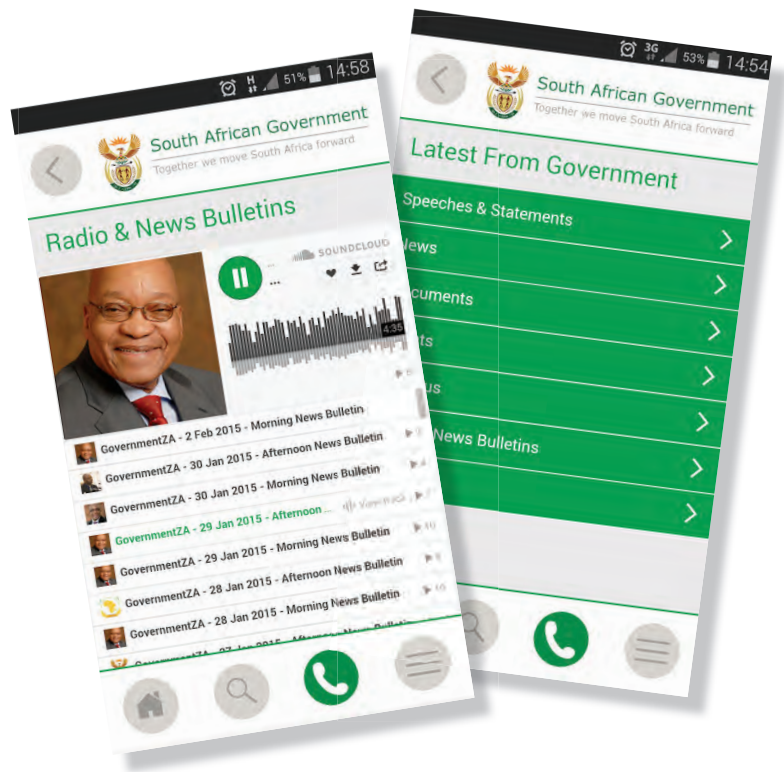
It is only through this process that we will be able to bring about transformation and change the tide in the print media.

The charter should not only look at media ownership, but should also look at other important matters like the working conditions and the career progression of junior journalists, especially black journalists.

As far as community media is concerned, I have held extensive consultations with various representatives from community media and the concerns that they have expressed are similar.

While they remain our key partners in communicating the South African stories to the communities, they are faced with major challenges as far as sustaining themselves is concerned.

This includes challenges around skills development, governance, reliance on media brokers and inadequate human resource.



The elephant in the room during our consultations was them being unable to sustain themselves financially.

We will continue to support community radio with equipment and infrastructure but it is clear that the current funding model is not sustainable.

I have since relayed this concern to Parliament's Portfolio Committee on Communications, and one of the proposals to come forward is that all spheres of government, especially provincial and local government, need to forge stronger ties with community media.

Most of the government messages that need to be communicated are very local.

For example, if a mayor wants to communicate details of a council meeting to residents, advertise a vacancy or invite members of the public to provide a service, then such message needs to be communicated at a local level.

What will help in this regard is for local, provincial and national government, as well as state-owned entities, to channel their advertising spend to support community media on matters that are targeted at our local communities.

Finally, by the time you read this, the department would have finalised its planned public awareness campaign on digital migration. This is a key project for South Africa. While we are consulting Cabinet on a switch-on date as far as switching over to the digital broadcast signal is concerned, we hope to commence with the migration process in the second half of this year. 📻

Social cohesion: Together we can overcome

Those who were fortunate enough to live through the momentous months leading up to the first democratic election in 1994 will never forget the tangible feeling of change that swept through the country.

Many would no doubt have assumed that democracy would bring an end to the artificial social, racial and cultural divides which were inculcated by the apartheid state.

Looking back 21 years later it is easy to see how those who lived through the change would have assumed that democracy would cure all ills.

A similar sense of euphoria swept through the nation during the 2010 FIFA World Cup™. During that magical month South Africans of all persuasions came together and celebrated as one. Our everyday problems were cast aside as we rallied behind a shared dream of hosting a successful African World Cup.

But like the elation that greeted our triumphant march to democracy, it could not be sustained for very long.

On both occasions we could not sustain the feeling of euphoria over the long term because our nation is still grappling with the sins of the past which continue to shape our shared future.

Now more than ever South Africans need to have a serious conversation about our social cohesion or lack thereof.

Having just celebrated 60 years of

the Freedom Charter, we need to test how far we have progressed in uniting our people against racism, xenophobia, Afrophobia, sexism, homophobia and other intolerances.

Ultimately our common goal should be to promote inclusive nation building and social cohesion. At this point some may rightly be asking, what is social cohesion?

At its most basic level social cohesion is about better understanding our shared history, no matter how painful it may be. It is also about building a strong society where South Africans are united in our diversity.

We must do more to ensure that the inequalities, exclusions and disparities which still exist are minimised. These are most often based on ethnicity, gender, class, nationality, age and disability. For society to be truly socially cohesive any distinctions which engender divisions, distrust or conflict must be reduced and eventually eliminated.

Greater social cohesion is within our grasp. It starts with the Constitution as our guide, and systematically working towards eradicating divisions and injustices.

We must push for a recognition of shared symbols and values; and promote a countrywide conscious sense of being proudly South African. There are many more things that unite us than things which divide us.

Change begins with you and I. It resides in a willingness to ensure greater daily interactions with diverse fellow South Africans. By talking to each other, by honestly discussing our debilitating history and our shared future we will build social cohesion.

Now is the time for all South Africans to join the conversation. Ultimately we all want a nation that is defined by greater social interaction, cooperation and solidarity. This shared vision is within our grasp. Together we can ensure that the national sense of identity, unity and pride that we felt in 1994 and again in 2010 can endure for generations to come. 🌐

Acting Director-General
Donald Liphoko.

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Minister of Communications Faith Muthambi.

Department of Communications: A new department, new possibilities

Minister of Communications Faith Muthambi can be proud of the achievements that the Department of Communications has made over the past 12 or so months, especially since it was only established little more than a year ago and has had to align the vision of what used to be five separate entities.

The theme of the Minister's recent Budget Vote, 'A new department: New possibilities', highlighted the achievements of the entities now under her leadership – Brand South Africa (Brand SA), Film and Publication Board (FPB), Independent Communications Authority of South Africa (ICASA), Media Development and Diversity Agency (MDDA) and the South African Broadcasting Corporation (SABC).

Government Communication and Information System (GCIS) also reports to the Minister.

"A year has passed and it's an exciting moment! Our department is fully established and running. We have brought all of these

entities together and have aligned their mission. Our department is not only fully functioning, but also recently delivered its first Budget Vote," she said during *The New Age/SABC* breakfast briefing recently.

"The people of South Africa must be able to access government information in any form, on any platform and this is what the department is going to do," she stressed.

Digital migration

The Broadcasting Digital Migration Programme remains one of the department's flagship projects.

Although South Africa did not meet the 17 June 2015 analogue switch-off deadline, as set by the International Telecommunications Union, plans are in place to commence migration in this financial year. R22 million has been allocated for the implementation of the

department's awareness campaign.

"Key campaign messages have been developed and the department will work with traditional leaders to implement it," Minister Muthambi said.

"Utilising our collective efforts and wisdom we will do all we can to ensure that the migration process commences during the second quarter of this financial year, and we call on all stakeholders to work with us to realise this objective," she said, adding that the department was ready to consult with Cabinet on the digital switch-on date.

In March 2015, Cabinet approved the final amendments to the Broadcasting Digital Migration Policy that unlocks the project to enable implementation. It also approved that government provides free set-top-boxes (STBs) to five million poor TV-owning households.

"This shift is a reflection of government's commitment to ensuring that digital migration happens within the shortest possible time," the Minister said.

The department is focusing on communities on borderline areas for the distribution of the STBs, to mitigate any potential frequency spectrum interferences, and it is anticipated that the rollout of the STBs will be complete within the next 18 to 24 months.

"Once this has happened, the analogue signal can be switched off. We can then begin to realise the benefits of digital dividend to allow for the rollout of wireless broadband services. The progress on this programme so far marks another good story to tell," she said.

Digital TV broadcasts are higher resolution and many more channels will be available. More importantly, switching to digital frees up the spectrum for mobile broadband services, which South African operators are waiting for.



Digital TV broadcasts are higher resolution and many more channels will be available. More importantly, switching to digital frees up the spectrum for mobile broadband services, which South African operators are waiting for.

The department's vision is guided by the National Development Plan (NDP) and envisages an active citizenry that participates in the socio-economic life of the country.

The NDP states that in 2030 South Africans will be more conscious of the things they have in common than of their differences and their lived experiences will progressively undermine and cut across the divisions of race, gender, disability, space and class.

"It is our firm belief that this is achievable when government is at the centre of providing effective and efficient communication to support these aspirations," said the Minister.

GCIS

This year GCIS will intensify its training of communicators to strengthen strategic government communication in provincial and local government.

"GCIS is entrusted with leading the implementation of the Cabinet's approved National Communication Strategy, a far reaching initiative to energise and focus communication output in government," Minister Muthambi said.

GCIS also has the responsibility of amplifying the department's communications effort, in partnership with the State-owned Entities Communicators Association, which it launched in November 2014.

To grow government's voice, GCIS produces a range of communication platforms

and products that carry information about government programmes and projects. This contributes to an informed citizenry, which is a key requirement of the NDP.

These include the *Media Landscape Book*, which monitors the media environment; and the weekly electronic newsletter *My District Today*, which shares information from the coalface of service delivery to government, organised labour, business, civil society formations, faith groups and the media.

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Vuk'uzenzele, and ensure that it is available in all official languages.

"From 1 August, *Vuk'uzenzele* will carry advertisements of vacant positions in government and we have launched a mobile application in this regard," the Minister said.

An amount of R365.5 million has been allocated

to support the work of GCIS this financial year.

Brand SA

In line with its mandate to brand the country locally and abroad, R173 million has been allocated to Brand SA this financial year.

Brand SA will focus on improving its domestic presence; develop and implement initiatives aimed at branding the country across the continent; develop a structured programme of engagement with national, provincial and local government to ensure alignment and coherence of various initiatives; and brand the country abroad.

"It will launch an annual Branding Summit for South Africa which will bring together the three spheres of



government, private sector and civil society to agree on a broad programme of action on how to brand the country. We invite the

communications industry to partner with us in this endeavour," the Minister added.

MDDA

To address the lack of access to the media by rural and historically disadvantaged communities and individuals, R22.6 million has been allocated to the MDDA this financial year.

It will prioritise clearing the backlog of projects that are no longer in existence or have struggled to account



for their support and still require assistance, and will emphasise strengthening existing projects and funding new ones.

The MDDA funds almost 75 per cent of community broadcasting. It also looks at sustainability in terms of how to collect quality content, as this remains a challenge in the mainstream media, and at issues relating to corporate governance and marketing.

The agency has contributed to growing some of the mainstream media journalists that we see today. It is a breeding ground for aspiring journalists and creates opportunities for young people.

SABC

The Minister announced in her Budget Vote that the SABC was in a sound financial state and had a cash and cash equivalent balance of R1.02 billion (not audited) at the end of the 2014/15 financial year.

She said it had stabilised the management of the corporation by filling the positions of the Chief Operations Officer, Chief Financial Officer, Head of News and other executives.

"In addition, more than 50 per cent of the executive committee members are women, which is a first in the history of the SABC."

On 11 May, the SABC launched its fifth channel, an entertainment channel called SABC Encore, on DStv 156.

From 22 May, the SABC news channel has been broadcasting to the entire African continent. >>



"This channel is a model of what the SABC will offer its customers in the new digital environment," the Minister noted.

Government continues to support the SABC to discharge its public broadcasting service mandate. During this financial year R173 million from the department's budget has been allocated to the SABC, of which R49.6 million has been allocated to the operation of Channel Africa.



"This financial year we will also continue to work towards strengthening the capacity of our regulator, ICASA, to deliver on its mandate," the Minister said.

ICASA

ICASA has streamlined its strategic goals from eight to four, as sign that it is focused on its mandate. An amount of R393.6 million has been allocated to ICASA for this financial year. It will be used to ensure that local content regulations are finalised and that the implementation of an efficient radio frequency spectrum management system is concluded, among other things.

Policies to be finalised

The department is poised to deliver on its policy mandate and has prioritised the finalisation of the overarching national communications policy during this financial year.

"The primary objective of the policy is to ensure that communication across the three spheres of government is well coordinated, effectively managed and responsive to the diverse information needs of the public," said Minister Muthambi.

During this financial year, the department will finalise

the review of the Broadcasting Policy. It has already received comments from the industry and will release a discussion document in the third quarter of this financial year to solicit further inputs from the general public.

The department has also prioritised the development and adoption of the Online Content Regulations Policy, which aims to create a framework in relation to online content distribution in South Africa. Once adopted, the policy will bring about a comprehensive and fundamental transformation for online content regulation.

"We call upon all interested parties to work with the FPB to ensure that this policy is finalised so that we can properly classify digital content and ensure that children are sufficiently protected from exposure to disturbing and harmful content. We anticipate that the policy will serve before Cabinet in the third quarter of this financial year," Minister Muthambi said.


Transformation of the media remains at the apex of the department's priorities for this financial year and work is under way to finalise the Media Transformation Policy. As part of finalising the policy, the department will investigate the possibility of pooling government media assets to support the creation of a black-owned media house in South Africa.

"We anticipate that consultations on the contents of the policy will commence early in the second quarter and invite all interested parties to participate in this process," the Minister said.

In line with the phrase 'content is king' and the need to prepare the broadcasting sector for Digital Terrestrial TV, the department will finalise the Audio Visual Content Development Strategy this financial year. The strategy proposes the establishment of content generation hubs in rural provinces.

The department also plans to table five bills to Parliament this financial year, namely the Broadcasting Amendment Bill, Films and Publications Amendment Bill, ICASA Amendment Bill, Media Development and Diversity Amendment Bill and Brand SA Bill.

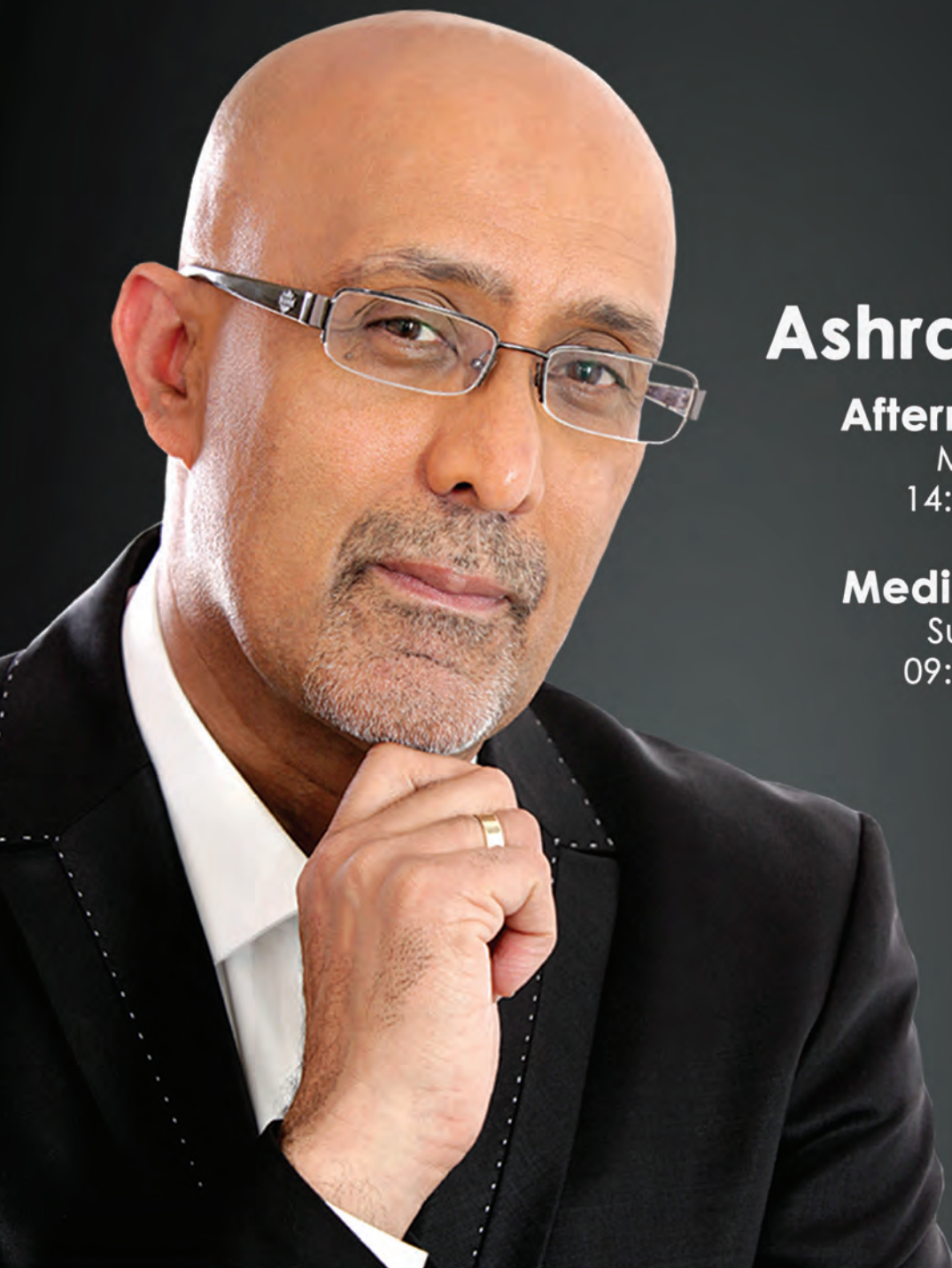
The future

Looking ahead, the department will focus on its mission to create an enabling environment for the provision of inclusive communication services to all South Africans, in a manner that promotes socio-economic development and investment through broadcasting, new media, print media and other new technologies, and brand the country locally and internationally. 



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Ashraf Garda

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SOUTH AFRICA'S NEWS AND INFORMATION LEADER



Nerine Kahn fights for social justice in the workplace



There is a rare breed of people who dedicate their lives to fighting for the rights of others and Nerine Kahn is one of them.

As Director of the Commission for Conciliation, Mediation and Arbitration (CCMA) she is dedicated to promoting social justice and economic development in the workplace. Kahn spoke to Noluthando Mkhize about her role in helping people who have been treated unfairly to have their voices heard.

Kahn and her organisation work to ensure that issues related to industrial relations and challenges in the labour market are addressed. The CCMA provides a platform for workers who want to raise issues they have with their employers.

"It's important that every South African knows that if they get dismissed from their work [unfairly] they can come to the CCMA for assistance," she says.

Implementing the law

Recently, the Department of Labour amended the Labour Relations Act (LRA) of 1995 and the Employment Equity Act (EEA) of 1998. It is the CCMA's role to implement these legislations.

The amended LRA, among others, provides more protection for temporary workers in cases of abuse or unfair dismissal.

Kahn is particularly excited about employment equity because previously the CCMA was unable to arbitrate cases related to discrimination.

"When it came to discrimination cases the organisation could only conciliate and not arbitrate. Any other case that follows on from that had to go to the Labour Court. The problem with this is that it's expensive.

"People who felt discriminated against were unable to

actually exert their right properly but now, from 1 August 2014, if you earn below R205 433 you can bring your case to the CCMA not only for conciliation but also arbitration.”

Up until then, the CCMA referrals on discrimination comprised about seven per cent of the organisation’s total caseloads.

She added that of the 170 000 cases that the CCMA dealt with in the last financial year 86 per cent concerned cases of unfair dismissal and misconduct, and seven per cent were related to discrimination.

“I think this was a huge problem because the reality of the situation is that it either says there is no discrimination or it shows that people could not bring a discrimination case because it was too expensive. The whole idea of the CCMA is to be accessible and you do not have to pay any money.”

Since the implementation of the amendments to the LRA, the CCMA has started seeing an increase in cases related to discrimination.

Kahn says in matters of sexual harassment anybody’s cases can be arbitrated. People can present their cases in a safe environment where trained commissioners handle such cases.

While Kahn believes her organisation has far exceeded its expectations in fulfilling its role in the South African labour market, there are still challenges.

“My biggest concern is that we have seen a rise in strikes and extended strikes and the violence associated with this. People want to blame the CCMA for this but we have no control over who is striking and how long they strike. All we can do is mediate when both parties agree.”

Simplifying the service delivery process

She says any South African has the right to bring their case to the CCMA, which has adopted a simplified service delivery process.

“You could bring your case to the CCMA by phoning in and ask us to email you the 711 form that needs to be completed and served to the employer. A person would need to give us proof that this document was

served to their employer.” Once this has been done, the CCMA will set up a date for conciliation within 30 days.

“We try to find an agreed solution, especially if it is a case where someone has not been dismissed...if an agreement cannot be reached the commissioner will declare the case deadlocked.”

Once the case has been deadlocked, the commissioner will issue a certificate for arbitration of the case.

“Arbitration is an informal process of dispute resolution. It’s less intimidating than sitting in a court. You sit in a boardroom and the commissioner asks [for] particular inputs and evidence based on this.”

She says CCMA commissioners are employed by the governing body of the organisation, which is made up of representatives

from organised business, labour and government. The governing body is made up of three people from each of these groups.

“We advertise once a year. We have an elaborate recruitment process. You need to have some basic knowledge of industrial relations [to apply].”

“Arbitration is an informal process of dispute resolution. It’s less intimidating than sitting in a court. You sit in a boardroom and the commissioner asks [for] particular inputs and evidence based on this.”

Rising up the ranks

Kahn did not merely join the CCMA as a leader, but also served as a commissioner and presided over cases.

Her journey to her current position began at the University of Witwatersrand where she completed an Arts degree majoring in English, Industrial Psychology and Law. She later earned a Law degree and went into private practice at a law firm called Lindsay Keller and Partners.

“I wanted to pursue a career in labour when I completed my articles. I have always believed in the principles of mediation. I don’t support the idea of going to court. When the CCMA was created in 1996 I applied to become a commissioner.

“I was one of the first commissioners in the CCMA. I was part of the first intake in August 1996. I worked for the CCMA from 1996 until 2002. I started as a day-to-day commissioner then I became a senior commissioner.”

While serving as one of the senior commissioners running the Johannesburg office, Kahn was approached by the Department of Labour. She left the CCMA to serve as the Chief Director for Labour Relations in the department.

She says that in that capacity she had a hand in the Labour Relations Act (including being the government representative on »



KAGISO TRUST AND GOVERNMENT IN PARTNERSHIP FOR BETTER EDUCATION

For 30 years Kagiso Trust, South Africa's oldest black led development non-government organisation, has worked together with government to build sustainable partnerships in the eradication of poverty. The Trust seeks to empower marginalised groups by focussing on education and enterprise development programmes particularly in rural communities.

Nelson Mandela once said "without education your children will never really meet the challenges that they will face. So it's very important to give children an education and explain that they should play a role for their country."

This philosophy lies at the heart of Kagiso Trust's Beyers Naudé Schools Development Programme and the Eric Molobi Scholarship Programme as both programmes seek to make extraordinary advances in equipping and empowering learners while unlocking the full potential of educators, communities and schools.

Transforming schools through partnerships

Kagiso Trust's Beyers Naudé Schools Development Programme (BNSDP) aims to strengthen the quality and increase the confidence of educators in rural communities, as well as encourage communities in the vicinity to participate in the management of their school. The BNSDP sets about establishing good governance and management principles, to ensure the long term success of schools affiliated with the programme. The programme is currently being successfully implemented in partnership with the Free State Department of Education and, to date, over R200 million has been invested with more than 100 000 learners benefiting across 166 schools in the Thabo Mofutsanyana district in Free State Province.

KEY STATS: BNSDP FREE STATE

- 88% was the average pass rate for matric amongst BNSDP learners
- 10 BNSDP schools achieved 100% matric pass rate
- 50% of the BNSDP schools achieved a pass rate of 90% and above

Supporting learners in tertiary education

As an extension of the Beyers Naudé Schools Development Programme, Kagiso Trust has developed and implemented a follow-on bursary programme named after its late former CEO, Mr. Eric Molobi. Launched in 2006, the programme provides financial support for disadvantaged learners as they study towards tertiary education degrees or diplomas, primarily in the engineering or commerce sectors. The Eric Molobi Scholarship Programme (EMSP) provides this support to students who are academically strong and show leadership potential and many of the scholarship awardees have not only excelled in their studies, but have become brilliant mentors themselves.

KEY STATS: ERIC MOLOBI SCHOLARSHIP PROGRAMME

- Over R16.3 million has been invested in the EMSP since inception in 2006
- 122 learners have received financial assistance to further their studies.



the CCMA Governing Body), Basic Conditions of Employment Act and the EEA.

In 2006, the former Director of the CCMA resigned and Kahn was given the opportunity to take over. She has steered the organisation successfully for nine years.

The CCMA has a staff complement of about 1 500 people across the country.

Kahn describes her management style as consultative and democratic.

And it would seem as if this management style is paying off for her.

"I was very pleased last year when I won the award for Africa's Most Influential Women in Business and Government 2014 for South Africa in the Agencies and Regulatory Bodies category, and then went on to win the SADC Region award in the same category."

One aspect she is particularly proud of is that she was able to put the CCMA back on the map.

"When I took over the CCMA had lost some of its lustre. People were not using the services. The big national disputes were not looking to be resolved by a state-owned institution. People were opting for private dispute resolution."

She was able to bring back the prestige of the organisation and win back South Africans' trust in the CCMA.

"Now if you talk to private dispute resolution agencies they say they do not get this kind of work. This means that the CCMA is actually making an impact."

Making a difference

She says she loves her job because it makes a difference in the lives of South Africans.

"When I go to rural areas or townships and they know what the CCMA is and they say that the CCMA will help them, that is huge because our aim is social justice; for everybody in South Africa to know that they have got rights and they are able to exert those rights.

"The cornerstone of democracy is to be able to complain about your employer; even if you are wrong it's okay, it's a learning process."

Kahn says senior managers need to be more understanding of their workers before bringing a disciplinary case against them.

"Senior managers need to be human and not stick to the book. Listen to your employees because often bad behaviour has underlying reasons. If you lend a proper ear or show empathy you could find out the true reason why someone is not performing so well.

"If you can do that you can often find a way of resolving the challenges without having to pursue a disciplinary process."

Her vision for the CCMA is to see more employers and employees sorting out their disputes with the aid of the CCMA.

"We want to teach people to resolve their disputes at work places; we have to transform South African work places," she says. 🗣️



► What is your favourite food?

I love chocolate cake and prawns served separately.

How do you relax?

I read voraciously, I enjoy taking my dog for a walk and a day at the spa.

What is your favourite holiday destination?

The beach, anywhere on the coast.

Advocate Petunia Seabi-Mathope **champions children's rights**

Advocate Petunia Seabi-Mathope vividly remembers the emotional moment when a desperate father was reunited with his children, three years after their mother fled to France with them.

"I remember waiting at the airport with the father. As soon as he caught a glimpse of his children

he was so excited he picked me up off the

ground in a hug before running to his children.

It was truly a moment I will never forget," she recalls with tears in her eyes.

It is moments

like these, when justice is done and the rights of vulnerable children are protected, that make Advocate Seabi-Mathope's job as Chief Family Advocate so worthwhile.

She heads the Office of the Family Advocate (OFA), which lies within the Department of Justice and Constitutional Development (DoJ&CD).

The OFA serves as an unbiased, family law specialist and advisor to the court in cases of legal disputes over custody and parental rights.

The office also drafts parenting plans and responsibility agreements, conducts child psychological evaluations together with social workers, and mediates between families when the welfare of a child is at stake.

Advocate Seabi-Mathope explains that the public can contact the OFA, whose services are free of charge, about steps to be taken should a child be abducted or illegally removed, contrary to an agreement between the parents or a court order.

Protecting vulnerable children

"Our main role is to protect and promote the best interests of children in South Africa. We signify the commitment of the protection of the rights of vulnerable children, in terms of domestic law and international treaties South Africa has adhered to," she says.

The OFA, which celebrates its 25th anniversary this year, has made great strides in its reach and has increased access to justice from previously only servicing high courts under the apartheid era to now being available at all high and lower courts in the country.

"At first the OFA had limited jurisdiction and its offices were geographically situated [mostly in] the white dominated areas. Its services were also only offered to cases of marriages governed by the Marriage Act, which



Advocate Petunia Seabi-Mathope heads the Office of the Family Advocate.

then were only available to the majority of white South Africans. Other races were married under the Customary Act or married by religious rights.

"Today, its services extend to assisting all types of customary marriages, and to even handling cases of fathers of children born out of wedlock," she adds.

With the introduction of the Children's Act 38 of 2005, the OFA's services were made available to every child in the country, including children involved in maintenance and domestic violence disputes.

"We started with only six family advocate offices and today we have over 25 offices and 90 family advocates country-wide, and we also handle non-litigation cases by offering our mediation services," says Advocate Seabi-Mathope.

She adds that one of the important pieces of legislation related to the welfare of children is the Hague Convention on the Civil Aspects of International Child Abduction. This is an international treaty aimed at protecting the welfare and interests of children taken across national borders.

It was thanks to this legislation that Advocate Seabi-Mathope witnessed the happy moment when the father was reunited with his three children.

Proud moments

"It took us almost three years, as the mother had fled to France and was in the process of fleeing again across European borders with the three children. Through the Convention and tireless efforts of the DoJ&CD and the Department of International Relations and Cooperation, we were able to stop the mother from fleeing France and help reunite the children with their father.

"It is proud moments like these that further fuel us to continue doing what we do to the best of our ability," she adds.

The OFA also has its fair share of challenges, especially when dealing with parents who shirk their responsibilities.

Advocate Seabi-Mathope says parents should not put the welfare of their children at risk because of disputes they may be having with each other.

"It is very important for a child to have a sound relationship with both their parents, and it is a right that should be respected by both parents. No matter what the reasons may be for parental separation or a divorce, parents must

never resort to using their children as a pawn or to punish the other parent."

She adds that while every family is different, the welfare of children is non-negotiable.

"Families are seen as the basic core of our society. We are born into them and some of the most important developing years of our lives are spent growing up with our families. But every family life is different. Just as we have different cultures, we also have different ways in which people interact with each other depending on where they're from.

"Equal parenting is crucial to a child's well-being, we need parents to work together to protect the rights of children."

The road to the top

Born and bred in the township of Atteridgeville, west of Pretoria, Advocate Seabi-Mathope is the eldest of four siblings and has always had a strong passion for family.

She graduated with a B.Proc degree from the then University of the North (now University of Limpopo), and then completed a postgraduate LLB at the University of Natal-Durban (now University of KwaZulu-Natal). Later she obtained the Advanced Certificate in Child Law and LLM from the University of Pretoria.

After a short stint with a firm of attorneys, she joined the prosecution services but lost interest in criminal work. She was admitted as an advocate in 1993.

"The OFA presented me with the opportunity to specialise in family law that I had always yearned for – first as the head of the OFA in Johannesburg and later as Chief Family Advocate," she adds.

Apart from helping parents and looking out for the interests of children, Advocate Seabi-Mathope is also assisting the youth.

An "avid Christian" and member of the Evangelical Lutheran Church Prayer Women's League, she is involved in youth development programmes in her church and community.

In both her work and personal life, Advocate Seabi-Mathope is determined to see justice done and family bonds strengthened. 🌟

*** Samona Naidu is the Deputy Director: Content Development at the DoJ&CD.**

A TRUE GIFT OF OPPORTUNITY!

South Africa currently has a shortage of more than 46 000 skilled artisans – a significant part of them in the manufacturing and related industries. As a response, the Department of Trade and Industry (the dti) partnered with the Toolmaking Association of South Africa (TASA) to introduce the Intsimbi National Tooling Initiative (NTI) to rehabilitate the R15 billion South African tool, die and mouldmaking (TDM) industry. Skills and enterprise development are the core of this initiative.

The TDM Powered Enterprise Development Programme facilitates the development of tooling companies with standard process layouts and production and business processes, the attraction of Foreign Direct Investment (FDI) and the improvement of the Broad Based Black Economic Empowerment (BBEE) status of the tooling industry.

The TDM Powered Skills Development Programme provides the local industry with the necessary skilled artisans and engineers required to enhance the industry's global competitiveness. The Programme offers training at 15 training institutions across the country. More than a 1000 students are currently enrolled. Once students qualify they are equipped for careers in a wide range of industries such as the automotive, aerospace, mining, chemical, defence and electronics industries. They are employed as tool designers, project managers, tool die and mouldmakers, metrologists, specialist computer numerically-controlled machinists and engineering analysts, among others.



Students who successfully complete the programme receive a South African Qualifications Authority (SAQA) accredited artisan qualification and through its partnerships with the National Institute for Metalworking Skills (NIMS) in the USA, internationally accepted credentials are awarded to the students.



TDM Powered Programme is a strategic growth stimulator for manufacturing and technical skills development in the country and it aims to create a significant number of jobs for the youth. State-owned companies and other local business are not only encouraged to enrol qualifying incumbents for study in the TDM Powered Skills Development Programme and contribute to the recovery and growth of skills in the country but to also provide employment opportunities to students that have successfully completed the programme.

For more information please contact
the TDM Powered Skills Development Programme at:

Telephone: 012 760 0300

or visit our website at www.tdmpowered.co.za



Paving the way for young female researchers

The rich smell of burning chemicals wafts through the passage. In laboratories students are preparing scientific concoctions that could possibly change the world of nanotechnology.

Dr Nosipho Moloto leads the way to her laboratory across the shiny floors on the fourth floor of the Humphrey Raikes Building at the University of the Witwatersrand (Wits), a sign that cleanliness is of paramount importance in a science laboratory.

At the laboratory one of her students, PhD candidate Mildred Airo, is busy with an experiment.

Covering her shoulders with a red lab coat and wearing big, shiny and transparent goggles, Dr Moloto walks confidently into the laboratory.

Just like a lawyer in a courtroom or a teacher in a classroom the laboratory is her playground, a place where she feels comfortable and oozes confidence.

After bagging R50 000 and winning the Distinguished Young Women Scientist Category in Physical and Engineering

Sciences at the 2014 Women in Science Awards, it is no wonder Dr Moloto is full of confidence and a source of inspiration for other young female scientists like Airo.

Dr Moloto obtained her PhD in chemistry from Wits, where she is currently a lecturer and researcher. Her research career began while she was studying for a Master of Science (MSc) degree at the University of Zululand.

During her MSc studies she published three papers, won a number of student prizes and received a scholarship to do research work at the University of Manchester, under Professor Paul O'Brien, with whom she still collaborates.

Dr Moloto then joined the nanotechnology innovation centre at the Council for Scientific and Industrial Research to pursue research, while completing her PhD, and gained valuable experience in project management and student supervision. She published seven papers during her PhD studies.

Towards the end of her PhD studies, she was selected for an exchange programme with the Massachusetts Institute of Technology (MIT).

While Dr Moloto is a shining example for many she says her success did not come overnight and it was a culmination of hard work, dedication, commitment and the will to go the extra mile.

Born and bred in KwaMashu outside Durban, she says growing up in the township was not easy.

"We grew up in a four-room house. I was living in my grandmother's house with my cousins at the time and there were eight people staying in the house at one stage."

She says growing up in the township had its challenges and one of them was violence.

"In the violent environment of KwaMashu I'm grateful to my mother and grandmother for the way they raised us. We came out without any scars and sometimes I ask myself how they did it. We still discuss it today," she



Lecturer and researcher Dr Nosipho Moloto is an inspiration to other female researchers.



says as she bursts into laughter.

Dr Moloto's love for science came at an early age when she was an inquisitive child and often asked awkward and difficult questions.

Recognition by government

She says one of her proudest moments was being recognised by her peers in the research field. Getting their approval was a big achievement.

Before the awards Dr Moloto was confident and knew that she stood a good chance of winning.

"I have self-confidence and that's one of the qualities you need to succeed. I know that I've done a good job.

"It felt good to hear my name being called. It was confirmation of what I already knew."

The awards are an initiative of the Department of Science and Technology aimed at rewarding outstanding female scientists and researchers and encouraging younger women in the field to follow in their footsteps.

Mentoring young female researchers

Apart from her studies and lecturing, Dr Moloto mentors a group of young female researchers. Her research training focuses on finding different synthetic methods

for the production of semiconductor nanocrystals.


While her group still focuses on this it has started to venture into the application of these materials, looking into electronic devices such as photovoltaics and gas sensors and biological applications, such as labelling materials.

Her current group comprises five full-time and two part-time PhD students and two MSc students, among which is Airo.

Airo says working with her supervisor, Dr Moloto, is a blessing because of the way she goes about her business. She has been working with her for three years.

"Dr Moloto is a good leader and being a young woman in science is motivating. Her character makes it easy to work with her."

She says that as a scientist one has to be open-minded, because the world is constantly evolving and if you approach things from one perspective you might be left out or miss important lessons in life.

She adds that Dr Moloto is always willing to help others, especially when it comes to new research. "One of the things I've learnt about her is that she embraces change and is always willing to go the extra mile to help others, especially when they are dealing with new things." 

Fast facts at your fingertips

Departmental budget votes at a glance

Basic Education

- The Incremental Introduction of African Languages (IIAL), a pilot programme introduced in 2014, will continue in 264 schools in 2015.
- The department is targeting 17 500 schools in the country to receive 500 000 sets of Learner Teacher Support Material.
- The 1 000 School Libraries per year Project will be launched, to encourage reading.
- The Mathematics, Science and Technology Grant has been allocated R1,1 billion over the 2015/16 to 2017/18 Medium Term Expenditure Framework (MTEF) period.
- The Kha Ri Gude Mass Literacy Campaign received a reduced allocation of R439, 584 in 2015/16. This campaign has impacted more than 3,5 million people.
- Infrastructure delivery totalled R29,622 billion, with R7,042 billion towards the Accelerated Infrastructure Delivery Initiative (ASIDI).

This initiative has delivered over 107 new state-of-the-art schools thus far.

- Funza Lushaka bursaries were located R3,094 billion over the 2015/16 and 2016/17 MTEF period.
- R3, 025 billion has been allocated to the production and distribution of workbooks to all schools.
- HIV and AIDS and the National School Nutrition programmes have been allocated R697, 187 million and R18, 016 billion over the MTEF period.

The Mathematics, Science and Technology Grant has been allocated **R1.1 billion** over the 2015/16 to 2017/18 MTEF period.

Higher Education and Training

- The National Student Financial Aid Scheme has awarded approximately R50 billion in loans and bursaries to about 1.5 million students.
- Over 70 000 foreign students study at tertiary institutions in South Africa.
- It is estimated that 18 million South Africans need adult education and training.
- Technical Vocational Education and Training college enrolments have more than doubled over the past five years and will continue to increase, targeting 725 000 headcount enrolments this year.
- 496 544 certificates in the National Certificate (Vocational) certification have been issued since 2012 and 103 195 certificates are still being processed.

Strengthening the South African Police Service

- Almost R16 million has been committed to the detective service, which will witness 5,8 per cent growth over the medium term.
- Crime intelligence will receive a 7,8 per cent increase of its budget allocation in the medium term.
- Approximately R105 million has been provided to the Civilian Secretariat for Police.
- R840 million will be dedicated to improving investigation capacity for crimes committed against children and the elderly with a further increase expected in the outer years of the MTEF.

CRIME SCENE DO NOT CROSS

Crime intelligence will receive a **7.8 per cent** increase of its budget allocation in the medium term.

Stronger and healthier system

- 38 000 applications for wheelchairs were received in 2014 and just under 22 000 were issued.
- Malaria cases have declined with 13 986 cases in 2014 and 175 deaths compared to 64 622 cases and 459 deaths in 2000.
- The Medical Research Council (MRC) flagship project will produce 154 peer reviewed publications over the medium term, fund 64 Masters students, 39 Doctoral candidates and 28 Postdoctoral fellows.
- Funding was awarded to 12 universities and five intra-mural research units (funding covered a wide range of disease areas including HIV and AIDS, TB, Malaria, cardiovascular, metabolic diseases, alcohol and drug abuse, women's health and the burden of disease).
- To date the MRC has enrolled 54 scholars at the cost of R36 million from the Public Health Enhancement Fund.



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SA makes a mark on global stage

The interests of the African continent play a key role in South Africa's foreign policy, says International Relations and Cooperation Minister Maite Nkoana-Mashabane.

The Minister made these comments when she recently tabled her department's Budget Vote in Parliament.

"The African continent remains central to our foreign policy, and this approach forms the basis for our friendship, cooperation and peace efforts all over the world. We stand for cooperation and partnership, instead of competition, in global affairs.

"Our country's entry into its third decade of freedom coincides with the emergence of distinct global trends which demand that we creatively navigate and find opportunities, working together with our people at home and friends and partners abroad," she said.

The Minister added that trade with other African states was at the top of government's agenda.

Since 1994, trade with Africa has increased 35-fold to about R400 billion.

Minister Nkoana-Mashabane said over the next three years, South Africa's priorities will be:

- Consolidating political, economic and social relations with the countries of the world.
- Participating in the global governance institutions.
- Enhancing operational capacity by strengthening policy and coordination in relation to ongoing South African development cooperation.
- The implementation of the African Union's Agenda 2063, which is a call to action and a roadmap to achieve the continent's development goals to see Africa being economically integrated to stamp out poverty and create jobs and stability.
- Review of the current legislative framework governing the department's operations abroad.
- Embarking on various infrastructure projects, and implementing the property management strategy.

"Our foreign policy is continuing its upward march, adapting and innovating, from frontier to frontier, beginning in our Southern African Development Community (SADC) neighbourhood, across Africa for the implementation of the African Agenda, into the South to strengthen our cooperation there, to the North where our partners value a relationship with us, and in multilateral organisations where South Africa's independent voice continues to be heard and respected," said the Minister.

She described Africa as a growing giant, which South Africa is an important part of.

Peace and stability

The Minister said while “Africa is a giant on the rise”, it will remain underdeveloped if its core challenges of governance, sustainable development and peace and security are not overcome.

“As Chair of the SADC Organ on Politics, Defence and Security Cooperation, South Africa is leading peace building and security efforts in the region. In this regard, we led no less than six SADC Electoral Observation Missions which were peaceful and credible,” she said.

“The realisation of the Africa we want requires peace, be it in the SADC, Great Lakes, Horn or in North Africa.

“Peace shall remain a dream if the continent continues to experience setbacks such as the recent coup attempt in Burundi. We reiterate our strongest condemnation of unconstitutional change of government and reaffirm our support for regional initiatives towards the restoration of political normality in Burundi.”

The Minister said to deal with these, a rapid response team for crises situations had to be operationalised as one of the tools for solutions to African problems.

“We must silence the guns! Africa must be at peace with itself!

“We will have the opportunity to contribute more in this regard when we chair the AU’s Peace and Security Council later this year,” she added.

The Minister was confident that a better Africa was a dream that could be realised in our lifetime.

While there was no shortage of policies, actions to implement these were inadequate, she noted.

“Our continental organisations are in place. What they need however is more effectiveness, sharpness in programme delivery, and finding innovative sources of self-financing for budgetary self-reliance.

“New Partnership for Africa’s Development and the African Peer Review Mechanism are our programmes for sustainable development and democratic governance, respectively. We must continue to appraise the capacity, impact and overall work of these institutions and, more importantly, resource them optimally.

“The Africa we want is meaningless if it is not about people – if it does not touch and transform the lives of ordinary men and women,” Minister Nkoana-Mashabane added.



Economic, political, international ties

The Minister said while Africa is a key area of focus, South Africa must sustain its bilateral relations with the countries of the South and North, and in multilateral organisations.

While South Africa remains committed to the BRICS (Brazil, Russia, India, China and South Africa) partnership, the Minister said government’s strategy was to pursue wider access to fast growing Asian markets.

“This strategy will allow us to secure more beneficated exports to that region and vigorously seek increased Foreign Direct Investment and tourism opportunities.”

Minister Nkoana-Mashabane also noted that this year marks the 70th Anniversary of the United Nations (UN) and has been identified by South Africa as a seminal year to review and reform the UN, especially its Security Council.

“Africa must be represented in the permanent category of this Council,” she stressed.

Participating in the crafting of the Post-2015 Development Agenda is the department’s other priority for this year.

“We also look forward to a comprehensive outcome of COP21 in Paris, the seeds of which were in planted in the Durban Platform agreed at the COP17 that we hosted.

“The role South Africa has been able to play in promoting the interests of the developing world has indeed been enhanced by our election as Chair of the Group of 77 and China for 2015.

“Our participation in the G20 seeks to utilise this international economic cooperation forum to promote strong, sustained and inclusive economic growth,” she added.

South Africa will also continue to strengthen economic and political relations with Latin America and the Caribbean, Europe, USA and Canada, among others. 🌐

EC MEC Somyo

encourages pride in the province

L leading the department responsible for developing the economy and for managing the purse of the Eastern Cape is no easy feat. A year ago, Sakhumzi Somyo started his journey down a tough road with many challenges encountered along the way.

He became Member of Executive Council (MEC) of the Department of Economic Development, Environmental Affairs and Tourism when the incumbent (MEC) Mcebisi Jonas was appointed Deputy Minister of Finance.

MEC Somyo says "It was a gruelling journey because of the many responsibilities that came with the task of marshalling others, especially on the part of provincial treasury."

After a decade as Mayor of Amatole District Municipality and as Chairperson of the South African Local Government Association in the Eastern Cape, Somyo has a wealth of experience.

When he took over MEC Somyo identified a few important areas that will play a major role in developing the Eastern Cape's economy and attracting investment.

Renewable energy, partnerships with the private sector, improving township economies, buying Eastern Cape products and agro-processing are among the strategies being employed to benefit the province's economy.

Buy Eastern Cape products

The department has started an initiative called "Buy Local". This is similar to the national initiative launched in 2001 by Proudly South African, but focuses only on the Eastern Cape.

The campaign is a joint effort - launched by government, organised business, organised labour and community organisations - to boost job creation and pride in South African companies and their 'home-grown' products and services.

MEC Somyo says the idea behind the initiative is to keep in circulation money already in the Eastern Cape to grow and sustain the economy. The main sectors that will be targeted are those involved with textiles, furniture and stationery.

He says the provincial government is deliberately procuring goods and services from service providers in the province.



"Those who are in the business of manufacturing and are in the province will be targeted for business and in this case we are looking at people who manufacture desks and learner material."

He added that producers of fresh vegetables would also be given attention. "We will also target those who provide our hospitals with food and they should cultivate such produce in the province."

An example of this initiative is the procurement of nurses' uniforms from a proudly Eastern Cape business called Cut and Trim Manufacturers, based in Dimbaza.

The contract signed between the department and the company is worth R60 million. "This is what we must see more of as local procurement is key to economic transformation," he said.

In another effort to support local businesses the department will work closely with the Department of Small Business Development to establish a Red Tape Reduction focus group comprising local businesses, development agencies, municipalities and civil society, aimed at coming up with solutions to deal with red tape in doing business with government.

Agro-processing

In his departmental Budget Vote earlier this year, MEC Somyo said agro processing has been identified as one of the priority sectors that can play a significant role in >>

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growing the economy of the province.

Currently, the agricultural sector contributes only four per cent to the economy of the Eastern Cape. MEC Somyo says he would like to see the figure growing.

"We want to turn our province to be an agricultural goods hub, with increased exports and decreased imports," he said.

It is for this reason that his department is negotiating with the Small Enterprise Finance Agency for a partnership worth R80 million, for investment in the sector.

"We believe it will assist a lot in getting the province to grow the four per cent. Both parties are expected to contribute R40 million each to this partnership," he explained.

He added that the provincial government has started negotiation with different role players in the sector to establish a provincial agro industry processing forum.

"For the next financial year, the focus will be on strengthening the interfacing of the various players in the sector and engaging the private sector for a more focused agricultural sector involvement," he added.

Renewable energy

In an effort to reduce the negative impact of loadshedding and increase capacity, the East London Industrial Development Zone, which is an entity of the department, will develop its own wind farm to produce in excess of three million kilowatt-hours a year.

According to MEC Somyo the entity, which is working with a local wind turbine manufacturer, would save R98 million in electricity costs over 20 years and strengthen energy security for local industries.

For government to deal with the lack of skills in the energy sector ties between different institutions are being forged. One such partnership is between the University of Fort Hare and the Department of Science and Technology.

The university is working on a project with the South African National Energy Development Institute to install 110 household biogas digesters. The project will also allow for the training and contracting of local installers.

Revitalising township economies

Many townships in the Eastern Cape are declining economically, and unable to provide economic opportunities and sustainable services to communities.

In response, MEC Somyo said the department would work closely together with the Department of Cooperative Governance and Traditional Affairs and other development agencies to help different municipalities come up with plans to revitalise their economies.

He said work had already begun on plans to improve the biggest townships in the province. "We are happy to report that preparatory work has already been started by the Eastern Cape Development Cooperation on the revitalisation of the Mdantsane Highway Complex.

"This project will not only establish a small business development centre, but also create opportunities for entrepreneurs to take up trading space and take advantage of a growing township economy," he said.

With the economies of townships growing, a stable energy supply, an increase in agro-processing and people buying products from the Eastern Cape, MEC Somyo is leading the second biggest province to a better life. 🌱



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The true meaning of public service

"When a man has done what he considers to be his duty to his people and his country, he can rest in peace. I believe I have made that effort and that is, therefore, why I will sleep for the eternity." – Nelson Mandela.



In 2009 the United Nations General Assembly declared Madi-ba's birthday on 18 July as Nelson Mandela International Day. Since then, Mandela Day has become a call to action to change the world for the better through the kind of service and leadership championed by the former President during his 67 years of service, not just on a single day of the year but through ongoing initiatives.

What does this mean in practice for you and me?

By way of example, around the time this magazine is published in July, a group of volunteers from the public sector, private companies and individual change makers (including myself) will be engaged in the Kilimanjaro Executive Challenge, a climb to the top of Africa's highest mountain, with the plan to summit on July 18. We are also tackling this climb as a community project on behalf of the Archbishop Tutu Fellowship Programme run by the African Leadership Institute.

Preparing for this challenge has given me ample time to think about the true meaning of public service.

As a busy executive, it has been tough to find the time to train for my personal Kilimanjaro challenge in the midst of all the daily demands of work. I have also had to rely on the support of my colleagues who have put pressure on me to continue, even pounding up and down Westcliff steps in Johannesburg alongside me, as together we build stamina for the steep ascent of Uhuru Peak to 5 985 m above sea level.

Not to mention the support of the incredible Kilimanjaro climbing team which has been behind us every step of the way.

When I first made my commitment to climb Kilimanjaro, I thought my main challenge would be to get fit enough to make it to the top, especially as we had invited so many prominent South Africans to join us, putting added pressure on us all to finish the trek.

But, really, when we consider the real challenges facing our country, then Kilimanjaro is a molehill rather than a mountain. It is a thought that has kept me going through the slog and, at the end of the day, whether I make it to the top or not is less important than the real task ahead.

The Nelson Mandela Foundation (NMF) has identified four pillars for Nelson Mandela International Day.

- **Education and literacy** – because we need to give the youth "a fighting chance".
- **Food security** – because many children go to school simply for the meal they receive there and many families continue to go to bed without food.
- **Shelter** – an essential intervention in our society.
- **Volunteerism** – because sometimes it is more about giving time than money.

Add to this the lessons of leadership, sacrifice, commitment and support that have been so ably demonstrated



by our recent training experiences and we have the potential to effect real change.

We believe that all people should have access to sufficient, safe and nutritious food and that activities such as the provision of food parcels, food gardens or feeding schemes can help eliminate world hunger.

We also know that education and literacy, which were so close to Madiba's heart, are also key to transforming our world. We know that there is no greater indignity than inadequate shelter, and so if we are able to encourage people to come together to build homes, communities and futures, we are working towards tangible change.

Madiba's example as a servant is one that everyone can aspire to by committing to daily actions. Not every action for Nelson Mandela Day need be something grand or heroic. Indeed, at the NMF we encourage everyone to get involved through whatever action lies closest to their heart.

If you visit the Mandela Day website at www.mandeladay.com you will see the multitude of ideas that have been flowing in. Here you will find an array of activities that people have committed to in order to drive positive change in their communities, from painting murals to brightening up the walls of non-governmental organisations to food gardens. Mandela Day should not only be about charity, but also about sustainable development.

The Emma's Acres organisation, for instance, helps former prisoners integrate back into society by providing them with gardening skills, while using the income from the sale of vegetables to part-fund an outreach worker helping survivors of serious crime. "Inspiring hope... helping victims one squash at a time" is their slogan.

At Valkenberg Hospital in Cape Town there's a call for volunteers to help take stock of and sort existing Christ-

mas decorations in anticipation of a potentially lonely time of year over the festive season, when many people with mental illnesses cannot be at home with their families. The Friends of Valkenberg also run a food parcel project to assist patients from impoverished backgrounds when they are discharged.

Further afield, in Poland (because, yes, this is an international initiative) there is a campaign to end discrimination through a Baltic Rugby Festival attended by female rugby teams from orphanages across Russia, Lithuania and the Ukraine.

Indeed, on the international front, Bobby Moroe from the Department of International Relations and Cooperation told us at the launch of Mandela Day 2015 that activities were being planned in all 126 of South Africa's foreign missions and all 142 missions to this country. What a wonderful inspiration!

In my case, the aim of the Kilimanjaro Executive Challenge, led by South African adventurer Sibusiso Vilane, is to raise enough money to keep 270 000 girls from rural and impoverished backgrounds in school. How? The money will go towards buying sanitary towels, a seemingly simple act with potentially transformative power, because it makes it possible for girls to attend school throughout the school year.

The Kilimanjaro climb celebrates Madiba's legacy through the support of the education of South African girl children and whether we make it to the top or not, we will only be judged through this one lens.

In his lifetime, Mr Mandela lived by three principles: Free yourself, free others and serve every day. When he was released from prison on 11 February 1990 (now 25 years ago) he said he was placing the "remaining years of my life in your hands". In the face of such a towering example of service who are we to stand back and watch life pass us by without taking action?

We challenge you all to find your Kilimanjaro, big or small, and to commit to climbing it. 🧗

***Sello Hatang is the CEO of the NMF.**

Home Affairs – From birth to death, development to diversity

Africa Day 2015 was a momentous one for Minister Malusi Gigaba. Not only was he able to emphatically state that South Africa indeed had a lot to celebrate on 25 May, but he was able to look back on a remarkable year in office with no small measure of pride.

Appointed as the Minister of Home Affairs on 26 May last year, he has steered the department through a period of concentrated transition, heralded by the new immigration regulations that came into effect on the day he took office. In the past 12 months, the Minister has fielded tough criticism about the impact the amendments are having on foreigners who visit, study, work, live or own a business in South Africa; and on the new laws pertaining to travelling with children.

Against this backdrop, however, he has also managed to improve operational efficiencies at the Department of Home Affairs (DHA), clamp down on fraud and corruption and further cement the turnaround strategy started by his predecessors.

Regarding the new immigration rules, Minister Gigaba is adamant they will balance the need for better security with the contribution migration makes to economic development and prosperity; and insists that any good

parent would welcome the protection afforded to our nation's children by the tightening up of their travel requirements.

Facilitating economic development

The National Development Plan has identified the importance of immigration management to South Africa's economic development, in facilitating the entry into South Africa of skilled workers and investors, and the DHA thus has a crucial role to play in the development of the country.

"For quite a long time, the discourse in South Africa on migration has been very myopic. Focused on the hysteria of immigrants and migration, we have been discussing peripheral issues around migration instead of focusing on how migration can be harnessed to benefit South Africa in terms of development, security, nation building and even integration – particularly in Africa but even the international community as a whole.

"The concept of migration for development looks at what the migration benefits are and how we can benefit from them," says Minister Gigaba, listing as focus areas business investment, corporate investment, skilled migrants and keeping in contact with South African expatriates abroad.

"We often talk about migration as if South Africa does not send people abroad and too often we lose contact with them once they have left the country. We do not harvest the international contacts and resources they are developing abroad and do not benefit from them.

"Migration for development assumes a proactive approach on our part in managing migration for the benefit of South Africa so that we know exactly what we are doing and in the process can develop mechanisms to manage the migration not only of asylum seekers but economic migrants from the Southern African region or



Minister of Home Affairs Malusi Gigaba.

the African continent and find ways to regulate that space too.”

A number of initiatives by the department are helping it better deliver on this mandate. One of the more recent is the partnership with the Gauteng Provincial Government’s Gauteng Growth and Development Agency (GGDA) and Visa Facilitation Services (VFS), which will enable the DHA to serve better corporate clients at its Premium Visa and Permit Services Centre, located at the GGDA’s Gauteng Investment Centre in Sandton. Once properly piloted, the initiative will be rolled out in other provinces. It is hoped that turnaround times for a visa decision will be around four weeks

Minister Gigaba says the development assures corporate clients of professional immigration advisory services, reduced turnaround times and certainty of a predictable outcome. “Businesses that have recruited skills, investors and managers from abroad must be able to thrive without interruption... and with regard to all other sectors of immigrants, we are looking seriously at all issues affecting their regularisation.”

Other efforts to improve customer service and efficiency in relation to turnaround times and customer experience when applying for and collecting visas and permits include the appointment in 2013 of VFS to receive and manage visa and permit applications in South Africa.

He says the VFS partnership is having a positive impact on the time it takes the department to process permanent residence applications too.

“The partnership enabled us to remove the people working at our Visa Application units and redeploy them. This has resulted in more people in the back office dealing with adjudication and an increase in human resources in other critical areas, both of which have assisted us to expedite the processing and adjudicating of applications.”

He says that going forward, backlogs should be reduced. “We are shortening the turnaround time without compromising the vigorous checks and balances that we need to undertake as the department when we adjudicate the applications.

“The new visa regulations, as with any other laws, do not apply retrospectively, so you will have to complete your current visa and then apply for a new one based on the new regulations. If your skill is no longer regarded as critical, you need to consult on what other visa you need to apply for so that you can regularise your stay.

“We are very keen that people should regularise their stay

in South Africa and we will cooperate in providing the clarity required,” he affirms.

Regarding the new immigration laws, he says the DHA is trying to make the transition easier for people. “For instance, we are consulting with the Human Resource Development Council of South Africa about students with critical skills or studying towards critical skills about how to regularise them without them having to leave the country afterwards.

“We have taken a decision that people who were in possession of a corporate visa but have a critical skill can convert from a corporate visa to a critical skills visa whilst in the country. Other initiatives are being looked into to streamline the process and lessen the burden on the visa holder so that they can continue working and making their positive contribution to our economy.”

Tightening up

While easing the way for people with a legal right to be in South Africa, the department is not compromising when it comes to preventing abuse and safeguarding our nation.

“The new legislation will help end the long legacy of abuse of our immigration regulations,” he says, explaining that Europeans particularly would in the past happily overstay their visa, knowing that with the currency rate, the resultant fine would be small change for them. This was in sharp contrast to an African immigrant who, in the same situation, would more than likely end up being declared ‘undesirable’.

“We wanted to create parity. Under the new rules, anyone who has overstayed their visa is prohibited from re-entering the country and branded as ‘undesirable’.”

The new visa regulations pertaining to children travelling internationally, which came into effect on 1 June, have also come under fire. However, Minister Gigaba is adamant that the move is essential to curbing child trafficking.

Children must now be in possession of a passport and an unabridged birth certificate when travelling abroad. Other requirements are that a child travelling with just one parent needs an affidavit from the other parent giving his or her permission. A child travelling in the company of anyone who is not a parent requires affidavits from the parents and copies of the parents’ or legal guardians’ identity documents and their contact details.

The new requirement for in-person biometric data collection >>



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when applying for a visa to South Africa has not been well received by the tourism sector but the DHA says it has to do a balancing act between economic development and national security.

Home Affairs Deputy Minister Fatima Chohan says that biometrics is a crucial change to our immigration regime. "In most countries, when you apply for a visa you must present yourself in person. All South Africa is doing is catching up to world standards with regard to biometrics." She says that in India and China, which both have huge potential growth markets for South African tourism, it has been established that a single South African embassy is impractical given the size of the country and the number of visitors to South Africa. The DHA has thus opened visa facilitation centres in India and will be rolling these out in China to prevent a negative impact on tourism.

Managing migration

The Minister says the department is trying to develop better ways to manage migration.

"We now have Electronic Movement Control systems at our ports of entry which enable us to know how many people have come in and out of the country."

Minister Gigaba adds a Border Management Agency (BMA), responsible for policing South Africa's borderline and ports of entry, will be up and running by 2017.

"This will not be a panacea for all problems but will be a crucial intervention in managing South Africa's land, maritime and air border lines."

The BMA will be established as a single body under one accounting authority. The goal for integrated border management is to deliver excellent border management outcomes by planning and acting within one framework. It will be outcomes-focused, simultaneously addressing various priorities, such as national security, the efficient facilitation of legitimate trade and travel and regional integration.

"In addition, we will launch Operation Pyramid in the next few weeks to enhance our land border management and integrate our border management activities along all our borders."

Migration well managed

Minister Gigaba says the department continues to repatriate undocumented immigrants and assures South Africans that



they have an accurate picture of the number of refugees and asylum seekers in South Africa. "We are in control of our migration management. However, the challenge for us is to communicate more and engage the public more to ensure that we create the necessary credibility for our migration management systems."

Paramount to this, he says, is eliminating fraud and corruption within the department. "This is an ongoing practice on our part to ensure that nobody fraudulently obtains South African documents," he says, adding that the reckless activities of a few officials put at risk every genuine immigrant in South Africa.

Deputy Minister Chohan adds that proposals would also be made this year to amend the Refugees Act to enable a speedier processing of asylum seeker applications and >>

appeals to close loopholes exploited by economic migrants without genuine claims to stay in the country.

The Minister adds that there is a need to continuously talk to South Africans about the rights and responsibilities of immigrants and to immigrants about their rights and responsibilities in South Africa. One of the glaring mistakes in our migration management is that up until recently we have not been managing it, it has been happening on its own.

“We need an overhaul of our paradigm towards management so that we engage government as a whole – all tiers of government, and we engage communities in the management of migration and the integration of migrants.

“This cannot happen on an ad hoc basis; it must be managed and dealt with consciously because at the end of the day, migration is not about the phenomenon, it is not an academic exercise, it is about people.”

African unity

The Minister adds that the DHA needs to engage more with the African continent. “One of the things we are doing is establishing an International Relations Unit that is going to enable us to engage more with our neighbours in Southern Africa,” says Minister Gigaba, adding he has had recent engagements with his counterparts from Lesotho, Swaziland and Zimbabwe, among others. “Establishing closer relations will enable us to share the responsibility of migration management.”

He says a Free Movement Protocol is in place in Southern African Development Community but adds that not all countries in the region have signed the protocol. “South Africa cannot be asked to open its borders alone. We have a co-responsibility to ensure that we standardise our immigration legislation and procedures, standardise our documentation and open our borders all at the same time.

“So we are moving ahead with caution. However, it must be understood that the region’s borders are not closed. All we ask for is that people produce a machine-readable passport of their country.

“Most countries in Southern Africa have 90-day visa exemptions, with the exception of Madagascar and the Democratic Republic of Congo, and so you can enter South Africa, and many of our neighbours, for 90 days



in a calendar year without having to apply for a visa. Thus, to an extent, we have moved a long way towards opening up our borders.”

Operation Fiela

Government has come under fire for Operation Fiela. There has been a backlash from some quarters who claim that the operation is aimed primarily at foreign nationals.

However, Minister Gigaba says the joint operation between the South African Police Service, the South African National Defence Force and the DHA is aimed at flushing out crime and disarming South Africans and foreign nationals.

“It started in hostels, where South Africans live, before moving on to other areas, where both South Africans and immigrants live... Our aim is to find out who is involved in crime and who is in the country illegally.

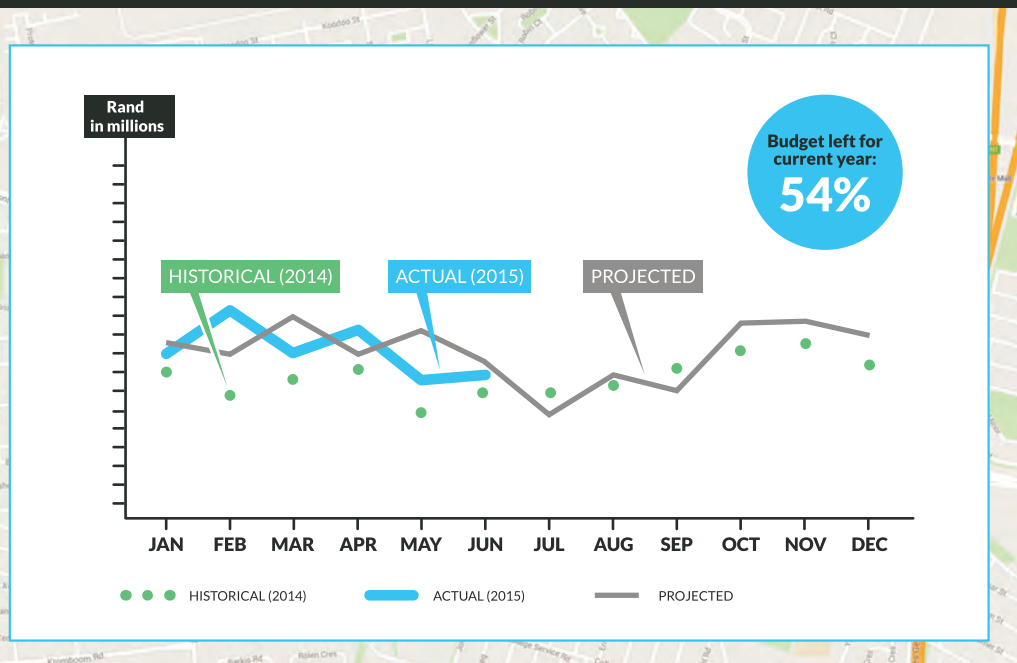
“Operations to identify undocumented migrants is ongoing at Home Affairs – we did not need Operation Fiela for this; our immigration officials undertake checks on a daily basis of both individuals and businesses to see which are registered and which employ undocumented migrants. That is why we have repatriation centres that are always full.”

Looking forward

The DHA aims to issue more than 2.2 million smart ID cards by the end of next March, as it steps up its modernisation plans. Cards can soon be applied for at banks, thereby circumventing long queues. Clients will also be able to log on to the department’s website to apply for passports or IDs, pay funds electronically and book an appointment online. ®

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Home Affairs starts Moetapele leadership programme

Leadership and professionalism will be at the top of the list when re-engineering the functioning of the Department of Home Affairs.

Minister of Home Affairs Malusi Gigaba indicated this at the launch of the Moetapele Leadership Initiative, which will ensure members of the public consistently get high-quality service from Home Affairs officials.

The Moetapele Leadership Initiative will introduce a new approach at Home Affairs where every official sees themselves as a leader in their own unit. "We want to introduce an operations management approach and turn the Department of Home Affairs into a learning environment."

During the launch, the Minister visited the Home Affairs office in Edenvale, which has been revamped and is adopting digital and paperless procedures.

This includes piloting a payment system that will allow clients to pay for Home Affairs services with debit and credit cards. This will be rolled out to all 140 smart ID card offices by March 2016.

Home Affairs officials attending the launch signed

a service charter, signalling their commitment to be leaders and to ensure that clients come first when visiting their offices.

Minister Gigaba said corruption, where people had to pay bribes over and above the fees they were being charged for a given service, had no place in the department. "We are rooting out corruption and inefficiency. We are creating a culture of professionalism. The days when officials did not wear their name tags, were rude and their offices were unkempt are over."

Professionalism and innovation

The Minister said that officials must daily prioritise the service they rendered to clients and not their own comfort and convenience. "We are professionalising our management and making all our officials realise the value of the work that they do." The Minister added that there would no longer be a lack of accountability among managers.

"The culture of the manager that disappears to the back office and cannot be found to solve the problems

of our officials and most importantly our clients has come to an end. Gone are the days of a manager that cannot account for the productivity of the office that the managers are running.

"We want a person that can be seen, we want visible managers. We want managers to go to the floor when there is a large number of clients and assist in addressing queries and problems."

The drive to achieve professionalism had motivated the introduction of new working hours with offices remaining open longer than in the past. Home Affairs offices are now open to the public from 08:00 to 16:00 on weekdays and from 09:00 to 12:30 on Saturdays.

"We will continue to innovate and find new ways to serve the public better. Our clients are very important to us."

He added that all Home Affairs offices had a list of the cellphone numbers of the Director-General, provincial, district and office managers.

"We want to be accessible to the community at all times. The Moetapele Initiative is meant to introduce a new approach. We want an operations management approach."

Officials of the department will receive extensive training in managing daily operations so that they have the skill to deal with long queues and fewer staff. "We want people who can think on the spot, who can hit the ground running and know how to solve the problems that our clients are facing," said the Minister.

Applying for a smart ID card and passport online

The South African identity document has to be protected against losing its value, therefore by September or October South Africans will be able to apply for their smart ID card and passports online.

Minister Gigaba said the department has partnered with banks concerning the application process. Once a customer has completed the application for a Smart ID or passport they will also be able to book an appointment with their bank to have photographs and fingerprints taken at their banks.

"You will go to your bank and they will take your picture, electronic signature and fingerprint. As you

walk out of the bank you will get an SMS from us that says 'thank you, your application has been received'.

"The payment will also be done on your computer via electronic funds transfer and in three to four days you will get another SMS stating that you can now collect your ID card or passport at your bank.

"You will have an ID or passport without even going to Home Affairs. We are doing all of this to improve client experience."

The department will also be changing their mobile units so that they too can handle smart ID card and passport applications.

"We know that there are many people who come to our offices and complain about long queues. The problem is that that not all our offices produce smart ID cards."

Because of the high demand for smart ID cards the department will expand this service to other offices too during the current financial year.

"We are changing the nature and culture of government and doing things that people thought were not possible. With Moetapele we are moving forward so that you can get the service you deserve." 🇿🇦



CSIR responds to SA's water challenges

South Africa is a dry country by global standards, with uneven rainfall distribution making water one of the main constraints to future development. The country's projected population increases, coupled with continuing efforts to meet growing demands for food, fibre, fuel and drinking water, while also redressing the consequences of past political inequalities, place ever-increasing demands on already limited water resources as well as the institutions tasked with managing these resources.

South Africa's ability to achieve socio-economic development aspirations is largely constrained by available water resources. Therefore the focus of the the Council for Scientific and Industrial Research's (CSIR) Water for Development science plan 2015 - 2019 is to develop decision-making frameworks for water resource quality and quantity.

The CSIR's frameworks use multiple criteria decision analysis, such as integrated water risk assessments and associated enabling technologies, tools and techniques.

The CSIR's science plan hinges on three things: Firstly the country's history in relation to water supply and demand, secondly, its current water quality and quantity situation and, finally, a focus on current and future water demand projections in South Africa.

The National Development Plan (NDP) explicitly states that an enabling milestone to achieve the country's bold Vision 2030 is to ensure that all South Africans have access to clean running water in their homes.

Redressing water inequality in South Africa

In 1994, government evaluated the imbalance in water infrastructure that characterised the nation, and pursued an ambitious

plan to put matters right by addressing the backlog. Approximately 35 per cent of South Africans had no access to a basic water supply, and 53 per cent lived without proper sanitation in 1994.

In the last two decades government has invested significantly in providing water to millions of South Africans who previously did not have access to clean water.

The National Water Act of 1998 was a milestone in government's water reform process which saw the provision of basic water supply and sanitation to the majority of South Africa's people being given high priority on the political agenda.



Dr Marrius Claassen, the CSIR's water resources manager.

How much water do we have?

South Africa has relatively little water available. This reality is exacerbated by increasing climate change, water pollution and international obligations which limit the amount of water the country has at its disposal. Added to this, South Africa faces a water supply challenge caused by a combination of low rainfall, high evaporation rates, an expanding economy and a growing population

whose geographical demands for water do not match the distribution of exploitable water supplies.

The country's average rainfall of 450 mm a year is far below the global average of 860 mm a year. However, a careful calculation of runoff, yield and water use indicates that, at a national level, the country has enough water to meet the nation's needs in the immediate future.

South Africa has 569 large dams with a total capacity of approximately 32 400 million cubic meters. The country's 19 water management areas showed that in

the year 2000, 10 dams could not fulfil the demand for water in the areas they serviced.

Challenges facing our water supply

In addition to the threat of pollution of available water resources, there is a disconnect between water resource management and supply. This presents major problems for the implementation of the National Water Act.

While water resources are managed at the level of watersheds, defined by natural boundaries within water management areas as stipulated in the National Water Act, water services provision takes place at municipal level.

An ever-increasing urban population is placing enormous pressure on the country's water resources. South Africans' modern day-to-day consumption patterns challenge and compromise its water resources.

Additionally, there are clear indications from the relatively scant water quality monitoring data available that, despite successes with water supply, the water quality of most South African river and reservoir systems has deteriorated over the past two decades. The quality of water in certain dams has deteriorated to such an extent that long-term consumption poses serious health risks to humans and livestock.

The costs of treating water for human consumption increases as South Africa's water resources become more polluted.

Without a radical improvement in water quality management approaches and treatment technologies, progressive worsening of water quality is expected to continue to decrease the benefits and increase the costs associated with use of the country's water resources.

Water quality can be enhanced by improving the treatment of water at sewage plants, identifying points of entry of nutrients into water bodies and mitigating

this, building retaining dams and planting wetlands which are designed to absorb all the nutrients entering the water body.

A CSIR solution to various challenges facing water in South Africa

In the CSIR's view, South Africa's ability to achieve socio-economic development aspirations is largely constrained by the limited available water resources. The CSIR's research on water quality and quantity is to develop water resources with the help of directed decision-making frameworks for water resource quality and quantity. The CSIR's frameworks use multiple criteria decision analysis, such as integrated water risk assessments and associated enabling technologies, tools and techniques.

The CSIR's proposed solutions are tied to a five-year plan which aims to develop:

- Appropriate integrated hydrogeological decision-support tools, with a focus on the refinement of existing modelling platforms and the integration of impact models in ecosystem and economic spheres.
- Suitable resource-directed water risk assessment measures to promote and improve freshwater ecosystems' health.
- Appropriate source-directed water risk assessment and remediation measures in the areas of water and human health.
- A coherent and integrated water management system and related decision support tools to promote and improve integrated water management.

South Africa's NDP, designed to reduce poverty and eliminate inequality, stresses the importance of improving water supply, use and management, and highlights a "growing concern about the potential impact of water-related risks."

This ambitious plan has set a number of targets to be met by 2030 to give all South Africans access to sufficient and safe water.

In support of national efforts, the CSIR is directing its resources to ensure that sufficient and adequate water quantity and resource quality take into account water resource availability including the current and future water demand projections of the country.

Activities devised to address the challenges and reach the »



The country's average rainfall of 450 mm a year is far below the global average of 860 mm a year.



proposed solution include establishing world-class integrated water assessment facilities and associated water-related research capabilities to promote and improve integrated water management. The focus is on effective, efficient and sustainable use of water resources, taking into account socio-economic aspirations.

The CSIR will also work with key sector partners to develop a research, development and innovation strategy for the water and sanitation sector. To cope with ongoing and emerging water-related science, engineering and technology needs, the CSIR will continue strengthening skilled water-related research human capital development.

Despite the challenges mentioned above, it is important to emphasise the significance and importance of South Africa's new water legislation. The policy development process itself proved to be very successful as a large number of stakeholders, legal practitioners, environmental scientists and politicians agreed on a set of world-class, highly progressive principles to accommodate environmental protection and socio-economic development priorities. South Africa, in fact, is the first country in the world to have adopted national water legislation that serves as a tool in the transformation of society, based on social and environmental justice.

The challenge for the CSIR, government and South Africans lies in the efficient and balanced use of water, together with other natural resources, to create an environment conducive to social and economic well-being.

Towards improved water security


Water security is a key government priority. CSIR researchers are looking at existing policies at provincial and national levels in South Africa to gain a better understanding of water security in the country. One of the aims of this project is to develop a successful way to help government and other stakeholders achieve water security and better manage water-related issues. Citizens

can also do their bit by reporting water pollution to the local municipality.

Scientists identify indigenous vegetation to help rehabilitate the metal-polluted Olifants River

CSIR experts in water chemistry and botany have found that certain indigenous vegetation can rehabilitate rivers polluted with metals such as iron, aluminium and manganese. Seven common and pollution-tolerant plant species prevalent on the banks of the Upper Olifants River bioaccumulate these metals in areas where rivers are affected by mining and industry. Successful rehabilitation will support sustainable human settlements and sustained industry and agriculture in the area.

Tools to promote reliable water supply in the domestic and agricultural sectors

CSIR hydroscientists are developing tools to help understand why, how and when water is used by key horticulture crops. They will also determine the benefits of using domestic rain harvesting systems in rural, urban and peri-urban settlements in South Africa. This study will bring to the surface an advanced understanding of agricultural resources. 

Dr Marius Claassen is an aquatic ecologist, with broad experience in the fields of water resource assessment, risk assessment and decision support systems. He currently manages the water resources research portfolio in the CSIR.

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More municipalities get it right

When Minister Pravin Gordhan was appointed to head up the Cooperative Governance and Traditional Affairs Ministry in May 2014, his immediate task was to introduce a strategy to get municipalities to work better and more efficiently.

Four months later, in September 2014, he launched the “Back to Basics” strategy to help municipalities improve their governance and financial management as well as ensure that basic services are delivered to improve the lives of all South Africans.

And the strategy is already paying dividends, according to Auditor-General Kimi Makwetu.

When he released his local government outcomes for 2013/14 recently, the Auditor-General said that while there were still governance challenges in the local government sphere, audit outcomes across the country’s 268 municipalities and 57 entities were improving.

“The number of auditees that received financially unqualified audit opinions with no findings increased from 30 (9 per cent) in the 2012/13 financial year to 58 (17 per cent) in the 2013/14 financial year. The 58 comprised 40 (14 per cent) municipalities and 18 (32 per cent) municipal entities.

“Of these municipalities, 27 also had clean audit opinions in 2012/13, which is an encouraging sign that the improvements at these auditees are sustainable,” he said.

Trend of improvement

The Auditor-General noted that while challenges still remained in certain areas like strengthening internal controls and addressing the lack of skilled officials, annual results revealed a trend of improving outcomes in financial management, performance management as well as public participation.

He said the 40 municipalities with unqualified audit opinions with no findings represent 27 per cent of the total local government expenditure budget of R315 190 million.

Makwetu said government’s “Back to Basics” strategy, as well as the “Operation Clean Audit” campaign, both contributed to the improved audits.

“The continuing improvement in municipal audit outcomes is largely due to the political and administrative leadership starting to set the right tone and leading by example in ensuring that the basics of good governance are in place and implemented rigorously.

“This has been our message on good administration in the public sector over the past few years,” the Auditor-General noted.

What the Auditor-General looked out for

One of the first things that the Auditor-General flags when he releases audit results on all organs of state is the lack of skilled officials in crucial finance and accounting positions.

The skills shortage often leads to national, provincial and local governments being given bad audit opinions because they either fail to produce financial statements and performance reports that are credible or produce results with material misstatements.

This is why it is important that auditees have stability in key positions and that they are able to keep their



Auditor-General Kimi Makwetu.

CEOs, municipal managers, CFOs, and other key officials in crucial positions to avoid having to rely on consultants to balance the books.

Material misstatements basically mean errors or omissions that are so significant that they affect the reliability of the financial statements.

Another area the Auditor-General often puts under the microscope is that of service delivery. Auditees are expected to produce a performance report that demonstrates their achievements against their pre-determined objectives. Pre-determined objectives are simply promises or targets that municipalities make in their Integrated Development Plans (IDPs) or their annual service delivery and budget implementation plans.

Over and above complying with key legislation, auditees also need to ensure that their internal controls and basic disciplines are above board for daily and monthly processing and recording of transactions.

The Auditor-General said these were the areas in which municipalities improved the most, leading to them receiving unqualified opinions with no findings.

"Most municipalities and municipal entities in these provinces had good internal controls or were working on the areas that needed further attention.

"These controls were underpinned by most positions being filled by key officials that have already achieved the prescribed competency requirements.

"This has enabled most of these auditees to produce financial statements that were free from material misstatements and to comply with key legislation," he added.

The Auditor-General said while the audit outcomes should be celebrated, it should be noted that some unqualified opinions were achieved through the over-reliance on consultants and the correction of errors identified by auditors during the audit process.

He said the number of auditees with supply chain management findings remained high.

Positive shift

While the Auditor-General noted general areas that still needed the attention of various municipalities, he added that positive strides had been made to get things right.



These included:

- When it came to compliance, the number of auditees with material compliance findings decreased from 90 per cent in the 2012/13 financial year to 79 per cent the 2013/14 financial year.
- Irregular expenditure of R11 473 million was incurred by 264 auditees, an improvement from the R12 228 million incurred by 270 auditees the previous year.
- Fruitless and wasteful expenditure dropped from R860 million (incurred by 222 auditees) in the 2012/13 financial year to R687 million (incurred by 250 auditees) in the 2013/14 financial year.
- The quality of Annual Performance Reports improved. In this regard, the number of auditees with no material findings went up from 103 (32 per cent) in the 2012/13 financial year to 126 (39 per cent) in the 2013/14 financial year.
- The number of auditees whose HR management controls were assessed as being good increased from 72 in the 2012/13 financial year to 90 in the following financial year. The Auditor-General also said that the most notable improvements related to vacancies and stability in key positions.

Dealing with underperforming municipal leaders

Minister Gordhan has welcomed the audit outcomes, and said as part of the "Back to Basics" campaign, special attention would be given to the 50 municipalities that received disclaimed audit opinions, particularly the 25 that received disclaimed opinions for the past five years.

The Minister said of the 335 municipalities and entities audited, 102 improved, 194 remained constant, 27 regressed while two were new and 10 were still outstanding.

"Auditees with financially unqualified opinions now account for 76 per cent of the total local government expenditure budget of R315 billion.

"This means that almost eight out of every 10 rands spent by local government is spent by entities with financially unqualified statements.

"The report recognises that a concerted effort was made to address irregular expenditure," he said.

The Minister added that the main reason for disclaimed opinions was inadequate or missing supporting documentation caused by a failure to strengthen internal controls and a lack of skilled officials. >>

The over-reliance on consultants remained a concern, the Minister said.

"This is unacceptable; we are asking the MECs to oversee that councils institute disciplinary action against negligent and underperforming officials.

"If need be, we will refer some municipalities to the relevant political parties to consider a change in the leadership of these municipalities if there is no immediate improvement."

The Minister also said underperformance was sometimes due to the fact that those in leadership positions, like municipal managers, were reluctant to act against maladministration.

He noted some officials often sit with a forensic report on their desks without taking action despite the seriousness of the findings or the fact that a lot of money was spent to appoint the firm that conducted the investigation.

Incompetency under the microscope

Minister Gordhan said his department would redouble its efforts to ensure that challenges of incompetence are addressed.

These would include, among others, implementing audit response plans to address issues raised by the Auditor-General and ensuring the appointment of competent senior management.

"Candidates who do not meet minimum competency requirements are not endorsed by MECs.

"Thus far, MECs have launched five court applications for orders to nullify the appointments of municipal managers without the necessary qualifications," added the Minister.

How to get it right

Mayors and senior managers from the best performing municipalities – those with unqualified audit opinions with no findings – welcomed the results in testimonies compiled in the Auditor-General's report.

Executive Mayor Khunjuzwa Kekana of the Sarah Baartman District municipality in the Eastern Cape said of her municipality's achievement: "The district municipality attained a clean audit by encouraging their daily disciplines around financial and performance."

Zululand District Mayor Mpiyakhe Hlatshwayo pointed out the importance of community involvement through ward committees and keeping the community informed on a regular basis.

"The clean audit can be attributed to the dedicated senior management team as well as training, developing and competitively remunerating staff.

"Monitoring, evaluation and reporting are key practices in the

municipality, supported by good project management.

"The municipality has highly skilled officials and a full capacitated workforce who understand the municipal landscape," he said.

Ekurhuleni Metro mayor Mondli Gungubele said it was all about servicing the needs of the people.

"Achieving a clean audit has a direct impact on service delivery in a number of ways and what is official of a clean audit is the trust and confidence that people have in government," he said.

In Mpumalanga, Steve Tshwete Mayor Mike Masina said maintaining an unqualified opinion with no findings was not easy and that it required extra internal controls. The Mayor of the Hessequa Local Municipality Emor Nel attributed the unqualified opinion with no findings to the commitment of the council and management.

"This achievement proves that service delivery can still be fully achieved and enhanced while working towards a clean audit," she said.

An **unqualified audit with no findings** means that the auditees were able to produce financial statements that were free from material misstatements; they met their service delivery targets based on their promises; and they complied with legislation when handling public funds.

An **unqualified audit with findings** means auditees were able to present financial statements without material misstatements, but failed to meet all their targets and did not set clear targets or indicate which legislations they used to manage funds.

Qualified audits with findings means that auditees were unable to produce reliable financial statements or comply to finance management legislation. In addition, auditees failed to meet all their targets and did not set clear targets or indicate which legislations they used to manage funds.

Adverse opinion with findings means that financial statement of auditees included so many material misstatements that the Auditor-General disagreed with virtually all the amounts and disclosures in the financial statements.

Disclaimers with findings means the auditees could not provide evidence for most of the amounts and disclosures in the financial statements and the Auditor-General was unable to express an opinion on the credibility of their financial statements. ⁽⁸⁾

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Making the new **e-toll** dispensation a success

In May this year, Deputy President Cyril Ramaphosa announced a new e-toll dispensation for road users utilising the Gauteng freeway network. This was after many months of discussions and deliberations within government which involved The Presidency, National Treasury, Department of Transport, South African National Roads Agency (SANRAL) and the Gauteng Provincial Government.

The new dispensation drew on the findings of the Advisory Panel appointed by Gauteng Premier David Makhura in July 2014 to conduct a socio-economic impact assessment of e-tolls in the province.

The panel's findings were based on thorough consultations with stakeholders, public meetings, research and round table discussions with experts on transport, the economy and environment.

In his announcement, the Deputy President highlighted the following aspects of the new deal:

- All motorists will pay a single, reduced tariff. For example, the current standard tariff of 58c per kilometre for light motor vehicles will be reduced to 30c per kilometre. This single tariff will apply to all motorists within a vehicle class whether they have an e-tag or not.
- The monthly cap has been dramatically reduced. Users of light motor vehicles whose accounts are up to date will not pay more than R225 a month. This is half the current monthly cap of R450 a month. Revised caps will also be introduced for other vehicle classes. They are:
 - Class A1 – R125.
 - Class B – R875.
 - Class C – R2 900.

All motorists will pay a single, reduced tariff. For example, the current standard tariff of 58c per kilometre for light motor vehicles will be reduced to 30c per kilometre.

- There will be no charge for infrequent users who make less than 30 gantry passes a year. If a user exceeds 30 gantry passes in a 12-month period, they will be liable for the additional passes including the first 30.
- E-toll fees that are currently outstanding will be discounted by 60 per cent. Users will have six months to settle debt dating back to December 2013 at the discounted tariff. This does not disadvantage users who have been paying e-tolls all along.
- There will be a monthly cap for accounts in arrears. All users who do not pay tolls within the required 30 days will be obliged to pay double the toll tariff. To protect users from incurring high amounts of debt, this will be capped. In the case of light motor vehicles, for example, the monthly cap for accounts in arrears will be R450.
- Settlement of e-toll fees will be linked to licence renewal. To further simplify the process and ensure better integration of road management systems, motorists will need to settle any outstanding e-toll fees before vehicle licence discs are issued.

Now that government policy on the user-pay principle is clear, SANRAL can continue implementing the system with confidence. SANRAL is a state-owned entity established to finance, improve, manage and maintain the national road network, considered to be the “economic arteries” of South Africa.

The roads agency has two primary sources of income. Non-toll roads are funded from allocations made by National Treasury. Toll roads are funded from borrowings on the capital and money markets or through the concessioning of roads to private sector consortia.

The Gauteng Freeway Improvement Project, which brought about the e-tolls, delivered roads of world-class quality to road users in Gauteng. However, to continue maintaining them requires money. And, as research has shown, it is only fair that road users should play their part and pay for the roads they use. Additional revenue will enable SANRAL to embark on improving the rest of the network in Gauteng, which handles

about 200 000 vehicles daily. And this improvement is urgently needed.

This is where civil servants can play a role in assisting the government in making the e-toll system a success. Civil servants are the face of government and ultimately its brand ambassadors.

They carry a huge responsibility on their shoulders to improve the image and reputation of government. This must be evidenced in the manner in which they conduct themselves – how they communicate with citizens, their swiftness to respond to the needs of the communities they were employed to serve, and the quality of services they render to the populace.

More importantly, civil servants are employed to implement government policies. Like other citizens, civil servants are also expected to pay for certain services offered by government, such as water and sanitation, refuse removal, electricity, etc., and this includes payment for the roads they use.

In the case of Gauteng, this means payment for e-tolls.

The truth is that our government’s budget is very tight and limited, with competing social needs such as basic healthcare, affordable housing, water, sanitation, roads, food security, electricity, etc. Against this background, it is only fair that citizens should meet the government halfway by paying for some of the services they use.

As ambassadors of the government, public servants are also expected to lead by example and pay for e-tolls. SANRAL needs this revenue to continue upgrading and improving our road network to world-class standards. We need roads that are always in excellent condition, to facilitate and drive economic growth in the region, as well as to make South Africa a globally competitive nation. 🇿🇦

***Vusi Mona is the General Manager: Communications at SANRAL.**

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linked to licence renewal.
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and ensure better integration
of road management systems,
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vehicle licence discs are
issued.**



FREE STATE DEPARTMENT OF PUBLIC WORKS & INFRASTRUCTURE AT THE CENTRE OF ECONOMIC TRANSFORMATION:

The Free State Department of Public Works & Infrastructure is aggressive in its pursuit of radical economic transformation through the provision of key socio-economic infrastructure for the greater good of the Free State society. Infrastructure development is the backbone of job creation and the base upon which all government programmes are premised. It creates a conducive environment for economic advancement and development.

Pursuant to this, the Department has, over the past 5 years, implemented massive socio-economic infrastructure projects in the Province on behalf of client Departments. As the primary implementing agent for infrastructure, the Department successfully completed 25 projects in the 2014/2015 financial year alone, with various capital infrastructure multiyear projects to be completed in the outer years. This exceptional delivery of world-class and game changing capital infrastructure projects is exemplified in the following projects:

- Completion of Phase 1 of the Seisa Ramabodu Stadium was recorded in March 2015 and Phase 2 of this project (which mainly includes roofing) is anticipated to be during the month of August 2015. This World Class FIFA Accredited facility is located in the heart of Bloemfontein's famous Rockland location and boasts an 18 000 seating capacity; VIP area, world class athletic track; ablution and change rooms. This project created over 517 job opportunities. Volleyball, Netball, Basketball and Badminton are some of the sports that will enjoy game-time in the Indoor Sports Centre. Tennis courts also occupy a sizable portion of land at the back on the grand pavilion with properly marked and well surfaced courts.
- Completion of the Albert Nzula District Hospital in Trompsburg. This state-of-the-art hospital boasts 73 beds, a pharmacy; X-ray and imaging medical wards, surgical wards, maternity wards; a dedicated 1-million litre water reservoir; 42 unit staff housing complex and an EMS Station.
- Bainsvlei Combined School Hostel seeks to bring dignity to the previously disadvantaged Bainsvlei farm community through the construction of a school hostel to accommodate 300 learners from the surrounding farms.



MEC Dora Kotzee responsible for the Portfolio of Public Works & Infrastructure in the Free State.



"One of a kind" - Bainsvlei Hostel Block in Bainsvlei, Mangaung Metro.



"World Class" - Seisa Ramabodu Stadium in Rocklands, Mangaung Metro.



"State of the art" - Albert Nzula Hospital in Trompsburg, Xhariep District.

The Department is in the process of delivering infrastructure to various client Departments. Snapshots of these are captured in the table below:

PROJECT NAME & DESCRIPTION	LOCATION	CONSTRUCTION STATUS & EXPECTED COMPLETION DATE
Boitumelo Hospital Contract 12: Revitalisation of Block H, SSD, Kitchen, Mortuary & Medical Waste Block	Kroonstad	95% and project is expected to be completed on 28 Nov 2015
Pelononi Hospital: Functional changes to intensive care unit (ICU), Block F1, and Lodger Mothers	Bloemfontein	100% and practical completion is anticipated during the Month of June 2015
Letlotlo Naledi Secondary School: 30 classrooms, Ablution Blocks, School Hall, Activity Centre, Media Centre and steel palisade fence.	Bothaville	100% and practical completion anticipated on the Month of June 2015.
Kopanelang Thuto Phase 2: Admin building, Media Centre, Activity Centre, School Hall, book store and feeding scheme kitchen	Sasolburg	80% and the contractor is busy with the school hall.
Matla Phase 2: Admin Building, Media Centre, School Hall, Book and Garden Store, Activity Centre	Bloemfontein	92% and the contractor is busy with installation of roof sheeting, ceilings, formworks for ringbeam.
Johan Slabbert Special School	Kroonstad	99%, snag list in progress
Bainsvlei Combined school: New hostels	Bloemfontein	96% variation orders have been submitted to the Client for approval.
Makabelane Secondary School unacceptable structures: Repairs and renovations	QwaQwa	100% and the final practical completion is anticipated during the month of June 2015.
FSSSI: Restaurant	Bloemfontein	100% and completed
Zamdela: Municipal Offices	Sasolburg	98% and the project is anticipated to be completed on 30 September 2015.

As mentioned in the opening remarks and emphasised in the Department's 2015/2016 Policy Statement the "Department, is proud of the progress in infrastructure delivery and the contribution to the creation of work opportunities in the Province. We believe that we continue to answer the call of the Freedom Charter that, "The People Shall Share in the Country's Wealth" and that, "There Shall be Work and Security" – which continue to remain our national priorities." These words were echoed by then-MEC for Public Works & Infrastructure, Sam Mashinini, during the tabling of the Department's Policy Statement. The same sentiments are shared by now-serving MEC for Public Works & Infrastructure, Mme Dora Koetsee.

For this current financial year 2015/16, the Department has been allocated a sum of approximately R1. 491.935 billion. This represents a 7.73% increase from the previous financial year (2014/15) of R1.385 billion. Included in the R1.089 billion is R185.791 million for capital projects of which R118.309 million goes towards our Township Revitalisation Programme and R33.131 million for EPWP non – infrastructure projects.

The Department will continue using the Integrated Infrastructure Delivery Improvement Programme (IDIP) to meet the infrastructure delivery needs of Provincial Departments.

The Department is the Provincial coordinator of the widely-regarded Expanded Public Works Programme (EPWP). The Programme is a key government initiative, which contributes to Government's policy priorities in terms of decent work and sustainable livelihoods, education and training, health, rural development, food security, land reform and the fight against crime and corruption.

In Free State, the Township Revitalisation Programme (TRP), which is a project delivered directly by the Department of Public Works and Infrastructure, is geared towards the refurbishment of paved streets, driveways and walkways. The ultimate goal is to dignify townships across the Province, whilst creating ample work opportunities and

skills development for both constructors and the EPWP participants.

In the 2014/15 financial year, the Department successfully completed various TRP projects in the townships of Bothaville, Jagersfontein, Batho and many others, spending the R178.901 million allocation that was committed to the EPWP. This inspired the Free State Cabinet to resolve to use the EPWP massification method in all infrastructure projects.

This game changing initiative will be expanded to townships in Tweespruit, Wepener, Thaba-Nchu, Dewetsdorp, Jagersfontein, Odendaalsrus, Excelsior, Parys, Vrededorp, Allanridge, Heilbron, Winburg, Tshiame and Hertzogville.



EPWP participants receive first hand skills while the socio-economic status of local road networks is improved, TRP project in Jagersfontein.

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FREE STATE PROVINCE

Foreign nationals making a difference in SA

When Patricia Mudiaya, from the Democratic Republic of Congo, arrived in South Africa as an immigrant 16 years ago she set out to do something extraordinary.

As a stranger in a foreign country, without resources, Mudiaya did something that very few in her situation would attempt, starting a project that would rescue women living in Gauteng from poverty.

In a country where the role of immigrants is often misunderstood, her biggest hurdle was to win the trust of the people. Despite obstacles that threatened to stand in her way Mudiaya made South Africa her home and started an organisation called Kwesu.

Its role is to support and empower African women to live a life of dignity and address social isolation, by building a sense of community between women. Mudiaya opened up a factory to teach women how to sew, a skill that has not only provided them with an income but also helped integrate people from different countries and communities.

Lending a helping hand

Today Kwesu is one of a few non-governmental organisations credited for assisting women, particularly migrants, to integrate into South African society. Mudiaya is one of the many migrants who have chosen to involve themselves in positive initiatives across South Africa and contribute to the betterment of the country they now call home. Their efforts have not gone unnoticed.

Mudiaya and five other individuals and organisations were honoured for their role in uplifting South African society when they were named as winners at the inaugural Mkhaya Migrants Awards held in Johannesburg recently.

The awards ceremony, organised by the Department of Home Affairs, honoured migrants who contribute to South Africa in the areas of business, community development, most integrated community, sports and arts and culture, among others.

The event, held at the Gallagher Convention Centre in Midrand, was filled with glamour and entertainment and the recent attacks on foreign nationals in South Africa were forgotten. People danced and cheered to the music of South African jazz legend Vusi Mahlasela and Zimbabwe's popular export Oliver Mtukuzi. One thing that united



Patricia Mudiaya, from the Democratic Republic of Congo, was one of the winners at the Mkhaya Migrants Awards.

them was their citizenship of Africa. Zimbabweans called Mozambicans *mkhaya* (countryman), as did the Nigerians, South Africans, Congolese and Ethiopians. Everyone was a *mkhaya*.

Winners were awarded R100 000 to help them to continue to make a positive contribution to society by using their expertise and resources.

Striving for peaceful co-existence

For Mudiaya, the award and money was not what she had in mind when she started the Kwesu project. All she wanted to do was improve the quality of life of the people of South Africa, in different communities, and ensure that migrants and locals co-exist in peaceful environments. >>



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"It is always a great honour to be recognised. This particular award is the best thing that I have achieved in my work in South African communities. We have been through a lot together and being recognised and getting an award is something great," she says.

A teacher by profession, Mudiaya said the struggles of women are a societal challenge that needs to be tackled by both the government and civil society organisations.

"Together we talk about these problems and we find solutions ourselves. We know what the challenges are and only we can solve them, if we are willing.

"As a woman I am working hard to ensure that I reach as many South African women as possible, because South Africa made me who I am," she adds.

Given the extent of gender-based violence and discrimination in communities, grassroots activist Mudiaya and her organisation provide support to some of the most vulnerable people living in South Africa. She is a shining example of how people, irrespective of their citizenship, can make a difference with a vision and drive for positive change. As revealed at the Mkhaya Migrants Awards, there are many people like Mudiaya

who are working every day to make South Africa a better place to live in.

Africans working together

Look at the community of Makana, in the Eastern Cape, for example. The Grahamstown community has found a way to integrate migrant entrepreneurs and local shopkeepers into a business forum. Agreements are made collectively, without violence, and all parties are compliant with regulations and by-laws. The forum was instrumental in ensuring that police action was taken in communities affected by the adverse treatment of migrant-owned small businesses. For its role in demonstrating that Africans working together as a united front can benefit whole communities, the community was commended and walked away with a R100 000 prize.

William Okpara also shared the spotlight at the awards. Almost every household in the township has known his name since the early 1990s. The Orlando Pirates legend and former goalkeeper arrived in South Africa in 1989 from Nigeria. Since then the man nicknamed "The Godfather" has given sterling service to the Sea Robbers. He played for more than a decade for the Buccaneers, winning two league titles. Most importantly, Okpara played a pivotal role in Orlando Pirates annexing the Confederation of African Football Champions League in 1995. When he retired from playing, he graduated to the position of goalkeeper coach. For his role in sport he walked away with R100 000.

"The role of sport in uniting people can never be underestimated. We saw this during the rugby and the soccer world cup tournaments held in this country. So, as someone who has been part of sport in South Africa all these years, I have seen how important sport is in this country and I have always tried to use my position to do good," Okpara says.

He bemoans the recent attacks on foreign nationals in a few communities in Gauteng and KwaZulu-Natal, saying they are not a reflection of the South Africa he knows.

"I have been in this country for many years and I have made it my home. What we saw is not how South Africans are. This is a good country and no amount of criminal elements can change that," he says.

The Home Affairs Department says the Mkhaya Migrant Awards will be held annually to raise awareness of the role migrants play in South Africa. 🌍



Soccer legend William Okpara, from Nigeria, was also a winner at the awards.



MASANA SOCIAL CONSULTANTS

Mr N.P Muladi, CEO of Masana Social Consultants, established his business in 2002 after serving for almost 20 years as a Municipal Mayor at Makhado Municipality and as a District Councillor at the Vhembe District Municipality. During his time as Councillor he recognised the need for skills development, especially in previously disadvantaged communities. So he made it his mission to empower people with Labour Intensive Construction (LIC) skills training.

Masana Social Consultants has helped train many people through skills development in the fields of building and civil engineering – leading to good working relationships with the Vhembe FET College, Lephalale FET College, CETA, Thulamela Municipality, Makhado Municipality, Mutale Municipality, Musina Municipality, Vhembe District Municipality and local contractors. Masana has been involved throughout the implementation of EPWP and CWP by offering their services through skills training, monitoring and project management. Masana, a multi-purpose institution, has assisted the country's economy by creating jobs through youth development by engaging the youth in apprenticeships, internships, learnerships and recognition of prior learning (RPL).

Masana also manufactures LBS cold mix asphalt which enables them to employ people completing their learnerships in roadwork construction, NQF level 3, and ensure they can put their newly learnt skills to practise. Masana believes strongly in social responsibility this has been demonstrated by the donation four RDP standard houses to disadvantaged families and providing skills training to those who cannot afford it.

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Ntsudeni Phineas Muladi (CEO)



Nicholas Tendani Muladi
(Managing Director)



Sophie Mashudu Munyai
(Admin Manager)

Budgeting for SA's future

South Africans were given a comprehensive look at national government departments' priority activities for the current financial year when the heads of department tabled their Budget Votes recently.

PSM takes a look at what citizens can expect from departments during the year ahead and also reflects on the successes recorded so far.



broadband, the Square Kilometre Array project, water pipelines, dams and new bus routes in large cities.

He added that the PICC also monitors government's localisation programme, which calls for 75 per cent local components in manufacturing.

The Presidency

Operation Phakisa, which is aimed at fast-tracking service delivery, will be extended to the mining and education sectors this year, said President Jacob Zuma.

"In mining, the focus will be on increasing investment, transforming the sector and improving mineral beneficiation.

"In education, the focus will be on the information and communication technology approach to enhance basic education," said the President.

He also noted plans for Operation Phakisa in the health sector.

"In health, government will construct and refurbish 216 clinics and community health centres between this year and 2020.

"Operation Phakisa in health will further enhance the good work we are doing in the area of healthcare. Some of this work has included remarkable progress in the fight against HIV and Aids."

Infrastructure development

He noted that the Presidency continued to coordinate infrastructure development through the Presidential Infrastructure Coordinating Commission (PICC).

"This year we are monitoring more than 200 project clusters where construction is taking place, which includes road repairs and upgrades and the energy build programme of Medupi, Kusile and Ingula," he said.

Other projects include the building of new clinics and schools,

"At the continental level, we continue to champion the road and rail infrastructure programme through the Presidential Infrastructure Championing Initiative programme of the African Union."

The President said regional and cross border infrastructure would be developed to facilitate intra-Africa trade and investment.

He envisaged that the initiative would ultimately unlock the economic potential of the continent and provide development opportunities for regions, countries and people.



Department of Public Service and Administration

The public service is working tirelessly to improve its capability to better the lives of citizens, says Acting Minister of Public Service and Administration Nathi Mthethwa.

He said public servants have a responsibility to serve the citizens of the country.

"May I remind you that as a public servant you are a servant of the public and the public is not your servant! As the public service, our progressive employment policies and practices expect employees to reciprocate, by coming to work on time and by serving the public in an exemplary manner - we expect nothing less!"

The Minister noted that while ethics, integrity and issues of maladministration continued to challenge the development of a professionalised public service, the limitation placed on public servants doing business with government was part of the department's endeavour to promote and practice good governance.

Minister Mthethwa said he believed that the public service was a calling.

"It is for this reason that we are driving a campaign to continually instil the Batho Pele values in all public servants, especially our frontline staff.

"The DNA makeup of our public service must consist of men and women with impeccable ethical conduct, including a high work ethic and displaying the high morale, humility and pride associated with being a loyal public servant. We must be beyond reproach as public servants. Our administrative culture must create an organisational culture, which embeds a civic culture reflective of an Ubuntu value system."

Changing behaviour

He said in partnership with National School of Government, the department would begin the process of changing bureaucratic patterns of thinking and attitudinal behaviour.

"Unannounced visits to frontline service delivery points during Public Service Month, over the past eight years, have started yielding positive turnaround results," the Minister noted.



"Selected hospitals, home affairs offices and police stations have demonstrated improved service delivery when implementing systems and process changes. We have also observed an employee workforce that is better equipped to embrace the Batho Pele principles more readily and demonstrates a visible change in attitude."

He added that as part of efforts to manage discipline within the public service, Cabinet approved the creation of a pool of labour relations specialists and a team of legal experts from the Department of Justice and Constitutional Development to deal with the backlog of disciplinary cases. It also approved uniform guidelines for precautionary suspensions.

Department of Planning, Monitoring and Evaluation

The Minister in the Presidency for Planning, Monitoring and Evaluation (DPME), Jeff Radebe, says his department will work with Statistics South Africa to ensure that statistics are used to improve the performance of government departments.

Minister Radebe said many departments did not yet have the correct information management processes and systems in place to generate reliable data and the DPME would implement initiatives to deal with this challenge.

He added that one of the strategic priorities of the DPME was to test the impact of government programmes on society at large.

The DPME has a total of 39 evaluations completed, covering around R50 billion of government expenditure.

He said many evaluations registered major impact even before they were made public. As a result, major improvements in the effectiveness of government programmes should be seen.

Evaluations making a difference

Minister Radebe added that the first completed evaluations were making a big difference, referring specifically to the first evaluation»



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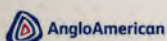
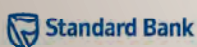
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on Early Childhood Development (ECD), which had resulted in a new ECD policy being developed and gazetted in March 2015.

“Among others, a focus will be on improving the quality of Grade R to maximise its impact on poor children and in poorly performing provinces, and strengthening the training and development of Grade R teachers.”

An evaluation of the Business Process Outsourcing Scheme of the Department of Trade and Industry (dti) was done to test whether the Business Process Services (BPS) Incentive Programme offered by the dti was creating jobs and increasing foreign direct investment.

“Key findings indicate that since the start of the incentive scheme over 9 000 jobs have been created and that the BPS sector is key to attracting investment and creating new jobs, especially in the 18 – 35 age group, where job creation for young people is most needed.”

The DPME introduced a number of tools to encourage and instil monitoring and evaluation practices within the public service.

“As at September 2014, all national and provincial departments participated in the assessment of management practices undertaken by the DPME.

“The preliminary results indicated that 29 performance areas out of the 33 measured have shown an improvement in scores, despite raising the bar of some of the standards and putting more focus on content in the moderation process,” the Minister noted.

Department of Small Business Development

Small Business Development Minister Lindiwe Zulu said this year the department will work hard to ensure that more support is given to the informal sector.

She noted that there was a growing need to ensure that township and rural economies – where many informal traders operate – be given enough support to thrive.

“Government, in particular local government, needs to ensure that it enforces by-laws without disenfranchising informal traders who have not had infrastructure support.

“We will be working with metros, municipalities, the South African Local Government Association and the National House of Traditional Leaders to review by-laws to be responsive to the local conditions in our townships and rural areas.”

Support for youth-, women-owned enterprises

With President Zuma having announced in his State of the Nation Address this year that government would set aside 30 per cent of all procurement towards supporting and growing youth-owned enterprises, the Minister said youth-owned cooperatives were being established.

She said that this would be done, in partnership with the Department of Energy, for young people in rural parts of the Eastern Cape and KwaZulu-Natal who were trained in the installation, maintenance and repair of solar-heated geysers.

“These youth cooperatives are now ready to participate in the growth of the renewable energy and green economy sectors. We intend to gradually grow this programme across the country.”

The Minister added that women’s empowerment was high on the department’s agenda. »



She said that the Bavumile Skills Development Programme would continue to make it possible for many women to access formal training to improve the quality of their products.

"Participants are supported to either formalise their businesses or to access markets by participating in national pavilions or supplying local markets."

Minister Zulu also had good news for those who wished to get a formal qualification in entrepreneurship.

As part of government's efforts to inculcate a culture of entrepreneurship, the department would work with the Department of Higher Education and Training to establish Centres for Entrepreneurship programmes within the Technical and Vocational Education and Training context.

"This programme seeks to increase the number of graduates who regard setting up their own business as a viable alternative to seeking employment," she said.

Department of Health

Health Minister Dr Aaron Motsoaledi says government needs to change its budget strategy to strengthen the public health system if the country, along with other African states, is to take the continent forward.

The Minister said the strategy would also include prioritising the prevention of disease and promoting health to ensure that people get good quality healthcare.

He added that the need for stronger public health systems was important as it would enhance the ability of the health sector to prevent and manage disease outbreaks like Ebola, meningitis, TB, HIV and Aids and polio for example.

It was for this reason that, at a recent World Health Organisation conference in Benin, Ministers of health took a decision that instead of having vertical programmes – separate budgets to fight malaria, polio, HIV and Aids and TB among others – governments should invest in strengthening public health systems.

"We believe that what will help Africa are strong health systems which in turn will withstand whichever outbreak emerges because... we actually do not know what will follow next.



"Yesterday it was HIV and Aids, today it is Ebola and TB and tomorrow is what? We do not know but we believe that some other outbreak is unfortunately in the pipeline," said the Minister.

The Minister said that during the 2014/15 financial year his department was busy with plans to strengthen the public health system.

"This will include preventing disease, promoting health and making sure that our people get good quality healthcare.

"This is our mandate and this we shall pursue with vigour.

"This does not mean vertical programmes are to be abandoned.

"It simply means that strengthening healthcare systems will be our flagship, while vertical programmes will be supportive."

Prevention is better than cure

Minister Motsoaledi said curing diseases is usually regarded as a scientific achievement, while prevention is not given the same stature.

"We shall not abandon or weaken the preventative aspect of the health system, on the contrary, it is going to be the foundation of our programme of health system strengthening," he stressed.

Department of Economic Development

Economic Development Minister Ebrahim Patel has called on people to show their entrepreneurial spirit and take advantage of the R23 billion that has been set aside over the next five years to fund "new players".

The funding, made available by the Industrial Development Corporation (IDC), will be good news for radical economic transformation and job creation, he added.

"The IDC is committing R100 billion over five years to industrial development.

"What is new and significant is that we are setting aside R23 billion to promote black industrialists.

"This is a five-year programme that is intended to support those companies where black South Africans are both owning and >>



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controlling the enterprises in the productive sectors of the economy and is intended to bring more South Africans into the economic mainstream," he said.

The IDC will also make R9 billion available – R4,5 billion for women and R4,5 billion for youth.

The Minister said the funding would be in the form of loans or equities.

Support for small businesses

The Minister said during the current financial year the Competition Commission would conduct an inquiry to see how smaller businesses in the formal and informal economy could be supported. He said the inquiry would also seek ways in which smaller players could be incorporated into this lucrative sector.

"It will examine amongst others the tenancy arrangements in shopping malls, the growth of township enterprises, small shops, spaza shops and so on and it is intended to ensure that we have a competitive but inclusive retail sector."

He said another inquiry into the healthcare industry, which he announced last year, would conduct its public hearings during the current financial year.

The inquiry was established to address several concerns about the industry, including the cost of healthcare in South Africa.

Department of Cooperative Governance and Traditional Affairs

Cooperative Governance and Traditional Affairs (COGTA) Minister Pravin Gordhan said his department is committed to implementing measures that improve the administration of local affairs to positively impact all communities.

He added that as part of the Back to Basics programmes, during the 2015/16 year, the department would:

- Reduce municipal debt and improve payment to Eskom.
- Improve municipal procurement and infrastructure delivery.

- Pilot projects to strengthen districts.
- Address root causes of attacks on foreign nationals.
- Introduce community feedback mechanisms.
- Enforce competency requirements.

Highlighting some of the positive developments so far the Minister noted that all provinces had established Back to Basics Provincial Task Teams. In addition, support plans have been developed for identified municipalities and incorporated into Integrated Development Plans, the department has established a National Monitoring Centre and municipalities are reporting on Back to Basics Performance Indicators monthly.

Improving infrastructure delivery

The Minister noted that improving the delivery and management of municipal infrastructure was vital to improving service delivery.

"To date, we have received encouraging reports about improvement in service delivery. Increasing numbers of municipalities are improving their response times when faced with electricity outages, sewerage spillages and water stoppages."

The Inter-Ministerial Task Team on Service Delivery coordinated by COGTA was overseeing the process of developing integrated infrastructure plans for the 27 districts with the largest backlogs of basic infrastructure.

These plans will identify the infrastructure investments required to eradicate the backlogs.


The department has also introduced a number of measures to strengthen the fight against fraud and corruption in municipalities in line with the Back to Basics approach.

The Minister said that of the 115 forensic reports received, 98 had been assessed by the department with the assistance of law enforcement agencies, the office of State Attorney and the National Treasury.

Actions that would be pursued include assets forfeiture, disciplinary processes, criminal prosecutions and civil claims.

"The department will continue to work closely with law enforcement agencies to ensure there are consequences for fraud and corruption within municipalities," he stressed. ❸





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Arts and culture rebuilding African unity, social cohesion

The launch of Africa Day at Freedom Park on April Fool's Day in 2015 was neither a cultural joke nor a political prank.

It marked a decisive turning point in South Africa's political history and cultural consciousness.

Elevating the celebration of Africa Day to a national event that was commemorated inside the township of Mamelodi helped shatter the myth that South Africans are xenophobic. This was the first time that South Africa had observed and celebrated Africa Day on a national scale.

In the wake of recent violent attacks on alleged foreign nationals, Africa Day contributed to the reawakening of Pan-African consciousness, promoting pride and unity among the local populace and people of the continent.

Significantly, this is a development that has ultimately brought about critical reflection among the citizens of the country. We have begun to confront whether we see ourselves as African.

Undoubtedly, the immediate cause of the launch of Africa Month – a festival of ideas and cultural exchange – was neither the alleged xenophobic attacks nor a reaction to them.

It was the implementation of the strategic decision to elevate nation building and social cohesion to a stand-alone Outcome

14 to be led and coordinated by the Department of Arts and Culture.

It was an expression of government's decision to vigorously pursue an African agenda to promote unity among all the people who live in the country and integrate South African identity, history, economics with the rest of the region and continent.

Government considers the redefined role of arts, culture and heritage the best policy to articulate and interpret this African agenda. The sector has been rehabilitated to take on the role of championing an ideological responsibility with the intention of nourishing the soul of the people through Pan-African consciousness.

The ideological assault perpetrated by colonialism of a special type and apartheid can only be challenged through the soft power of the arts.

This is an assertion and validation of the power of the arts to transform self-perception and knowledge. No doubt South Africa is, largely, a society where the indigenous populace has been emptied of a sense of history and heritage. The clear agenda was to recreate Africans in the colonial image.

Over the last 100 years and more, apartheid and other

forms of segregation have succeeded in getting African people to look at and judge themselves through the colonial prism. Worse, they have disconnected indigenous people from their African identity, history and heritage.

As we celebrate 21 years of democracy and freedom, we need to remind ourselves that the intention to become an inherent part of the African continent has always been on the political agenda. Thus Africa Month is a culmination and outward expression of this will. It is an important step towards rebuilding African unity and social cohesion.

It has become increasingly evident since the launch of the cultural programme that the role of arts and culture is not mere entertainment or the hobby of those with nothing serious to do. It is essentially about spearheading national consciousness and spiritual reawakening.

The festivities included seminars, conferences and other colloquia to pursue a national and international political and cultural discourse.

An unending list of creative intellectuals and artists engaged in critical discourse and put on performances - across all artistic genres - that confronted issues that keep Africa and her people awake at night.

Despite what could be mistaken for a late start because of the coincidence with violent attacks on foreign nationals, a new consciousness has been ignited, prompting intense political debates and introspection.

The events and developments have deliberately been spread to the townships and strategic urban centres.

Significantly, two parallel processes coincided with the inaugural Africa Month.

Firstly, ordinary South African citizens took a firm stance on the matter of attacks on foreign nationals. Many South Africans challenged and condemned the violent attacks and, for the first time, civil society came forward to assert their African identity and protect fellow Africans.

They came out to make one bold and declarative statement: We are Africa and we are united!

Also, they stepped forward to challenge the media-

created perception that South Africa suffered from "Afrophobia" or xenophobia and was disinterested in pursuing African unity.

Secondly, government convened strategic sectoral meetings with important stakeholders to find African solutions to the violent attacks.

Most importantly, President Jacob Zuma invited the African diplomatic corps for a frank discussion on how to resolve the challenges posed by migration. The agenda clearly remained the pursuit of Africans united in building social cohesion.

Africa Month provided these developments with an important and relevant political and cultural backdrop. In fact, the artistic and cultural programme has provided the creative intellectual tools to deepen mutual understanding and enhance cooperation among all.

Essentially, the cultural programme has heightened awareness about the artificial national borders that are a colonial legacy and inculcated a spirit of unity and oneness.

It has also highlighted and mainstreamed the power of arts, culture and heritage in nation building and achieving social cohesion.

Increasingly, the arts sector is appreciated for its cohesive power that brings together a fragmented and dispersed African group.

While in the past the Ministry of Arts and Culture was regarded as a junior partner in government, it has successfully redefined its strategic role. A big part of this is to reverse the legacy of colonialism of a special type.

Therefore Africa Month is a cultural programme that aims to openly encourage African identity and unity among all the people in the continent.

During Africa Month there was a notably heightened awareness and national discourse on African identity. This is a great achievement. It can be observed in the national discourse in the media and through other platforms where individuals have grappled with the meaning of being African and of a cohesive region and continent.

There is no doubt that Africa Month had a great impact on national consciousness and has much greater potential to influence the decolonisation of the mind.

The #RhodesMustFall movement, for instance, was characterised by its relevance and alignment to the desire for an African identity and self-determination among the youth, especially university students.

Of their own accord they gave momentum to the transformation >>

***As we celebrate 21
years of democracy and
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of the heritage landscape, curriculum and the desire to identify with and assert an African identity.

Africa Month represents more than a turning point in South Africa's political history and cultural consciousness. It introduces the beginning of what will be the golden age of African unity and cohesion.

This is marked by the artistic and cultural reclamation initiatives that are underway. Government has taken a leading role in promoting Pan-African unity by fighting unwarranted violence against foreign nationals. Students have prompted a new way of thinking that demands an intuitive connection with African history and heritage.

Also, intellectuals and academics are championing a fresh ideological outlook that puts Africa and her interests first. Artists have a more significant role that sees them at the helm of the much spoken about African Renaissance.

Arts and culture are on the verge of unprecedented appreciation. The next significant step will be for the Departments of Arts and Culture, Sport and Recreation, Basic Education, Higher Education and Training, Cooperative Governance and Traditional Affairs and a host of others to capitalise on the gains of Africa Month.

The central aim is to bolster self-respect and confidence in Africa's cultural history and heritage so as to promote Pan-African unity.

In hindsight, Africa Month made an important contribution to reawakening African consciousness. We should be proud that the rigorous month-long programme was graced by the presence of a number of influential and internationally acclaimed African thinkers.

They were invited to establish the ideological and intellectual framework for a strong, united and prosperous African continent.

The celebration of the inaugural Africa Month was a very special occasion in the history of South Africa and the rest of the continent.

It is important to note that it coincided with the beginning of the third decade of South Africa's freedom and democracy and pursuit of radical economic transformation.

It is also the second year of the second decade of the existence of the AU.

There is a mammoth task ahead of us to lay a solid foundation for a better and more prosperous African continent.

It would have been a serious indictment to confine the celebration of Africa Month to what is called 'mere entertainment.' The ideological and intellectual role is what underpins it. We are headed towards Africa's self-renewal.

It is the foremost intellectuals who must serve, together with others, as guiding lights in our journey to create a more prosperous African continent.

We have reached a phase in our creative development where we must reconfigure the African narrative.

The increasing presence of Africa's diverse people within our borders can only bolster South African efforts to play a leading role in the continent. After all, the country is a microcosm of Africa that holds the aspirations and hopes of the African continent. 🌍

***Nathi Mthethwa is the Minister of Arts and Culture.**



Silas Mbedzi CEO of The Mvula Trust

THE MVULA TRUST

INTERVIEW WITH SILAS MBEDZI

On Friday 19 June 2015, Silas Mbedzi took time out from his busy schedule to be interviewed at The Mvula Trust newly acquired offices in Midrand.

On The Mvula Trust website it says that leadership requires academic, educational and ethical business aptitude and experience – please could you speak about your vision for The Mvula Trust.

Our vision is to be a leader in our field as an implementing agent for government in the delivery of water and sanitation projects. We continuously align our work with the broader goals of Government (national provincial and local) with regard to the provision of water and sanitation where citizens will have access to adequate water and sanitation across the country.

Please speak about the current projects The Mvula Trust is implementing – and the importance of partnerships for their delivery.

The bulk of our projects are with the National Department of Basic Education where we are assisting with the eradication of water and sanitation backlogs in schools in Limpopo, Mpumalanga and the Eastern Cape. We have started with the building of classrooms using alternative building technology. We also have the capability to take on similar projects in the Free State, North West and Kwazulu-Natal. This will ensure that the department is able to meet the 2030 vision of providing all learners with adequate access to water and sanitation.

Other clients include Provincial Departments of Education, wherein we are implementing water and sanitation projects in schools on their behalf.

The Mvula Trust has also moved into the building of classrooms – we have completed five schools in Eastern Cape where we built suitable classrooms using alternative technology. To do this we are partnering with ArcelorMittal who provide the alternative structures.

We are busy with provincial departments of local government in implementing municipal infrastructure projects and constructing rural household sanitation using our famous community-based

approach; we have just finished a three-year rural household infrastructure programme building 170 000 toilets across the country. We empower communities through training and contribute to local economic development by buying locally produced cement and building sand, using local labour and transport.

Another important project we are currently busy with is the operation and maintenance of water schemes built between 1995 and 1997 which have now fallen into disuse and disrepair as a result of municipalities having taken them over as opposed to their being run by local communities. We are encouraging the municipalities to go back to the community-based approach in maintaining water schemes which enables communities to oversee, operate and maintain their own water schemes.

In partnership with the Energy and Water SETA, The Mvula Trust is training community members as:

- Process controllers (chemical mixers at reservoirs to ensure quality of drinking water)
- Plumbers
- CBO project managers
- Health and hygiene practitioners
- Occupational health and safety practitioners

Please highlight some of The Mvula Trust successes since 1993.

For me there are five main highlights:

1. Providing bulk water schemes to communities who previously did not have access to purified water.
2. Our community-based approach to development which empowers communities to take care of their development.
3. The provision of sanitation facilities to rural communities and the building of 170 000 toilets throughout the country over three years using the Community Based Approach to implement the projects.
4. The building of toilets in close to 4 000 schools in Limpopo, Eastern Cape and Mpumalanga provinces.
5. The provision of water using spring protection which benefits communities, schools and livestock.



With the huge challenges presented by climate change, please outline some of the environmentally friendly approaches being used by The Mvula Trust.

Spring water protection contributes to environmental protection at the same time as providing water to local communities. When we build toilets we are mindful of the environment and have introduced a system whereby toilets are lined with bricks in order to minimise seepage.

We focus on lessening pollution as a key component when training community members.

We are implementing Rain Water Harvesting programmes in various communities to help preserve run-off water.

How does The Mvula Trust align with the NDP?

The NDP talks to basic services. Through the provision of water and infrastructure we provide access to sanitation and water for rural communities. Not only do we provide communities with basic services, we also free their time from worrying about basic necessities and focus on economic activities.

We are also aligned through the creation of employment opportunities – if we build 30 toilets we will be employing and upskilling 30 to 50 community members.



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If you're considering buying a home in a sectional title development be sure to do some homework first, especially with regards to the body corporate.

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Considering how difficult it can be to remove trustees on a body corporate, it is best to do your homework before you buy into the complex.

Do they stick to the rules?

Scrutinise the constitution of the complex and the quality of management in place. See if they apply good governance by how often they hold trustee meetings and the quality of the minutes of these meetings. Also find out if trustees are rotated and if the nomination/election processes are in line with the Sectional Titles Act of 1986.

Are they solvent?

The continual use of special levies each year should raise a red flag. Also look at the history of levy increases to see if they are excessive. Establish the situation with bad debts in terms of arrear levies – unpaid levies can put a sectional title scheme into financial difficulty.



Who is running the complex?

Ask to see the financials of the body corporate and find out who is running it – is it the residents themselves or are they assisted by a third-party managing agent? Speak to current owners to find out if they're satisfied with the running of the complex. If it's being managed by a management agent, do some homework on that company – do a quick Internet search, or check out a site like *HelloPeter.com* to try find out if there are any problems.

Once you buy, get involved

Make sure you read all correspondence forwarded by the trustees or the managing agent, and attend and participate at all general meetings, including AGMs. Your vote can only count if you participate. Make sure you understand the financial health of the body corporate and request to see the financial statements of the complex.

Become familiar with the STA of 1986 and body corporate rules, which can be done through various publications, which are aimed at sectional title owners and trustees. Remember that you're allowed to attend any of the meetings of the trustees. ®



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For more information on nominations, contact Aisha Crombie at aisha.crombie@topco.co.za or call 0860 00 95 90

Barlow Manilal**Chief Executive Officer: Technology Innovation Agency (TIA)**

Barlow Manilal holds a Bachelor of Science (BSc) Honours degree in Industrial Technology and Management, and several other management qualifications.

Manilal gained excellent knowledge of project engineering and manufacturing in the automotive Original Equipment Manufacturer environment at Toyota SA and Mercedes Benz SA. While at Mercedes Benz SA, he was part of the team that integrated the SA plant into the DaimlerChrysler global planning network. During his employment at Toyota SA, he was involved in numerous project engineering initiatives, including being part of the first global export programme launch team.

Prior to joining TIA in April this year, Manilal spent 14 years at the Automotive Industry Development Centre (AIDC), of which seven years were as CEO. Under his leadership, the AIDC underwent significant transformation to become a formidable mechanism for project delivery.

He also served as the national President of the Chartered Institute of Logistics and Transportation of South Africa from 2006 until the beginning of 2015. Manilal is also an Editorial Advisory Board member of Transport World Africa, a representative on the Federation of Supply Chain Management Associations of South Africa and part of the Automotive Industry Advisory Council to the University of Johannesburg.

**Nicolette Prinsloo****Director: Marketing and Distribution, Government Communications (GCIS)**


Nicolette Prinsloo holds a BCom degree, specialising in Marketing Management, from the University of Pretoria. She also obtained a certificate in Advanced Marketing Management with distinction from Unisa and completed the Management Development Programme through the University of Pretoria's Gordon Institute of Business Science with distinction.

Prinsloo has more than 10 years' marketing and distribution experience in both public and private sector organisations.

She previously freelanced as a marketer for Afri-Ski Resort in Lesotho and also worked as a sales consultant for Media24.

She worked for the South African National Parks in the Northern Cape, at the Kgalagadi Transfontier Park, and in the Western Cape, at the Bontebok National Park, where she was responsible for marketing the activities of the parks.

In 2009, she joined Government Communications (GCIS) as Deputy Director: Marketing, Advertising and Distribution for the government newspaper *Vuk'uzenzele* and applied her marketing skills in growing the advertising base for the newspaper.

Prinsloo acted in the role of a Director: Marketing and Distribution for more than two years before being permanently appointed. She will be responsible for, among others, the marketing of GCIS' products and platforms, dissemination of print material and coordination of events. 





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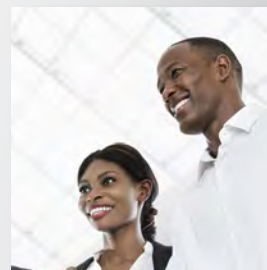
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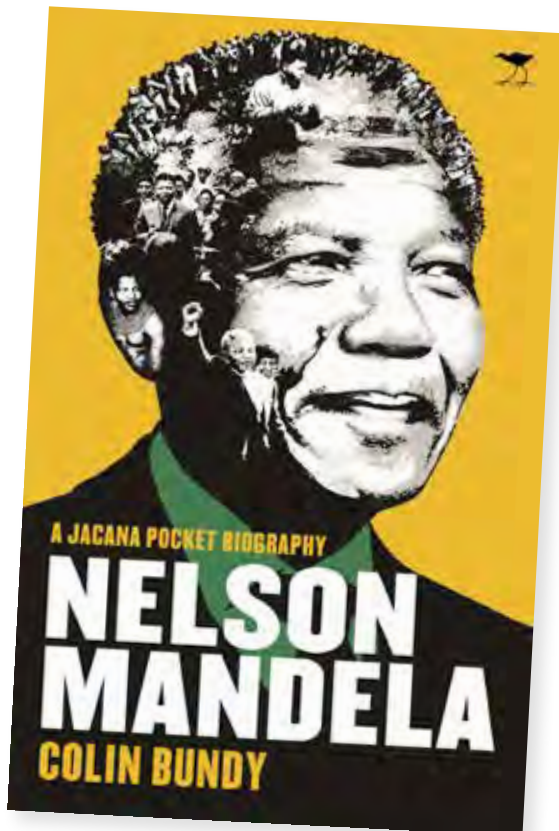
Understanding Mandela

**A Jacana Pocket Biography:
Nelson Mandela by Colin Bundy**

How does one sift the actual life of an individual from the idealised hero: a secular saint, symbol of his own nation's rebirth as well as moral leader of humankind, whose death reminded a world of its hunger for hope, for a better future? How does one trace the tentative steps, the turnings not taken, the flaws and failures which are the lot of any human life from an air-brushed, formulaic, eulogised life-story that seemed to transcend mortal measures?

Writing with his characteristic elegance, insight and striking turn of phrase, Colin Bundy sets out to extricate the person of Mandela from a pervasive sense of Mandela; distinguishing between the actual, historical Mandela and a generalised and essentially mythical Mandela. There are two main elements in this task. The first involves locating Mandela's life, his character and actions, in South African history, which Bundy does in five masterly chapters. The second element, the subject of the first and the final chapters, asks a different set of questions, about memory and remembering; about legacy in the long term.

It is relatively easy to trace the history of Mandela's status as living legend. It is virtually impossible to imagine what it must have been like to inhabit such space, to live as individual and as legend. And how much more difficult it must have been for an intensely private, self-disciplined man to be the focus of such public adulation. Mandela was very much aware of being made a symbol of the struggle.



This book is not only a skilful overview and summary of the 20th-century icon but a fresh and engaging look, each page revealing new insights and original observations expressed in felicitous prose.

About the Author

Colin Bundy is one of South Africa's foremost historians and the former Principal of Green Templeton College, Oxford. His books include *The Rise and Fall of the South African Peasantry* and two Jacana pocketbooks, a biography of Govan Mbeki and *Short-changed? South Africa since 1994*.

Creating awareness about

mental illness

July is Mental Illness Awareness Month and this is an excellent opportunity for South Africans to reflect on their own mental health, as this aspect of wellness is often overlooked.

This is according to Government Employees Medical Scheme (GEMS) principal officer Dr Guni Goolab, who notes that depression, a form of mental illness, is a common medical condition affecting around 350 million people worldwide.

"The World Health Organisation has listed depression as the leading cause of disability internationally. In South Africa and elsewhere, depression often goes undiagnosed as people often tend to seek help for physical illness more readily than for mental illness," says Dr Goolab.

Depression is characterised by feelings of sadness, lack of energy and low motivation, which can have a negative impact on a person's everyday life. There are varying degrees of depression and such feelings may last for weeks, months or even years.

"Some people with depression may not experience feelings of sadness but rather a sense of hopelessness, helplessness or even anger. The condition may affect one's ability to work, study, sleep, eat and enjoy life," Dr Goolab observes.

Depression can strike at any time and for no apparent reason, he adds.

There are different kinds of depression and treatment will depend on the diagnosis and how severe it is. In general there are two main forms of treatment: medicine called anti-depressants and talk therapy otherwise known as counselling.

Talk therapy has been shown to be highly effective in treating depression, providing the sufferer with support and someone to share his or her troubles with. In less severe cases, talk therapy may be all the help the individual requires. Some mental health conditions might require further treatment by a specialist, which may include prescriptions for anti-depressants.

There are many different types of mental illness and Dr Goolab explains that it is important to seek help if you start to recognise uncharacteristic moods or unhealthy thought patterns. "Early diagnosis and treatment of mental disorders is vital to ensure that people living with these conditions can continue leading full and productive lives," he says.

While there is ongoing debate around the causes of mental illness, there are a number of factors that may trigger these disorders, including:

- Substance abuse (drugs and alcohol).
- Stress.
- Trauma.
- Loneliness.
- Mental, physical or sexual abuse.

Family history of mental illness may also point to a higher likelihood of developing certain conditions.

If you begin to suspect mental health problems, either in yourself or a member of your family, you might consider recording the frequency, severity, and duration of the symptoms that concern you, until an appointment with a registered healthcare professional can be arranged.

Talk to your doctor about any troubling symptoms, such as excessive anxiety, fatigue, mood swings, irritability, sadness, suicidal or violent thoughts, thoughts of death, changes in your appetite or weight, and any other signs that you find worrying. While these may or may not indicate mental health issues, it is important to keep your doctor informed as early intervention can often prevent a problem from developing.

Food for the soul

It's the heart of winter and the temptation to snuggle up in front of the television with the family and some good comfort food is great. *PSM* has some quick recipes for the winter day that the whole family can enjoy.

Butternut and sweet potato soup served with lemon and garlic toast

Serves 10

For the soup

500g sweet potatoes, peeled and diced
1 peeled, deseeded and diced butternut
1 tablespoon honey
1 tablespoon olive oil
2 chopped onions
3 garlic cloves, crushed
1 litre vegetable or chicken stock
1 teaspoon cinnamon powder
1 teaspoon grated nutmeg
100ml double cream.

For the toast

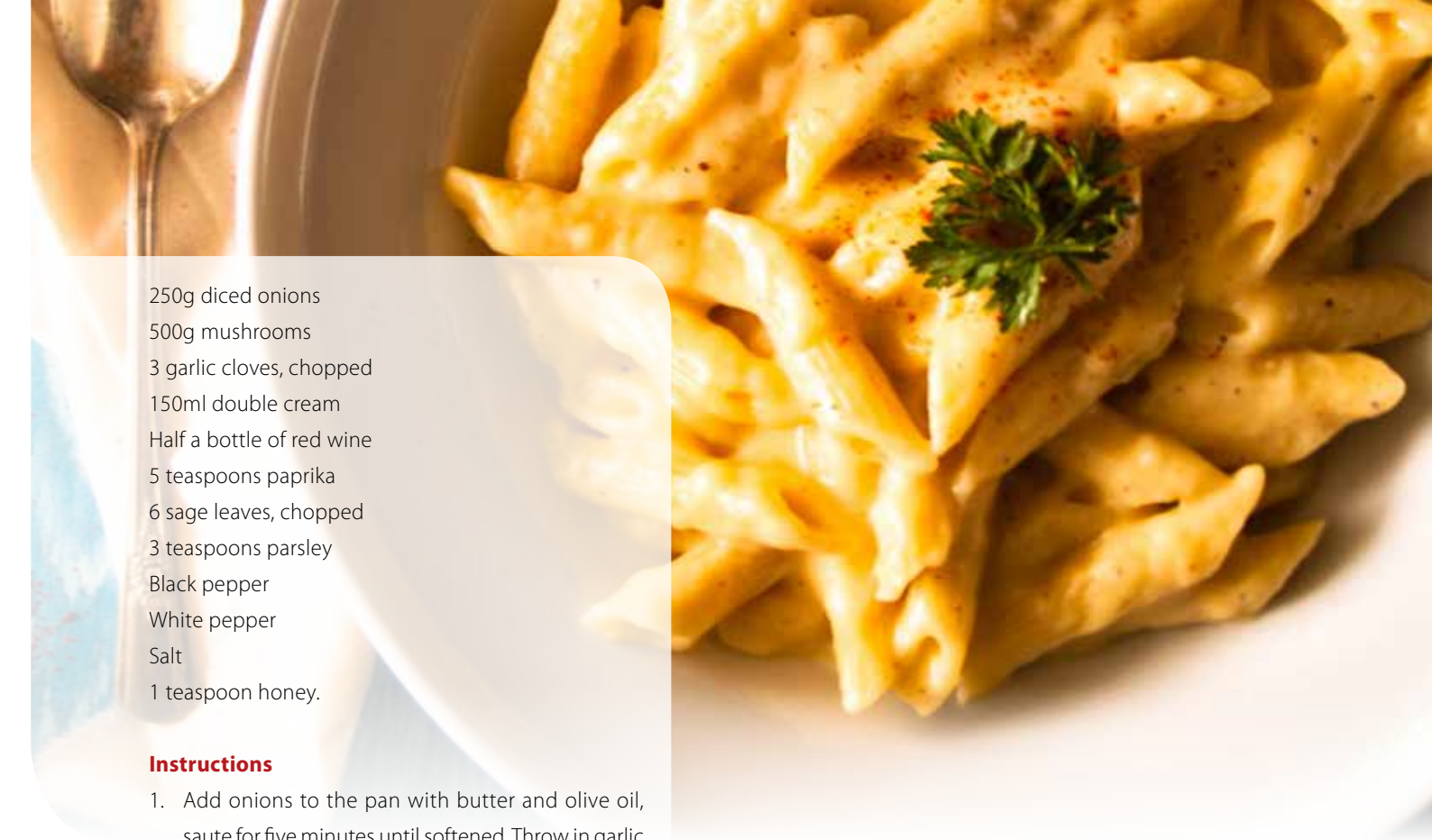
1 tablespoon olive oil
3 garlic cloves, crushed
100g butter at room temperature
1 lemon zest
2 tablespoons snipped chives
1 tablespoon chopped thyme
2 sliced ciabatta loaves.

1. Heat oven to 220°C. Glaze the butternut and sweet potato with honey, lay on a baking tray with a drizzle of olive oil. Roast for 40-45 minutes until soft and starting to caramelise at the edges, turn occasionally.
2. Fry the chopped onions in a tablespoon of olive oil until soft. Gradually add the garlic, chicken stock, cinnamon and nutmeg. Bring to a boil and simmer for five minutes.
3. Remove the butternut and sweet potatoes from the oven and add to the pan with the stock. Blend everything until smooth using a stick blender. Stir in most of the cream and bring back to a gentle simmer. Season with salt and pepper to taste.
4. To make the lemon and garlic toast, gently warm the olive oil and garlic in a pan over a low heat for a few minutes until the garlic softens. Remove from the heat and mix in the butter and lemon zest until smooth. Leave to cool, then stir in the chives and thyme.
5. Toast the ciabatta slices, and top each with a spoonful of garlic butter. Serve with the soup, drizzled with the remaining cream, and some black pepper.

Beef Stroganoff

Serves 6

Knob of butter
1 teaspoon olive oil
500g chunked beef frying steak



250g diced onions
500g mushrooms
3 garlic cloves, chopped
150ml double cream
Half a bottle of red wine
5 teaspoons paprika
6 sage leaves, chopped
3 teaspoons parsley
Black pepper
White pepper
Salt
1 teaspoon honey.

Instructions

1. Add onions to the pan with butter and olive oil, saute for five minutes until softened. Throw in garlic cloves and sage and cook until softened.
2. Add red wine and paprika until slightly reduced. Add white pepper and salt to taste.
3. Add beef and cook until slightly browned. Add mushrooms until softened.
4. Add parsley, honey and black pepper.
5. Add double cream and bring to a slight boil.
6. Add arrowroot if needed, only use a little and stir until it thickens. Add more if needed. Make sure the liquid is not cooking or boiling. If the sauce becomes too thick add a little extra double cream or water.
7. Serve with rice or pasta.

Creamy macaroni and cheese

Serves 8

1/2 cup butter
1/2 cup flour
1/2 teaspoon salt
1/2 teaspoon pepper, to taste
1/4 teaspoon cayenne pepper, to taste
1/4 teaspoon garlic flakes
2 cups cream
2 cups milk
200g cheddar or gouda cheese grated
500g macaroni cooked.

Instructions

1. Melt the butter over medium to high heat.
2. Whisk the flour in gradually until the sauce is smooth.
3. Cook and whisk continually for 2 minutes.
4. Add in salt, pepper, cayenne and garlic; stir to combine.
5. Gradually whisk in cream and milk.
6. Cook and whisk continually for 8-10 minutes or until sauce is thickened.
7. Add in half of the cheese and stir until smooth.
8. Take skillet off stove burner.
9. Mix the cooked macaroni and cheese sauce together; transfer to a greased casserole dish.
10. Sprinkle with the remaining cheese.
11. Bake in a 180°C oven for 20 minutes. 🍳





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Every parent's survival guide for the school holidays — Gauteng region

Parents generally have a rather paradoxical relationship with school holidays. On the one hand, having the children at home and spending quality time together as a family has to be a good thing. However, in reality, by the second day of holidays both parents and children are driving each other crazy, with most parents silently wishing for school to start again and peace to reign in the house once more.

And while taking the little darlings away on exotic holidays would seem to be the solution to maintaining all-round sanity, the everyday practicalities of finances and work responsibilities mean this is not al-

ways possible. Fear no more, dear parents, the solution lies in the oft-neglected daytrip. There are plenty of exciting adventures to be had, all within an affordable budget and close enough to home that Johannesburgers can still have everyone tucked up tightly by bedtime.

Wild Cave Adventures

Located in the Cradle of Humankind World Heritage area, Wild Cave Adventures is an exciting place for kids of all ages. The main attractions are the caves, where children can abseil, wriggle and crawl their way into and through various caves. The activities all have an educational focus, with children

in overalls and mining helmets before making their way (with their parents) to the party location at Bat Cave. For those who find tight spaces a little claustrophobic, the above-ground attractions include abseiling and extreme hiking (both only for over 18s though) in the beautiful Magaliesberg mountains.

Where: Magaliesberg area (less than an hour's drive from Sandton).

Price: The cost is R250 per child and R400 per adult (inclusive of all equipment). Birthday parties are R250 per person (parents accompanying the children also pay this rate).

Contact details: www.wildcaves.co.za; info@wildcaves.co.za; 011 956 6197, 082 486 2464

Honeydew Mazes

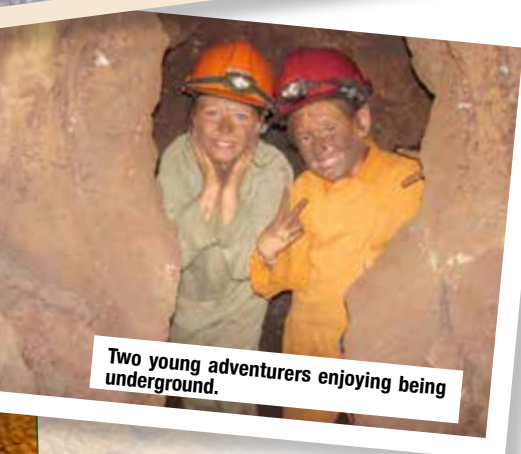
Boasting 11 years of proudly hosting children's parties of all descriptions, Honeydew Mazes is a place where fun is guaranteed for all guests. The Elemental Maze (2km of pathways, constructed out of 3.5m tall reeds) is used in winter and spring, while the Maize Maze is used for the other half of the year. These mazes take on average 90 minutes to complete, as there are 10 station quizzes to be completed before the maze can be unlocked. Visitors can keep coming back for more fun in the mazes as the quizzes are updated regularly, and the maze has 12 internal doors which are used to change the solution on a regular basis.

An explorer finding her way through Honeydew Mazes.

The logic puzzles seem to have these three young ladies perplexed... for now.



Children will definitely return from Wild Cave Adventures dirtier, dustier and most importantly happier than when they left.



Two young adventurers enjoying being underground.

learning about the history of the caves and the lime miners of the 1800s, as well as ecological factors such as the bats that live there and the importance of preserving the caves for future generations. Children's birthday parties are also an option: the children are dressed up



Birthday parties are regularly held at Honeydew Mazes, with one parent needed for each group of five children in the maze. For children over 12 years of age, the moonlight maze activity is also an option. This involves finding your way out of the maze in the dark. There are also other activities such as rope mazes, logic puzzles and wobblers (balancing skills tests) available.

Where: Boland Street, just off Beyers Naude Drive, Johannesburg.

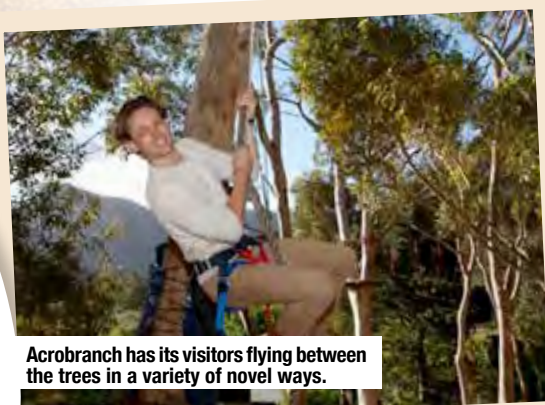
Price: R80 per child and R120 per adult (moonlight mazes are R100 and R120 per child and adult respectively). The maze is generally only open on weekends and on some weekdays during the holidays.

Contact details: www.honeydewmazes.co.za; enquiries@maizemaze.co.za; 073 795 2174

Acrobranch

The Johannesburg edition was the first Acrobranch built in South Africa, and it currently boasts one of the longest ziplines in Africa at 200m in length. Swinging through the forest like Tarzan and Jane while somehow still being within walking distance of Melrose Arch is a strange sensation, but due to the company's innovative partnership with Johannesburg City Parks, this is a reality.

Guests whizz through the air on ziplines and complete the obstacle courses and treetop adventures, all the while supervised by the safety guides. The yellow course (nicknamed the Playing Cubs) is the perfect place for the little ones to begin, with monkey bridges and ziplines to get the children into action. Other obstacle courses vary in length and difficulty and include challenges such as swaying logs, Tarzan



Acrobranch has its visitors flying between the trees in a variety of novel ways.



Two ladies boldly embarking on one of the rope obstacles.

swings and high platforms. Once the little cubs have mastered their fears and conquered the course, there's a small restaurant serving crepes (the French version of a pancake) which works well for celebratory meals. Birthday parties can also be organised, with discounts given for groups of 15 or more guests.

Where: James and Ethel Gray Park, Melrose, Johannesburg.

Price: The children's activity courses start at R100 per person and last roughly two hours.

Contact details:
www.acrobranch.co.za;
086 999 0369

Gold Reef City

This is without a doubt the big daddy of adventure attractions in Johannesburg and one that's guaranteed to have your children running around madly with excitement at just the thought of a visit. The entertainment options are vast (including Turtle Creek Putt Putt, Dr Doolittle's Animal Farmyard, 30 adrenaline-inducing rides as well as a 4D movie theatre) so you'll need a full day to make the most of the park.

The rides are the main drawcard, and with thrills such as Anaconda, the Jozi Express, Miners Revenge, Raging River Rapids and the Tower of Terror all wait-



One of the actors in the Jozi's Story of Gold Heritage Tour at Gold Reef City.



Some of the rides will have the parents hanging on for dear life as well.



One of the more gentle rides, aimed specifically at the younger ones.

ing to be conquered, even the bravest adrenaline junkie will be holding on for dear life. There are rides specially for the younger children (under 1.3 metres tall) such as Safari Train, Mouse Trap, Pirates Cove and the Elephant Ride, to name a few. The park also offers Jozi's Story of Gold heritage tour, a fascinating look at the underground mines, gold panning and museum houses of old. Birthday parties are available for children, with the birthday boy or girl receiving free entrance and a complimentary meal and drink.

Where: Ormonde, Johannesburg.

Price: Tickets for children are either R110 or R155, depending on whether they are under or over 1.3m in height. Putt putt is R20 per person per game.

Contact details: www.goldreefcity.co.za; 011 248 6800

Kid's Traffic Land

The City of Gold offers plenty of novel attractions to get children enthusiastic, none more unique than Kid's Traffic Land. The idea behind the centre is for kids to simulate their parent's day-to-day activities in a fun and learning environment. Children are issued with a driver's licence and are able to drive battery-operated cars and bikes through Traffic Land, all the while learning the rules of the road and how to interact with others.

Where: Balfour Park Shopping Centre (shop 174), Highlands North.

Cost: Prices start at R35 for a 15-minute ride. Weekday school field trips are R30 per child, and weekend birthday parties are R2 000 for 20 children for an hour-and-a-half session.

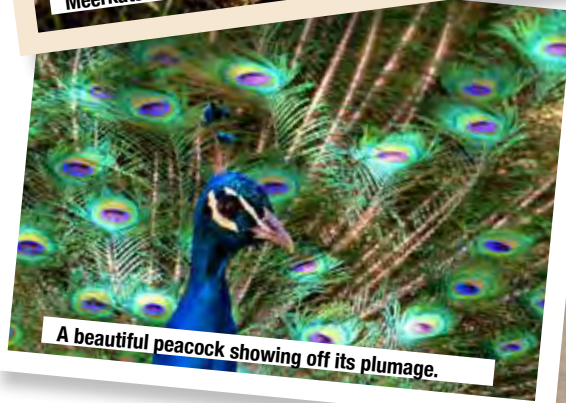
Contact details: www.kidztraffiland.co.za; pana@kidztraffiland.co.za; 073 329 8510



At Kid's Traffic Land children learn all about the rules of the road.



Meerkats enjoying the last of the day at Joburg Zoo.



A beautiful peacock showing off its plumage.

Joburg Zoo

The Joburg Zoo stretches over 54 hectares of land, housing over 2 000 animals (and more than 320 unique species). The zoo has a proud history in the city, having been in operation for over 100 years. Children will be enthralled by the fierce animals such as the crocodiles, hippos and bears, while there are also endangered species such as the white rhino and the wattled crane to see.

The zoo has many events on the go to keep young ones entertained. Holiday events include guided ferry tours to see the animals, crafts and games, animal feeding and animal shows. Slightly older children can also sign up for the "Zoo Snooze" which involves an overnight stay in the zoo, including a night tour and a bonfire.

Where: Jan Smuts Avenue, Parkview, Johannesburg.

Price: R40 for children and R65 for adults, and the overnight stay in the zoo is R150 per person.

Contact details: www.jhbzoo.org.za; 011 646 2000

Hopefully school holidays no longer need to be a dreaded event but rather a chance for some treasured family time. With these six activities merely the tip of the iceberg, there's a whole city full of activities to explore. After all, keeping the youngsters fit and healthy is the best way to keep them happy and out of nonsense. No more excuses, time to get out there and explore your city. ☺



by Rre Elijah Litheko, Chief Executive Officer
of South Africa's Institute of People Management.

SOUTH AFRICA HAS WITNESSED EXTRAORDINARY CHANGES OVER THE LAST 20 YEARS...yet we remain one of the world's most unequal societies in terms of income, and this figure is growing.

The current rate of youth unemployment in South Africa is unacceptably high, and if this is not remedied will have negative repercussions on our hard-won democracy.

Sustained economic growth will assist us to address inequality and enhance living standards for all South Africans, but some argue that we are still struggling to move past the effects of the 2008-9 world economic crisis. A recent analysis using The Boston Consulting Group's proprietary Sustainable Economic Development Assessment (SEDA) methodology shows that South Africa ranks 138 out of 149 economies in terms of converting its wealth to well-being.

As a nation, we really have our work cut out for us. Strong and visionary leadership is required in both the public and the private sectors to build an inclusive society and economy, focused on growth, development and a culture of mentoring.

As a country we cannot allow more than half the population be left behind in the technological age that is upon us, now and in the future. Development of people and growing our own timber will in future differentiate successful countries from those that are not. India for instance sends its young people to study at leading high education institutions across the world and is in a position to export these skills to other countries.

Progressive people management and development practices are going to be critical enablers in raising our country's competitiveness profile and positioning it within the league of high performing nations.

The time for Africa to rise by its own bootstraps has finally arrived and as a country we need to seize this opportunity with gusto and dexterity!

Human Resource Management Professionals and Leaders from all sectors of the economy have a crucial role to play to transition their constituencies from the past to the future.

We need to aspire to be in the super League of Nations and direct our people development efforts accordingly. This will require us to seriously assess the quality of our leadership, the impact of the decisions we make, the allocation of resources, the type of partnerships we enter into – whether they advance our national imperatives or inhibit them.

THE TIME IS NOW!

The renowned and energetic Professor Rasoava Rijamampianina of the University of the Witwatersrand Business School in Johannesburg talks to a concept of "The World after Midnight." He says that overnight, when we were sleeping, all the rules changed. When we woke up, we were expecting things to be the same, but they were different. Because we are expecting things to be the same as yesterday, we apply the same rules and models of the past, but they no longer work to bring us the results we need.

Let's take a look at how things have changed...

In the past it was not uncommon to have one job or one career for the whole of your working life. Today, that is not the case. People move around more frequently than before, seek out opportunities wherever they may occur around the world, gain experience in new areas, and jump ship to boost their salary.

The relationship between employer and employee—and what each expects from the other as "**part of the deal**"—also continues to transform.

We call this the psychological contract and delivering on the "**unwritten deal**" has a profound impact on productivity and trust. If you don't get what you had expected you might quickly move on when another opportunity arises.

The younger generation does not feel the same lifelong loyalty to one employer as perhaps we did in the past. Employees are beginning to talk about a career path in place of the corporate ladder; they are also not as invested in climbing up in one direction as they once were.

The way people work has also changed.

We see the rise of virtual workplaces and flextime, enabled by significant technological advancements that allow us to access volumes of information, to connect, share and collaborate.

In South Africa we spend an average of just over 5 hours per day on the Internet, compared to a global average of 4.4 hours. Out of our population of 54m people, almost half are active Internet users. Globally we see huge increases in web traffic served to mobile phones too, from 3% in 2010 to 33,4% in 2015. **We are more 'mobile'.**

These developments mean that although the world opens up and becomes more accessible and connected for many, for others it may seem so saturated with change that it borders on the chaotic.

Today there is a growing understanding within organisations that no matter where we operate or what we do, **there is never time to rest on your laurels. When things are going well is the time to sense what could be next.**

It is time to look for ways to refresh, transform and consider unexplored paths with new partners. That's what the "World after midnight" is talking to. And it doesn't apply only to organisations and businesses—it applies to each one of us as working individuals. Taking more initiative and responsibility to prepare for what lies ahead, adapting to unforeseen change and increasing flexibility—this is what is required for successful futures.

We need to up our game, to innovate, to compete and to collaborate to stay ahead. And the good news is; we have many more tools at our disposal than we had before, thanks to technological advancements.

So how do we move forward?

HR professionals, amidst competing priorities, may find it difficult to cut through the noise, isolate what is really important and make the right decisions about what future success looks like and requires.

The ability to lead our organisations in ways that truly serve our customers is becoming a finely tuned and much sought-after skill.

Although we are less certain than ever as to what the future holds, it is our role to help build our African economies so that our people and our communities thrive in the emerging future. These are challenges we all face, and they are not limited to one country—or even to one continent.

THE PAST, PRESENT AND FUTURE

In South Africa, our history has a long tail. We have seen some great achievements over time, but we have also experienced, in a few short decades, more change than most countries do in a century. Many people have been deprived through systematic underdevelopment and deprivation over years and years, and access to opportunity has not been enabled as quickly or thoroughly as we had hoped. **Where does that leave us and what does the future hold?**

THE RISE OF AFRICA

All across the African continent we are seeing efforts to revitalise local economies and our HR associations are working hard to put the models and systems in place to build the capability and capacity needed to drive innovation forward.

They are proceeding in spite of the volatility, corruption and violence that has plagued Africa as a continent—scars that bear testament to a largely colonial past of militarized enforcement of productivity and dictatorial styles of rule that did little to shape African countries for the future.

As Dave Ulrich and his co-authors state in their book Global HR Competencies, "**Africa is rising.**" They note the number of stellar universities in Africa and the International Monetary Fund's claim that by 2020 as many as 7 of the 10 fastest-growing economies in the world will be located here.

Africa will see the return of expatriate professionals who once sought better opportunities abroad, but now see their homeland as the new global investment frontier.

HR HAS TO DO ITS PART...

To liberate productive and rewarding futures, we need to reject top-down command-and-control management styles and focus on developing skills, including on the job training, where many Africans find their greatest opportunities lie.

The Role of the Institute of People Management (IPM)
It would be naive to deny that the past does not influence the present and yet it is only from the present that we can really influence the future.

Our constitution mandates that government make education accessible to all South Africans, and, as an HR community, we recognise how vital it is to open up the playing field to enable all of our citizens to have a role in building our country's future, particularly those that were previously disenfranchised.

This means tackling issues such as skills and talent development and acknowledging the value of prior learning so that where skills exist, they are recognised.

At The Institute of People Management (IPM), we have relentlessly strived to prepare ourselves for the future, to adapt, to flex and to up our game.

We were founded in 1945 by the visionary and committed lady, Isobel White. We strive to be the portal to thought leadership in people management and development, and we relish the work we have planned for the future.

We do not see the present as a glass half empty, despite significant challenges, but rather as a myriad of opportunities to shape the future. This year we celebrate our 70th anniversary, and we reflect on a number of key achievements in the way we are able to service human resources development within our country.

The IPM has been working on a competency model based on the global leading framework developed by Ulrich, contextualising it for application within our local markets. We have also professionalized our Institute. We are recognised as a professional body by the South African Qualifications Authority (SAQA), allowing us to offer Professional Membership and award Professional Designations against the backdrop of a revised Continuing Professional Development (CPD) Policy and a Code of Conduct.

We offer local and globally recognised qualifications through our strategic partners. Membership also offers a range of benefits including discounts on our leading edge programmes and courses with local and global providers, covering the entire HR value chain to enable HR practitioners and people managers to up their impact in the workplace. You can choose the options that are best suited to your career focus, now and in the future.

Our flagship event is The IPM Annual Convention and Exhibition. This event attracts nearly 1000 HR Professionals and Leaders from diverse organisation sizes and sectors. It offers access to the latest and forward-thinking trends and research and plenty of practical sessions to apply learning before returning to the workplace. Sessions are designed to inspire us and equip us for the future world of work, and to tackle the issues that keep us awake at night, including legislative reforms, pension reforms, transformation, etc.

We also recognise and reward good people management and development practice at the IPM People Excellence Awards, spanning different individual levels in organisations, including awards for the Team, IPM Branch and Emerging Branch of the Year. Our mentoring programme is leading the way for us to transfer skills and open networks.

All of these initiatives are just a sample of what we do, as we are aimed at accelerating transformation within our country – developing our leaders, creating and enabling access to opportunity, and celebrating the resource that lies within our people. **Our people must truly be the path to sustainable, competitive transformation.**

A professional, innovative HR industry for Africa can make a major difference in larger country issues.
- We champion this.

If you would like to join us on this journey, you can find out more about what we offer and the work we do on our newly revised website at www.ipm.co.za.

For more info contact us on:-

Tel: +27 (0)11 716 7508

Email: info@ipm.co.za

visit our website www.ipm.co.za

Find us on



IPM4People



IPM South Africa

IPM is a member of the African Human Resource Confederation



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SAQA
South African Qualifications Authority
to credential HR Professionals
& to award CPD points



1-4
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Winter wrap up

It's that time of year again, when we reach into the back of our wardrobes for all our extra layers for the inevitable change of season. To get you ready for the winter blues, we have selected some dressy cover ups that

will protect you against the cold right down to your toes. From eye-catching peacoats and jackets to boots for all occasions, you can look good and feel warm this winter.



Men's coats

1. Ben Sherman Harrington Jacket Black **R1 800**
2. Next Wadded Jacket Navy **R1 355**
3. Edited Trench Coat Stone **R899**
4. Zara Basic Blazer Grey **R740**
5. Next Peacoat with Borg Collar Black **R2 299**

Men's boots

1. TopMan Peter Werth Black Turnmill Derby Boot **R1 850**
2. G Star Raw Patton V Marker Denim 25 **R2 999**
3. Globe Nomad **R2 399**
4. Zoom Steel **R1 499**
5. Bellfield Milwaukee **R1 099**



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Ladies coats

1. Pringle of Scotland Peacoat Red **R2 700**
2. Sies! Isabelle Gypsy Coat Multi-Colour **R2 340**
3. Black Coffee Slim-fit Coat Pale Pink **R1 800**
4. Errol Arendz Trimmied Waterfall Blazer with Belt Black **R2 600**
5. Leigh Schubert Longer-length Jacket Navy **R995**

Ladies boots

1. Zoom Carla **R539**
2. Nina Roche Heel Ankle Boot **R4 495**
3. Plum Patent Long Boots Black **R799**
4. Topshop Harp Metal Heel Boot **R1 480**
5. Madison Hammond **R739**

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TOP 5 TOPICS AND CASE STUDIES COVERED

1 HOW TO BE AN EMPLOYER OF CHOICE

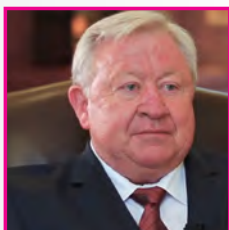
2 RETHINKING HR IN A CHANGING WORLD

3 YOUR ABILITY TO ATTRACT, RETAIN AND INSPIRE YOUR EMPLOYEES

4 TALENT MAPPING

5 PROVEN METHODS FOR SUCCESSFUL RECRUITMENT STRATEGIES

2 DAYS, BREAK AWAY SESSIONS, 30 + SPEAKERS INCLUDING:



DARRYL THWAITS
CIO
Tiger Brands



TREVOR PAGE
Director
Deloitte



SHIRLEY ZINN
CEO of **Shirley Zinn Consulting** and former HR Director for **Standard Bank**



MARC PRIVETT
General Manager
Careers 24



ALAN SECCOMBE
Director
PwC



MARIUS MEYER
CEO of the SA Board for People Practices (**SABPP**)



The Audi S6 marries ultra high performance to super luxury in one elegant package.



Audi S6: Brains and Brawn in one elegant package

The new face-lifted Audi S6 is so understated that unless you see the V8 T signs on its flanks, you will never really appreciate what potential lurks under that bonnet.

To start with, the S6 is obviously the sports version of the A6, which forms the middle rung between the bigger selling A4 and the flagship A8.

The shape has become more elegant, sporty and sophisticated, but in an understated way. The new car features smart LED headlamps that truly are a work of art. You cannot stop admiring how something as mundane as turn signals can be so captivating as the amber coloured lights seem to travel along a thin piping rather than just flashing on and off. The silver coloured external mirror covers, 19-inch

S design alloy wheels together with the four exhaust pipes give away the game that you're driving something special.

And special it is. While the 4,0-litre, V8 turbo-petrol pushes out 331kW and 550Nm at 5 800r/min, letting out a lusty growl, it does so by not being unnecessarily loud and intrusive. Start the car and immediately the V8 comes to life then settles into the most unassuming idle. Put your right foot down and the V8 makes sure that you know that this machine means business. Try the following figures if you will: 0 – 100 km/h in under five seconds and a governed top speed (claimed) of 250 km/h. This from a car weighing about two tonnes. The transmission features a 7-speed dual clutch.

The interior is pure, stunning Audi. If you love switches,



The Audi S6 headlights are a work of art, especially when the turn signals are activated.



The menacing four exhausts indicates to the V8 power-plant that pushes out 330 kW.

lights and a sense of occasion, you will love Audi. While its obvious German rivals are moving towards a cleaner, minimalist interior design, the S6, in particular, is resplendent in orange lights that make you feel as if you're in an aeroplane cockpit.

The one-piece burgundy leather seats are beautifully crafted and stitched in diamond designs with S6 embossed in the headrest, gearshift knob and steering wheel. The car is spacious and extremely comfortable with every conceivable luxury for a car costing R1 060 000. Strangely, at this price, a sunroof is not standard and if I have to nit-pick, I missed having folding rear view mirrors and remote boot closing.

Driving this performance sedan is an amazing experience because it can go from being a docile urban cruiser to a high-velocity bruiser in seconds. A slight jab at the loud pedal will reward you with the horses responding to your call to play. The V8 sound effects will encourage you to explore the edges of its potential, safely and intuitively. Thanks to the Quattro all-wheel drive system the car always feels sure-footed and the manner in which all the wheels transfer the power to the ground is re-assuring enough to tackle the twists with relentless enthusiasm.



Ride and handling are exemplary. Fuel consumption is claimed to be under 10 litres per 100km/h, but trust me, when you engage all the horses, they are going to want to drink.

As a brand I have always respected Audi. It lives up to its slogan of: "Vorsprung Durch Technik" (Progress Through Technology). Innovative, classy and elegant, the brand has in the past decade really upped its game to give its obvious rivals cause for concern. Locally, the sales figures may not suggest it, but if the buying experience, after sales service, the brand cachet, quality and driving performance matter to you, and if you're in the market for a mid-executive performance saloon that is not so in your face, the S6 should be on your shortlist. Resale values for most big high performance vehicles are always going to be a major deciding factor, so opt for a demo model, get all the bells and whistles, let the first guy take the initial depreciation knock and save yourself a wad of cash. Ultimately, you'll be driving a car that is a true brains and brawn in one elegant package.



The V8 TFSI is enough to propel the car from 0 – 100 km/h in five seconds.

The System of Vehicle Control



Like everything in life, driving is about rules, regulations and systems. While the rules and regulations are theoretical in nature they require practical application in order to eliminate chaos and mayhem on the roads. Driving as a physical act requires road craft that is made up of systems. **Ashref Ismail** explains the System of Vehicle Control as a means of reducing hazards.

Being in control of a car at all times is the ultimate aim of an advanced defensive driver. Achieving this state of heightened competency requires concentration, skill and experience. Key to this is the aspect of vehicle control which ensures that control related to position, speed and gear changes are always in the hands of the efficient driver.

In advanced defensive driving there is an adage that goes: "You must always be in charge of the car – never let the car drive you."

This is especially true when you want to avoid skidding often caused by over steering, harsh braking or excessive acceleration. The System of Vehicle Control also deals with ensuring that the vehicle is in the correct speed and gear - this is especially relevant to heavy vehicles. At many crash scenes one often hears that "the truck was out of control" or the "brakes failed", which in some instances are euphemisms for driver incompetence or negligence.

Vehicles should be driven by drivers who are well trained, alert, focused and careful. And one of the best ways of ensuring that a

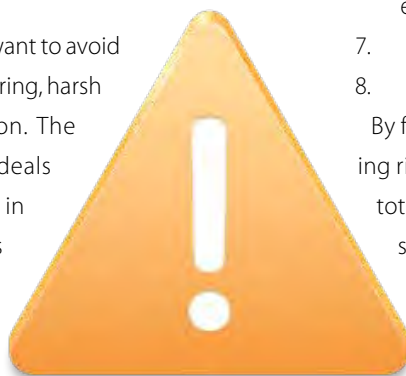
driver retains total control over the vehicle is to ensure that a driver applies the System of Vehicle Control in all situations that require a sharp turn to the left or right or when bringing the vehicle to halt suddenly.

Let us take the example of a vehicle intending to turn 90 degrees right at an approaching traffic light-controlled intersection. The driver must put into action the following steps:

1. Observe the interior rear view mirror for following traffic.
2. Begin decelerating (foot off the accelerator, but not yet braking).
3. While doing a full mirror (interior), mirror (exterior, right) and blind-spot (right) check, start braking to negotiate the turn at a safe speed.
4. Activate turn signal to the right.
5. Change down to the appropriate gear (second is the safest for a right angled turn if you're not stopping or first if you're taking off from rest/stop).
6. A second set of observations (mirror interior, mirror exterior and blind-spot) is advisable as the situation may have changed, especially in the busy urban environment).
7. Steer around the bend (in this case, to the right).
8. Gently accelerate out of the bend.

By following the above steps for anything from turning right or left to coming to a halt, you will always be totally in control of a vehicle, ensuring that unnecessary hazards are avoided. You will also reduce the risk of oversteering and understeering that can lead to skidding.

Be safe out there! 🚗



Ashref Ismail is a member of the SA Guild of Motoring Journalists and is an accredited Advanced Defensive Driving Skills instructor. He can be contacted on Ash@fmxafrica.co.za or 061 447 8506.



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Prepping for winter

It's the season to fight back against dry, flaky and itchy skin. As the temperature drops it's time to give your skin some extra tender love and care. Check out our top picks for the best products that will keep your skin healthy, moisturised and hydrated through out the season without breaking the bank.

1. Nivea Men Maximum Hydration- Body Lotion For Men 250ml **R33**
2. Kiehl's Facial Fuel Energizing Face Wash 100ml **R167**
3. Molton Brown Re-charge Black Pepper Bodyscrub **R240**
4. Lipidol After Shave Oil 100ml **R80**
5. Clinique Maximum Hydrator for Men **R420**
6. Marc Jacobs Beauty Lip Lock Moisture Balm **R280**



1. Lipidol Cleansing Face Oil 125ml **R80**
2. Molton Brown Paradise Pink Peppercod Body Exfoliator 250ml **R540**
3. Kiehl's Orange Flower and Lychee Skin-Softening Body Lotion 250ml **R445**
4. Clarins One-Step Gentle Exfoliating Facial Cleanser **R420**
5. Clinique Superdefense Daily Defense Moisturiser Broad Spectrum SPF 20 50ml **R580**
6. Clinique Chubby Stick Moisturising Lip Colour Balm **R230**



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