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THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

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FEBRUARY 2016

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Gita Ramjee is at
the forefront of HIV
prevention

Striving for good governance

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Contents

February 2016

Regulars

10 Conversations with leaders

SA is open for business – Trade and Industry Minister Rob Davies says South Africa is a reliable investment destination

14 Profiles in leadership

HIV pioneer Professor Gita Ramjee is on a mission to save lives and empower women

10

20

44 Upcoming events

A look at local and international events for your diary and information

78 Public sector appointments

Find out who is new on Persal

79 Financial fitness

Be wary of pyramid schemes

Features

46 eThekweni Municipality aims to be best in Africa

How the eThekweni Municipality plans to continue to transform people's lives for the better

52 Departments with clean audits on the increase

An increasing number of national and provincial government departments and state-owned entities are getting their books in order

58 National Health Insurance the answer to health sector woes

Health Minister Aaron Motsoaledi is confident that the NHI is key to improving service delivery in the country's health sector

62 SA's Nine-Point Plan helping grow the economy

South Africa's new growth plan aims to create jobs and improve service delivery

68 Operation Phakisa to create waves of jobs

Tapping into the ocean's economy could lead to the creation of thousands of jobs.

20 Profiles in leadership

Mark Barnes has taken up the challenge to bring the South African Post Office on par with its international counterparts

24 Women in the public sector

National Health Laboratory Services CEO Joyce Mogale on taking the organisation to greater heights

28 Trailblazer

Dr Zodwa Mbambo unpacks the science of nutrigenomics

32 In other news

News you need to know while you are on the go

36 Provincial focus

MEC Panyaza Lesufi wants to ensure that all children in Gauteng schools enjoy quality education

40 International relations

The Forum on Cooperation between China and Africa has strengthened relations between South Africa and China



radio drama

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70 SA's rural areas to get a boost

Agri-parks are expected to breathe new life into South Africa's rural areas

74 Help is at hand for frustrated homeowners

The Community Schemes Ombud Service is an easy, cheaper and quick dispute resolution mechanism

Lifestyle

80 Nice-to-haves

Show some love this Valentine's Day

82 Health and well-being

The ABC of CPR – steps to take in an emergency

84 Food and wine

Delicious lunchtime treats

88 Car reviews

Ford's iconic Mustang gallops in

90 Grooming and style

Tips to spruce up your summer style

94 Travel

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A step closer to **Digital Migration**

The year 2016 is here and I trust that you return rested, refreshed and re-energised to take on any challenges that the new year will present. I sincerely hope you enjoyed the festive holidays with your families.

February 2016 is an important month as it is when President Jacob Zuma delivers the State of the Nation Address, outlining government's plans for the year ahead and assessing progress made with the plans announced last year.

It is also an important month for Broadcasting Digital Migration. I urge all officials in the public service to rally behind this project and support the Department of Communications and its entities as we roll-out this national project.

It has been a long journey.

Immediately after I took office in June 2014, we embarked on a journey of intense consultations with key industry players in the broadcasting sector to ensure that the process of digital migration happens as smoothly as possible, and that all stakeholders are fully on board.

It is encouraging to look back at that journey and to see all the hard work invested by all the officials from various provinces, departments and entities involved starting to pay off.

The Department of Communications successfully led the installation of the first government subsidised set-top boxes (STBs) in Keimoes on 17 December and this signals an important milestone not only for us in the public service, but for the country as a whole.

In October 2015 the registration process for qualifying households to receive government's first digital STB commenced in the Northern Cape.

Based on this successful roll-out, the South African Post Office then extended the STB registration process to the Free State province on 1 December 2015.

SENTECH stands ready to transmit the digital signal to all STBs nationwide.

The migration from analogue to digital broadcasting services releases the much-needed radio frequency spectrum suitable for the provision of mobile broadband services.

Digital Migration will also increase the competitiveness of the South African economy by revitalising the broadcasting industry, strengthening the electronics manufacturing industry, creating jobs, and developing more local and diverse broadcast content.

These economic opportunities include the revival and development of our electronic manufacturing industry. Government has made it a criteria that STBs for Broadcasting Digital Migration be locally manufactured. It will create jobs in manufacturing, installation and maintenance; and in call centres which would support TV viewer enquiries on the STBs.

There will also be broadcasting content development

opportunities for the country and the global community. The increased television offerings that we expect to accompany Digital Terrestrial Television will open up new business and job creation opportunities in the areas of content development and television production which local businesses can pursue.

Cabinet gave its stamp of approval for the commencement of the dual-illumination period for the digital broadcasting signal in South Africa on 1 February 2016.

This will be a transitional period that will see both the digital and the analogue signal being broadcast in South Africa until most South Africans have been reached and have acquired STBs.

By implementing digital migration, it is our duty as government to ensure that our people continue to enjoy quality broadcasting services without any interruption. South Africa will have a good story to tell out of this initiative, "that we are united, we are committed to the future and we share the same values".

I would like to take this opportunity to congratulate key role players in the communications industry, entities, government departments and ministries that have supported us in this process and making our journey into broadcasting digital migration a success.

Lastly, all the best for 2016. May this year channel your dreams into life, and may you continue to serve our people with distinction. Your hard work is finally paying off.

U shuma hu a vhuedza.📺



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2016: An opportunity to make a difference

I trust that you had the opportunity over the festive season to take some time out to be with friends and family, to rest, revive your energies and reignite your motivation to make a difference.

As one who serves in a managerial capacity, I am sure you have a vision and plans. I hope these come to fruition and your goals are achieved.

My hope is that by December, when another festive season is upon us, you and I will look back on a year of milestones and achievements that will contribute to making South Africa a better place for all her people.

It is a new year but the problems we have to resolve have been with us for a long time. Now, more than ever, as people appointed to serve the nation and successfully execute government's vision and plans, we need to dedicate ourselves to tackling the triple challenge of poverty, unemployment and inequality.

We need to give our children a decent, relevant education so that they can carve out a decent life for themselves and their children in a society that has laid to rest the last vestiges of sexism, apartheid and historical disadvantage.

We have a population of more than 50 million people and just over half of them live in poverty, with women more impoverished than men. Poverty is a challenge in all developing countries and South Africa is no exception. Our National Development Plan (NDP) recognises this and is focused on eliminating poverty and reducing inequality by 2030. We have just 14 years to realise the goals of the NDP, which is not a long time to grow an inclusive economy, build capability, enhance the state's ability and promote leadership

and partnerships in our society.

Overcoming our various problems is not the exclusive responsibility of national government; it lies in the hands of us as civil servants at national, provincial and local government level.

Again, I refer to our roadmap, the NDP, that sets out the primary challenges identified by the National Planning Commission. As members of the public service, we should pay particular attention to three points: poorly located, inadequate and under-maintained infrastructure; public services that are uneven and often of poor quality; and high corruption levels. How are we going to change this?

The 2016 local government elections are going to make this a very important year in our history. The demand for services from our people is mounting. Municipal elections give citizens countrywide the opportunity to elect the councillors responsible for governing their municipality for the next five years. I encourage all public servants to register to vote in these important elections and urge them to encourage their family and friends to do so as well.

It is at municipal level that we can make a difference in the lives of people by providing them with water, electricity and sanitation services, among others.

Government is committed to meeting the needs of the people and will ensure service delivery is always a priority.

Fellow public servant, it is in our hands to make a difference to the lives of our compatriots. Members of the police service, correctional services, teachers, healthcare professionals, sports administrators ... whoever you are and whatever your role, I encourage you to wake up each day knowing you have what it takes and are in a position to make a difference. Then, head out and be an agent of change. 🇿🇦



Acting Director-General
Donald Liphoko.

Absa opens doors for SMEs

Absa is investing in individuals, communities and enterprises and through its enterprise development programmes is changing the South African business landscape one entrepreneur at a time.



Small and Medium Enterprises (SMEs) play a vital role in a vast majority of economies. In South Africa, SMEs employ almost 60% of the employable population - with over 12 million livelihoods relying directly on SMEs.

Absa Bank Ltd (Absa), wholly owned subsidiary of Barclays Africa Group member of Barclays, recognises the importance of small businesses as catalysts for economic growth and job creation.

As a responsible corporate citizen, Absa lends its support to the national agenda to promote a thriving SME sector. While financial support is a key driver of the success of the SME, access to markets and building business skills are also significant challenges to address.

The enterprise development offering from Absa aims to open doors for SMEs by providing access in three key areas: markets, funding and non-financial support (business support).

Access to markets

Access to markets is a more pressing obstacle facing SMEs than access to funding. The market exists, but the linkages don't.

Corporate buyers, for example, in terms of preferential procurement, face the challenge of locating and identifying suitable SME suppliers. And the SMEs in turn struggle with accessing these corporates in order to secure supplier contracts.

Absa's Procurement Portal – a virtual market place – creates the linkages between buyers and suppliers. SMEs on the portal are validated and verified. They are located using various searchable fields such as geographic location, size or BEE status. To date there are 30 000 SMEs and 3 500 corporates actively using the portal.

The portal is part of Absa's value proposition to go beyond banking and open doors by addressing a primary obstacle facing SMEs. Furthermore, Barclays Africa's presence in 12

countries across the continent creates opportunities for these entrepreneurs and emerging small businesses beyond South Africa's borders.

Access to funding

Considering that five out of seven (or 80%) SMEs in South Africa fail in their first two years of operation – mostly due to cash-flow problems – it is clear that improved financial support will empower more SMEs to realise their ambition, and contribute to sustainable growth in South Africa.

In addressing SME challenges Absa needs to be innovative in its approach to providing pioneering solutions. It can advance funding to SMEs that have been awarded valid and viable contracts. Cash-flow principles are the primary lending drivers as opposed to traditional collateral or security-based lending. Absa has committed R250 million per annum in non-traditional lending aimed entirely at the SME sector in South Africa. This is in order to fund SMEs that typically would not meet the normal lending criteria required by banks.

Over and above the R250 million, Absa has created specialised non-traditional funding solutions to assist SMEs:

- The Women Empowerment Fund provides credit to women entrepreneurs who have the skills and demonstrable potential to service their debts. The funding is available for all women SMEs who do not have sufficient security to start their businesses under 'normal' banking lending criteria.
- The Development Credit Fund in partnership with USAID. This fund is offered to SMEs with insufficient security for existing business and start-ups. The fund is backed by a 50% guarantee.
- The SME Fund is offered to BEE SMEs who have been awarded contracts or tenders by Government. The fund does not require security.
- In partnership with the French Development Agency, Absa can offer an exclusive incentive in the form of a rebate of up to 7% of the total loan amount. This is for projects driving

energy efficiency and renewable energy.

- The Thembani International Guarantee Fund supports business with a minimum of 51% BEE business in South and Southern Africa. The fund offers 50% and 75% guarantees to SME clients.

Access to non-financial support

Another critical challenge facing SMEs is structural in nature. SMEs fail, not for lack of technical ability, but rather because of a lack of general business skills.

Absa has seven Centres of Entrepreneurship located across the country with the purpose of providing a support environment to SMEs. The centres are a perfect example of private and public sector cooperation that have led to the costs traditionally associated with starting and running a business being reduced. Services offered include everything from providing access to infrastructure (computers and printers) and meeting rooms, to providing training seminars on various issues. Topics range from SARS and labour regulation to financial skills training. Mentoring services are also provided.

Through non-financial support offering, Absa has helped over 42 000 SMEs develop their businesses in the past year through training, business tools, seminars and networking. By offering non-traditional support, the Centres of Entrepreneurship will bring more small businesses online and make it easier for entrepreneurs to establish and grow their businesses.

Access to markets, funding and non-traditional support is a complex recipe for a successful business. Like any masterpiece it takes time, effort and some extra determination to get the ball rolling. By investing in individuals, communities and enterprises, Absa, through its Enterprise Development programmes, is changing the South African business landscape, one entrepreneur at a time.

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South Africa open for business



South Africa remains a reliable investment destination that is open for business, writes **Minister of Trade and Industry Rob Davies**.

Much has been said about the flight of capital from South Africa recently, suggesting that the country has become an investment pariah. This sentiment has been coupled with the decision by ratings agencies to downgrade South Africa's investment status. We are cognisant of both the domestic and international factors that have contributed to concerns about the stability of South Africa's economy.

It is, however, important to contextualise some of the successes we have had in building an investor-friendly environment. Amongst others, we have finalised the new Protection of Investment Bill, which aims to balance the rights and obligations of investors and government while also preserving the right of government to regulate in the public interest. One of our most significant interventions has been the establishment of a one-stop Inter-Departmental Clearing House, which will provide efficient support to investors to ensure that South Africa

offers an investment-friendly environment.

We are also implementing incentives and support services for investors through our Special Economic Zones (SEZs) programme. As part of the suite of SEZs, the six Industrial Development Zones (IDZs) established between 2002 and 2014, have attracted a total of 59 investors on site with an investment value of more than R10.7 billion.

This is important for the country's growth and development agenda because research shows that inward investment is the most reliable predictor of future economic growth and South Africa's Gross Domestic Fixed Investment (GDFI) to Gross Domestic Product (GDP) currently stands at approximately 20 per cent. This is benchmarked against the international norm where the fastest growing developing countries have GDFI to GDP ratios of above 30 per cent. The target in the National Development Plan (NDP) for Foreign Direct Investment (FDI) inwards is also set against this international benchmark of 30 per cent.

In as far as South Africa's ability to attract investment goes, it bodes well for our country that despite a global trend which indicates declining FDI levels, we have been

able to attract over R140 billion in the 2013/14 financial year. This is almost double the amount of FDI in 2012. South Africa was also the recipient of US\$3.31 billion in FDI from January 2015 to July 2015 which also saw the creation of 5 037 jobs.

Our efforts to create an investor-friendly environment are bearing fruit and we have developed a robust investment pipeline over the past five years. We have converted a number of these projects into committed investments, culminating in launches this year. I would like to indicate a few areas where we are doing very well:

The automotive sector

South Africa's Automotive Production and Development Programme (APDP) is one of our most successful programmes, and has attracted private-sector investment of over R25.7 billion over the past five years. In the past year, we have seen additional commitments by Mercedes (R2.4 billion), General Motors (R1 billion), Ford (R3.6 billion), Mettair Group (R400 million), BMW (R6 billion in manufacturing the X3 range in its Rosslyn plant), Goodyear (R670 million) and VW (R4.5 billion). Recently, Beijing Automobile International Corporation, China's fifth largest car manufacturer, announced investment of R11 billion in a completely knocked down vehicle manufacturing plant in South Africa.

These investments must be seen within the context of our national developmental agenda. In this regard, our automotive programme supports 56 197 jobs and is expected to create 21 836 new jobs. In addition, this sector employs about nine million people directly in producing vehicles and the automotive components that go into them. It is estimated that each direct automotive job supports at least another five indirect jobs, resulting in more than 50 million jobs globally linked to the automotive industry.

Building a competitive manufacturing sector

South Africa is undertaking one of the largest rail investment programmes. Through our designation and localisation policy we are scaling up private sector investment, building up local capacity and capability.

Multinationals have affirmed South Africa as a regional manufacturing hub, investing in new plants, machinery, technology and upgrading existing plants.

Unilever has invested R4 billion in state-of-the-art plants

across the country, which are blueprints for their future global production locations. These new investments also contribute to sustainable development, are energy efficient, water neutral and reduce the carbon footprint. Similarly, other fast-moving consumer goods companies such as Nestle, Procter and Gamble, Samsung, Hisense and Kimberly Clark have also invested in South Africa. The Hisense plant, located in Atlantis in the Western Cape, now exports to Africa and is ranked as the second most productive plant outside of China for Hisense. Domestic companies, which are also gearing up for the African and global markets, such as Nampak, Mpact and Tiger Brands, have also expanded their production capacity and investment. These companies have retained and expanded their investment and have been supported through the 12I Tax Allowance programme.

To further encourage and build a competitive manufacturing sector, South Africa has introduced a Manufacturing Competitiveness Enhancement Programme (MCEP). Since its establishment, the MCEP has approved 1 153 projects with a projected investment value of R28 billion. The programme helped to sustain over 200 000 jobs since its inception, in agro-processing, metals, chemicals, plastic, electro technical, printing, pharmaceuticals and wood.

Total grants under this programme include:

- R2.1 billion in the agro-processing sector with an investment value of R8 billion and 100 000 jobs retained.
- R990 million in the chemicals sector with an investment value of R3.3 billion and 33 000 jobs retained.
- R1.5 billion in the metals sector with an investment value of R6.4 billion and 36 000 jobs retained.
- R330 million the wood sector with an investment value of R960 million.

The Manufacturing Investment Programme has also approved 2 314 projects, with projected investment of R49 billion and 58 127 jobs created, and a total incentive value of R6.8 billion

The Clothing and Textiles Competitiveness Programme

South Africa's Clothing and Textiles Competitiveness Programme has also yielded results. Between the inception of the programme in 2010 and March 2015, over R3 billion was approved to support investment in the sector. As a result, 68 000 jobs were retained in the sector, 6 900 new >>



jobs created and 22 new factories in the leather and footwear sector opened. By maximising the efforts of government and the private sector, this sector has been successfully stabilised, is steadily regaining domestic market share and is beginning to grow exports.

In the leather and footwear segment, the Department of Trade and Industry is partnering with the private sector to establish a National Footwear and Leather Cluster. This has already been directly responsible for the creation of approximately 2 000 sustainable jobs and a reduction of R1.4 billion in the sectoral trade deficit.

New economic sectors

South Africa is also becoming a frontier for new sectors of FDI such as the green economy, oil and gas, shipbuilding and the ocean economy amongst others. Our Renewable Energy Independent Power Producer Programme has become world renown and a policy blueprint for other countries and has attracted R190 billion in investments in the four rounds of bids. The Global Climate Scope report 2015 ranks South Africa 4th from 55 countries for its attractiveness for investment in clean technology.

As the oceans economy gains momentum, we welcome new investment in oil and gas manufacturing and infrastructure. This investment further enhances and supports South Africa's efforts in establishing Saldanha Bay IDZ as an oil and gas-serving hub for the African continent.

The R900 million Burgan Fuel storage terminal in Cape Town

was launched, which is a partnership that has been established between Dutch terminal operator VTTI, Thebe Energy and Jicarro - a 100 per cent black-owned entity.

Hunting PLC, a UK company, established a new R300 million facility in Brackenfell in the Western Cape to supply the African oil and gas market.

Business Process Services

South Africa's Business Process Services sector continues to maintain its status as a leading global outsourcing destination while moving up the value chain in terms of service offerings.

Highlights for the sector include being nominated as "Off-shoring Destination of the Year" at the National Outsourcing Association awards in the UK and new investment from American multinational EXL, while CCI in KwaZulu-Natal and Webhelp are providing services to Vodafone of the UK.

Film production sector

South Africa is now globally recognised as a premier film production location. Disney's *The Jungle Book* is due for release in April 2016. Top rated TV drama series *Black Sails* has been renewed for a third and fourth season.

In the hospitality sector, Marriot Hotels last year announced they would expand their national footprint and the Westcliff hotel, following investment from Singapore, was refurbished and rebranded as Four Seasons.

SA: An attractive investment destination

We are mindful of our challenges and goals set out in the NDP. We are committed to implementing the Nine-Point Plan for South Africa to achieve a higher level of inclusive growth.

We are confident that South Africa continues to provide a reliable and attractive investment destination for multinationals who continue to use South Africa as a base for their regional and continental operations.

We have laid the platform for regional integration and intra-Africa trade and the roll-out of the infrastructure programme will serve as a catalyst to boost trade and investment on the continent.

Global economic conditions are affecting all countries and in an increasingly inter-connected world, no country is immune from its effects. What I am confident of is that South Africa remains an attractive investment destination that is open for business. 🌐

HIV VACCINE IN AFRICA

SAMRC and partners - testing an HIV vaccine on the continent



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Malawi



Tanzania



Zimbabwe



Zambia



Mozambique

An HIV vaccine: The world's best long-term hope for ending AIDS

Press release about vaccine trials is available on the SAMRC website: www.samrc.ac.za

A portrait of Gita Ramjee, a woman with shoulder-length brown hair, smiling. She is wearing a bright pink blazer over a black and white leopard print top, and a long strand of white pearls. The background is dark.

Gita Ramjee:

HIV prevention pioneer

Professor Gita Ramjee is on a mission to empower women and in doing so save their lives by preventing HIV.

The medical research veteran leads the HIV Prevention Research Unit (HPRU) at the South African Medical Research Council (SAMRC). Her unit, which comprises a multidisciplinary staff complement of over 100 and seven community-based clinical trial sites, is committed to researching new biomedical technologies that will place HIV prevention options in the hands of women.

Prof Ramjee's work in HIV prevention is one of the focus areas of the SAMRC.

The work of the SAMRC

The SAMRC, which was founded in 1969, is a parastatal primarily funded by the Department of Health. It focuses on the top 10 causes of mortality in South Africa – HIV and AIDS, cerebrovascular disease, interpersonal violence, tuberculosis, ischaemic heart disease, diarrhoeal diseases, lower respiratory infections, hypertensive heart disease, road injuries, and diabetes.

Through development and technology transfer, the SAMRC aims to address the pressing health challenges experienced by South Africans.

It receives 56 per cent of its funding from the Department of Health. This is complemented by funding for medical innovation from the Department of Science and Technology as well as through other national and international collaborations.

The SAMRC secured R100 million in funding for the next three years through collaborative partnerships with several organisations including the Bill and Melinda Gates Foundation, UKMRC-Newton Fund and PATH.

Recent highlights of the organisation include it joining the HIV Vaccine Trials Network (HVTN) and other key partners to progress vaccine trial studies in South Africa and other African countries, the results of which may lead to the possible licensure of an HIV vaccine regimen.

The SAMRC also recently signed a bilateral agreement securing a financial investment of more than R30 million with Swedish health research council FORTE. The SAMRC will invest R15 million over the next three years to fund research in areas related to inequalities in health, health systems and health systems policies, while FORTE will invest SEK 10 million in the collaborative projects.

During the 2014/15 financial year the SAMRC established three malaria collaborating centres at the University of Kwa-



DID YOU KNOW?

- Globally, AIDS-related illnesses are the leading cause of death among women of reproductive age.
- At the end of 2012 it was estimated that 52 per cent of people living with HIV and AIDS in low- and middle-income countries were women.
- South Africa has 6.4 million people living with HIV. According to research, more women than men are infected. In South Africa, the HIV prevalence of 18 per cent among women aged 20-24 is three times higher than in men of the same age.
- Young women between the ages of 15 and 24 years have the highest number of new infections compared to their male counterparts. These disproportionate infection rates can be attributed to biological, behavioural and structural vulnerabilities experienced by women young and old.
- Biologically, women are more likely to become infected with HIV through unprotected heterosexual intercourse than men. In many countries including South Africa, women are less likely to be able to negotiate condom use and are more likely to be subjected to non-consensual sex.
- Violence against women (physical, sexual, emotional), which is experienced by 10 to 60 per cent of women between the ages 15-49 years worldwide, also increases their vulnerability to HIV.

Zulu-Natal, University of Cape Town and University of the Witwatersrand.

It also established 10 collaborating centres for HIV and TB research, bringing together the top HIV and TB researchers in the country, who are tasked with pursuing research to address the outstanding issues that must be solved to control the TB and HIV epidemics.

The organisation also announced its partnership with the Newton Fund, which intends to inject R70 million over a period of three years into TB research in Africa. >>

THE SOUTH AFRICAN MEDICAL RESEARCH COUNCIL (SAMRC) is a pioneering and collaborative institution that prides itself in medical research excellence. As a parastatal primarily funded by the National Department of Health, it focuses on the top 10 causes of mortality in South Africa and through development and technology transfer aims to address the pressing health challenges experienced by South Africans.

AT A GLANCE...

46

Years since the SAMRC was founded

50

Number of research units and centres funded in the financial period 2014-2015

+480

Number of published peer reviewed articles in 2014-2015 financial period



Leadership: 1st Female President, Full Board complement, credible leadership



Offices: Cape Town (Head Office), Durban, Pretoria & Johannesburg (Regional Offices)

WHAT ARE THE TOP TEN CAUSES OF MORTALITY IN SA?

According to the SAMRC's 2nd National Burden of Disease study, the top 10 causes of death are:



HIV/AIDS



CEREBROVASCULAR DISEASE



INTERPERSONAL VIOLENCE



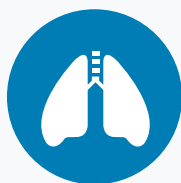
TUBERCULOSIS



ISCHAEMIC HEART DISEASE



DIARRHOEAL DISEASES



LOWER RESPIRATORY INFECTIONS



HYPERTENSIVE HEART DISEASE



ROAD INJURIES



DIABETES MELLITUS



HOW IS RESEARCH AT THE SAMRC FUNDED?

The SAMRC receives 56% of its funding from the National Department of Health. This funding is complemented by funding for medical innovation from the Department of Science and Technology as well as funding through other national and international collaborations.

The SAMRC has already secured **R100 million** funding for the next three years through collaborative partnerships with several organisations including the Bill and Melinda Gates Foundation, UKMRC-Newton Fund and PATH.

IS THERE A STRONG FOCUS ON TRANSFORMATION AT THE SAMRC?

The SAMRC recognises the imperative to transform the workplace to reflect the demographics of South Africa. It has undertaken a number of initiatives which bear testament to this commitment of transformation inside and outside the organisation.

The SAMRC:

- Is led by an internationally acclaimed, A-rated female medical scientist.
- Through collaborative efforts with the Department of Health and the private sector administers the National Health Scholars Programme worth **R36.2 million**. This programme funds a new generation of medical scientists to increase the number of PhD scholars in South Africa. This programme aims to produce 1000 PhD graduates over the next ten years.
- Provided **86** bursaries, scholarships and fellowships to post-graduate students at different universities.

WHAT ARE SOME OF THE MOST RECENT HIGHLIGHTS AT THE ORGANISATION?

- The SAMRC joins the HIV Vaccine Trials Network and other key partners to progress vaccine trial studies in South Africa and other African countries. The results of

these trial studies may lead to the possible licensure of an HIV vaccine regimen.

- Recently signed a bilateral agreement securing a financial investment in excess of **R30 million** with Swedish Health Research Council FORTE. The SAMRC will invest **R15 million** over the next three years to fund research in areas pertaining to inequalities in health, health systems and health systems policies, while FORTE will invest 10 million SEK for the collaborative projects.
- This year, the SAMRC established three Malaria Collaborating Centres and ten TB, HIV and TB&HIV collaborating centres.
- The organisation announced its partnership with the Newton Fund which intends to inject **R70 million** over a period of three years into TB research in Africa.
- Established eight new research units with an investment of R40 million over the next five years.

These units are:

- HIV/TB Pathogenesis and Treatment
- Stem Cell research and therapy
- Child and Adolescent Lung Health
- Herbal Drugs
- Hypertension and Cardiovascular Disease
- Antiviral Gene Therapy
- Health Services to Systems Research
- Microbial Water Quality Monitoring
- Established three Cancer Research Centres at universities in the country with an investment of over **R25 million** over the next five years.
- The SAMRC and the U.S. National Institutes of Health (NIH) awarded 7.2 million US dollars' worth of grants to South African institutions and their collaborative partners in the U.S for biomedical and behavioural research. These grants, which include two-year and five-year awards, are the first to be awarded through a multi-year, 40 million dollar program jointly funded by the SAMRC and the NIH.
- The SAMRC received its third consecutive clean audit in the reporting period: 2014-2015

During the 2014/15 financial year, the SAMRC also established eight new research units at various academic institutions to address the burden of disease and support medical research. It will invest R40 million in these units over the next five years. These units are HIV/TB Pathogenesis and Treatment, Stem Cell Research and Therapy, Child and Adolescent Lung Health, Herbal Drugs, Hypertension and Cardiovascular Disease, Antiviral Gene Therapy, Health Services to Systems Research and Microbial Water Quality Monitoring.

The organisation also established three cancer research centres at the University of KwaZulu-Natal, University of Cape Town and University of the Witwatersrand to accelerate a multidisciplinary approach to cancer research. It will invest more than R25 million in these centres over the next five years.

The SAMRC and the US National Institutes of Health (NIH) awarded US\$7.2 million in grants to South African institutions and their collaborative partners in the US for biomedical and behavioural research. These grants, which include two-year and five-year awards, are the first to be awarded through a multi-year, US\$40 million programme jointly funded by the SAMRC and the NIH.

HIV prevention research to empower women

Prof Ramjee and her team intend to address women's vulnerability to HIV through a comprehensive research programme

consisting of epidemiological, behavioural, basic science and clinical studies.

"Given the high incidence of HIV among young women in Africa, it is imperative that women's needs for HIV prevention are met. This includes providing choices in the form of biomedical interventions, various formulations and dosage forms for prevention of HIV," says the multiple science award winner.

Prof Ramjee's career spans more than two decades. She is a fellow of the Royal Society of Physicians College Edinburgh, as well as a fellow of the Academy of Sciences of South Africa.

She holds an Honorary Professorship at the London School of Tropical and Hygiene Medicine and the University of Washington.

Prof Ramjee's work in HIV prevention research has also earned her a Lifetime Achievement Award, which was conferred to her at the 2012 International Microbicides Conference (M2012) in Sydney, Australia.

Her commitment to empowering women in HIV has ensured that her unit has undertaken numerous studies in HIV prevention over the past 15 years.

The unit currently has six established clinical research sites, supported by the NIH, and equipped to run large-scale clinical trials in the greater Durban area. The unit was the only centre globally to test multiple prevention options for women.

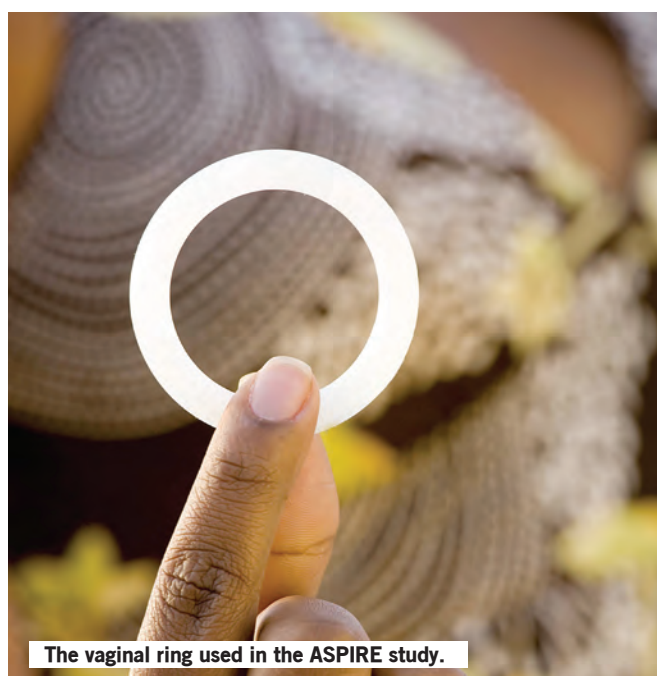
The excellent work done by the HPRU gave the NIH the confidence to award it one of the largest grants outside of the USA to undertake HIV prevention research.

HIV infection rates among young women are unacceptably high and remain a major public health concern locally and globally, she says.

"Women remain at the highest risk of HIV infection in South Africa, and their vulnerability to HIV can be attributed to a number of risks including biological, behavioural, social and structural factors. Empowering women is about protecting them and their families."

It is for this reason that the SAMRC is addressing this major public health concern.

"One of the strategic objectives of the HPRU is to curb the HIV infection rates among women in Durban, KwaZulu-Natal. HIV prevention programmes are set up to educate communities across the greater Durban area and conduct HIV



The vaginal ring used in the ASPIRE study.

prevention research targeting primarily women and their partners,” she said.

The ASPIRE study

Recently, the HPRU participated in a vaginal ring study called the ASPIRE study to ascertain if a vaginal ring containing the antiretroviral product Dapivirine could prevent HIV infection.

The ASPIRE trial was a multicentre trial conducted at several sites in Southern Africa including South Africa. The HPRU contributed by recruiting the largest number of women, from six community-based sites in Durban, to participate in the study. The study involved setting up a community working group at each participating community so that community issues and concerns were always addressed as part of the study.

“Community members participated in research discussions and were invited to research meetings to ensure effective communication between communities and researchers. This was critical to ensure for an open and transparent partnership between the researchers and the community,” said Prof Ramjee.

“Research is only possible through the commitment shown by participants and communities who selflessly give of their time to invest in a better future for our women locally and globally.”

During the study, women were recruited and educated on HIV prevention and also on other infectious diseases, including non-communicable diseases. Partners of women were educated and tested if they were willing.

“Consenting women were requested to test for HIV, STIs, and other life-style and reproductive health diseases. The HPRU contributed to providing women with appropriate health care and referral,” she said.

The latest research shows that ARVs taken orally or in a vaginal gel can prevent HIV in women when they are used consistently.

The Dapivirine ring is a vaginal microbicide ring made out of silicone designed to provide sustained release of Dapivirine to help protect against HIV infection, Prof Ramjee explained.

Women participants are advised to use the ring for 30 days and replace it every month.

Dapivirine is a potent ARV drug that belongs to the same class of ARVs already being used successfully to treat people

with HIV and to prevent mother-to-child transmission.

The HPRU sites for the trial were in the communities of Botha’s Hill, Chatsworth, Isipingo, Tongaat, Umkomaas and Verulam. At these sites 803 women enrolled in the ASPIRE trial.

The principal investigator of the ASPIRE study was Dr Vane-shree Govender with Prof Ramjee the overall principal investigator of the clinical trials unit.

The results of the ASPIRE trial are expected soon.

Testing for an HIV vaccine

The SAMRC has also partnered with a diverse group of public and private organisations to develop an HIV prevention vaccine that could have a momentous public health benefit for all South Africans and the world, she adds.

“The HIV Prevention Research Unit of the SAMRC is a part of this history-making endeavour as it joins a number of trial sites on the continent in search of an HIV prevention vaccine,” said Ramjee

Several years ago an HIV vaccine trial titled RV144 was conducted in Thailand and was one of the first vaccine trials to demonstrate that a vaccine could protect people from HIV infection. The vaccine has since been enhanced to generate a more robust immune response and modified to the HIV strain that is prevalent in South Africa.

This vaccine is currently being tested in the HVTN 100 trial to investigate the safety of this enhanced vaccine.

“The results will determine whether the vaccine can be tested for efficacy in a future large-scale study in South Africa.”

The study enrolled male and female participants. It is being conducted at specific sites in South Africa, including Cape Town, eThekweni, Isipingo, Klerksdorp, Soshanguve and Soweto. The study has completed the enrolment of 252 participants across all sites.

These critical HIV vaccine trials are being conducted by the HVTN as a partner in the unique Pox Protein Public Private Partnership, which was set up five years ago to build on the promise of the RV144 trial, with the view to develop a vaccine that could have a significant impact on public health in southern Africa.

Partners dedicated to investing in an HIV prevention vaccine include the National Institute of Allergy and Infectious Diseases, Bill & Melinda Gates Foundation, HIV Vaccine Trials Network, SAMRC, Novartis Vaccines and Diagnostics, GlaxoSmithKline and Sanofi-Pasteur. ®

SAPO CEO Mark Barnes is up for the challenge

Mark Barnes is on a mission to breathe new life into the South African Post Office (SAPO) and bring it on par with its international counterparts.

He is also out to prove that the private sector, government and labour can form a solid triangle to work together for the good of the country.

Barnes recently left a successful career in the private sector to become the CEO of the SAPO, which he intends stabilising.

In recent years, the SAPO has been marred by labour unrest, and battled with financial stability and leadership and management issues.

This resulted in Telecommunications and Postal Services Minister Siyabonga Cwele appointing an administrator, Dr Simo Lushaba, in November 2014 to oversee the running of the organisation.

Dr Lushaba has now been appointed Chairperson of the SAPO Board while Barnes, who was appointed by Cabinet in November 2015, assumes the reins as the CEO. His five-year term as the head of the SAPO began in January 2016.

Barnes was the Executive Chairperson at the Purple Group, an investment and trading solutions company that is listed on the Johannesburg Stock Exchange.

He has more than 20 years experience in positions of leadership and financial services market in South Africa and holds a Bachelor of Business Science degree from the University of Cape Town.

Building trust

An enthusiastic Barnes says he is ready for the challenges his new position brings and hopes that his appointment will begin building a bridge of trust between the private sector, government and labour.

He describes himself as a "ball of mixed emotions," saying he is both excited and a little overwhelmed about the daunting task ahead that will require much hard work.

"The reason I am doing this is because there is an extraordinary opportunity within the Post Office to take it from an old-fashioned outdated economic model that is bleeding to something that has an opportunity of growth instead."

Barnes says at one point the SAPO announced that it was going to cut 5 000 jobs and its footprint.

"It occurred to me that all they were doing was making a smaller version of an outdated business model which would not compete in the market either. You can't fix a business model by just making it smaller.

"Internationally, the Post Office is the central hub of interaction with communities and people use the services it provides, such as financial services, logistics, courier service and license renewal, with confidence."

There is no reason why the SAPO could not be the same, Barnes says.

He highlights the need for a shift in the SAPO's business model, as currently 70 per cent of its revenue relies on mail, compared to 30 per cent in other countries.

"We have a bank at the centre of the SAPO, Postbank, which has the lowest cost of capital when compared to other financial institutions.

"We should consider banking the unbanked as well as distributing social grants solely through the SAPO. The Post Office is just down the street in most communities in the country."

Caring for clients

Barnes points out that the SAPO is one of the organisations that has the most clients in the country.

"If you start looking at companies that have enjoyed high evaluation factors in today's stock market they are companies whose growth prospects are defined by the number of clients that they acquire.

"The Facebooks, WhatsApps and the Twitters of this world, which are the most highly valued companies in the world, value their clients because they have a client acquisition strategy at the centre.

"The question is: When people go to the Post Office are they treated as clients? The answer is no. Imagine if you did feel like a client when walking into the Post Office. Just by walking in a client would have the ability to draw some money, invest in the stock market, pay bills, post something to a friend – that you know will get there – and courier something around the world at a cost much lower than your competitors."

Boosting staff morale

Barnes says that lifting staff morale is one of the key things that he will focus on as the new CEO.

"People say to me that the Post Office has no skills, the motivation is not there. People working there have nothing to aim for. I say inside all of us is the desire for economic dignity and all of us would prefer to go to work and do a good day's work."

"We are all fundamentally good people but you will get despondent if every day you go to work there is just collapse and decay."

He says his move from the private to the public sector has been welcomed.

"I have only received positive commentary on this move. Employing someone from the private sector is seen as a landmark change in the direction of the government.

"We need to heal the fractured triangle between government, business and labour.

If we start healing this, and I can help build the bridge of trust between business >>





government, I think we will make progress because economic prosperity is the foundation necessary for economic transformation.

"You cannot hope to achieve economic transformation in this country, which I support, without the economics to fund it."

Barnes adds that Gross Domestic Product growth is needed to fund the economic aspirations of the growing population.

"We need to grow ourselves. This all starts with giving people a reason to go to work and a reason to believe."

Serving the country

According to Barnes, the public sector and the private sector are the same thing in the sense that "business is business".

"I am now a civil servant with the principles of business."

He adds that he will use the expertise and knowledge gained in the private sector to help the SAPO and the country.

Barnes identifies three priorities that will be at the top of the list, the first of which is taking a closer look at the SAPO's finances.

"I need to present a strategy that is acceptable to National Treasury, focused on growth and delivery."

Next on Barnes's list is to motivate workers and give them a reason to go to work.

Thirdly, he wants to ensure that SAPO is a sustainable economic entity with the ability to fund itself.

"This is not a private sector public sector thing. It is being prepared to change the business model so that it can compete.

I am going to demonstrate that what we are doing works."

Although nearing retirement, Barnes believes he still has a lot to offer, saying he did not want to retire, go home and then criticise government.

"There is no prize for criticising the government. I am not interested in people that want to shoot down the government. Government is the biggest player in the economy. State capitalism, when carefully planned out, is a vital part of our success in this country."

"I hope this is a case study and example to other people in the private sector on how we can work together."

Barnes sums it up best in isiZulu, which he is currently learning when, he says "ngizosiza" – (I have come to help). 🙌

This and that

What is your favourite food?

I like steak and sushi.

Favourite holiday destination?

Kommetjie in the Western Cape. I like going to the beach.

Describe your management style?

I stand behind, not in front. I manage people by being in the room but allowing the operators to operate.



The Fibre Processing and Manufacturing (FP&M) Seta was established by the Honourable Minister of Higher Education and Training on 1 April 2011 after government took a decision to cluster sectors in order to strengthen value-chain linkages between related industries.

The FP&M Seta consists of 13 sub-sectors namely the clothing, footwear, forestry, furniture, general goods, leather, packaging, printing, print media, publishing, pulp and paper, textiles and wood products sectors. Although classified individually, the sub-sectors are closely integrated. Together they create tremendous value in the lives of consumers, by converting lumber, pulp, natural or synthetic fibres, animal skins/hides into finished products such as furniture, clothing, shoes, protective equipment, paper and paper board, printing (books, magazines, etc), industrial fabrics and extending into high-tech applications in many different industries (automotive, health and building construction to name a few). If you think about it, you can't go through a day without using one or more of the products manufactured in the fibre processing and manufacturing sector.

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CEO Joyce Mogale turns debt into profit

To describe Joyce Mogale as 'a super CEO' is no exaggeration. After all, she is largely responsible for the spectacular turnaround of the National Health Laboratory Service (NHLS), taking it from an organisation that was cash-strapped and recorded a loss of R152 million in the 2013/14 financial year to recording a R180 million profit in the 2014/15 financial year.

Noluthando Mkhize found out how Mogale became the NHLS's superwoman.

"Heading this organisation is a huge responsibility, especially when you consider the background. I started as the interim CEO when things were not going well," says Mogale.

Mogale was appointed interim CEO by Health Minister Aaron Motsoaledi in December 2014.

The NHLS was in debt estimated at R5 billion and skilled but demoralised staff were leaving the organisation in large numbers when she took over in 2014.

There were high hopes that she would be "Dr Fix It" and help mend the ailing organisation, and Mogale did not disappoint, ensuring that despite its struggles the NHLS continued to deliver on its mandate.

The NHLS is the largest diagnostic pathology service in South

Africa, with the responsibility of supporting the national and provincial health departments in the delivery of healthcare through diagnostic services.

It provides laboratory and related public health services to over 80 per cent of the population through a national network of laboratories.

Its specialised divisions include the National Institute for Communicable Diseases, National Institute for Occupational Health, National Cancer Registry and South African Vaccine Producers, which is the sole producer of antivenom in Africa.

The NHLS's finances are highly reliant on provincial health departments paying it for services rendered.

"I had to hit the ground running because the organisation was in a financial crisis and there were also issues relating to human resources. Fortunately, a year later, things have stabilised in both areas."

Turning around the organisation

She adds that she had to juggle a few strategies to turn the NHLS around.

"It was not just one approach. The first and foremost turnaround strategy was on cost containment, because we were bleeding money."

"The second was improving cash collection, as provinces were no longer paying the way they should have been."

Mogale also set out to improve the relationship between the NHLS and its stakeholders.

She embarked on roadshows, visiting all provinces to introduce herself and the approach she would be taking in running the NHLS.

"I had to make it clear to stakeholders that we are working together in providing healthcare to citizens of the country and it is not a situation of them versus us. It was very important to me to highlight this partnership and it worked."

Another of Mogale's strategies targeted fraud, corruption and unethical behaviour.

"We did this by strengthening supply chain management. Our supply management processes were very weak.

"I had weekly meetings with finance, every Tuesday, and basically monitored payments. This also helped."

She also realised that without adequate staff the NHLS was not going to get very far, because it needed to deliver services to clinics, hospitals and other institutions while chasing debtors to pay up.

"When I started in my acting capacity there was a moratorium on employing new staff," Mogale recalls.

She had to work hard to ensure that the moratorium was lifted and the salary scales for technologists, technicians and all qualifying staff in the lower pay grades were improved. Fortunately the revision of salary scales in general had already approved by the board in 2014.

"This implementation was, however, difficult because we did not have money to pay revised salaries."

Some laboratories were also closed as a result of staff shortages.

"For example, the Edenvale Hospital's laboratory was closed when I came in. One of the key things that I wanted to do was to open the laboratory, which I am proud to say we have since done."

She adds that about 100 staff was employed after the moratorium was lifted and the organisation is starting to see the returns.

The NHLS has laboratories across the country. When

Mogale took over, some were closed and since then have been reopened.

Turn around time for conducting tests

Mogale says it currently takes about 40 hours to conduct a TB microscopic test and return the results to the health facility.

"This is too long and I would like to improve this. I worked in the lab for years and I know it does not take a technologist more than two hours to do a TB microscopic test.

"The problem is the time it takes to get the sample from the patient to the laboratory and to get the test results back to the patient. By the time the specimen gets to the lab it could be after eight hours because of the logistics associated with getting it there."

"Once the test has been done it's another process to get the results back to the clinic or hospital by physical delivery."

She adds that with all the advances in technology, she would like to see the results delivered electronically.

She is also committed to working with other health care managers to improve the time it takes to deliver samples to the laboratory.

Mobile labs for TB testing

In March 2015 the National Department of Health launched a three-year mass TB screening campaign to help reduce the number of new infections and related deaths.

As part of the campaign, government is focusing on key vulnerable groups with an elevated risk of TB infection. These include inmates in correctional facilities, mineworkers, communities in peri-mining areas and children, especially those under five years.

Mogale says her organisation also implemented six mobile laboratories fitted with GeneXpert (GXP) machines, which test for TB.

The mobile units consists of vans equipped with mini-laboratories, including refrigeration facilities, water supply and generators for electricity supply to the GXP machine.

"Since the introduction of the GXP machine in 2011 we have conducted over six million tests. These are people who would never known their status, but now know. We are also covering a lot of correctional centres and peri-mining areas."

HIV viral load tests increased

The number of HIV viral load tests, which measure the >>



amount of HIV in a sample of blood, performed across the country increased from 2.4 million in 2013/14 to 2.9 million in 2014/15.

Mogale says the increase and success in testing was because her organisation employs professionally qualified people in the labs.

"These are people driven by work ethics. They strive to perform their work under difficult conditions, including staff shortages.

"It is difficult for a qualified person to ignore a sample from a patient."

She cites the example of two employees based at the Charlotte Maxeke Hospital, which is also the largest viral load-testing lab in the country, who locked themselves in the lab to get their work done.

Mogale says this was a result of protest action by students when they were campaigning against university fee increases.

This was happening within the vicinity of the lab, which is situated at the University of Johannesburg.

"We had two brave ladies who woke up very early and by 6am they had locked themselves in the lab to push viral load tests."

"They saw the backlog the day before and when they heard that there would not be access to the lab due to the strike action, they then made a plan. They risked their safety to get the job done, this is an indication of the dedication of NHLS staff."

Preparations for National Health Insurance

Mogale said in preparation for the National Health Insurance (NHI) her organisation is strengthening its operations by making sure that there are adequate staff and equipment.

"We need proper equipment so that by the time NHI kicks off we are ready."

"Vhembe district is one of the pilot sites. We have already improved the collection of samples to the labs."

"In the past it was once a day, now it's twice a day at clinics in the

area. This is to increase the frequency in line with the ideal clinic concept."

The will to succeed

Mogale was appointed CEO in September 2015 and manages 6 700 people across the country.

She is a leader driven by humility and outputs.

"I would like to believe that I am a humble person, I believe it's one of the strongest characteristics of being a good manager."

"I am also driven by outputs and measurements. I like measuring outputs, which can be seen as rigid by those who report to me, but unfortunately, this is my management style. I like to see the outputs on an almost daily basis."

"I already know what the cash balance is at the bank. I like to see that everything is happening. I like consulting people as well, just as I did on my road shows. More than anything, I like to be accessible."

Mogale is excited to be a woman in her sector because she knows it is where she belongs.

"Women are in the majority in the country, I don't see why certain positions should be reserved for males. It's about qualifications, skills and performance."

Looking ahead, Mogale says she is ready for whatever comes her way.

"I believe I am able to turn around ailing institutions. If I am given another opportunity to do so?" she smiles. ☺

Mogale holds a Masters in Business Management, Postgraduate Diploma in Health Management, BSc (Hons) in Medical Sciences, as well as Higher National and National diplomas in Medical Laboratory Technology.

She is a former Regional Executive Manager of the NHLS. Previously, she worked as a Deputy Director: Laboratory Services in the Department of Health and Welfare in the then Northern Province (now Limpopo).



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A portrait of Dr. Zodwa Mbambo, a woman with dark skin and her hair styled in many small braids. She is wearing a white lab coat over a light-colored lace-trimmed top and small pearl earrings. She is smiling at the camera. The background is a blurred laboratory setting with various equipment.

Dr Zodwa Mbambo and the science of nutrigenomics

Dr Zodwa Mbambo, 33, is a woman fascinated with food. At the same time, she is armed with the knowledge to ensure it is used wisely to benefit South Africans.

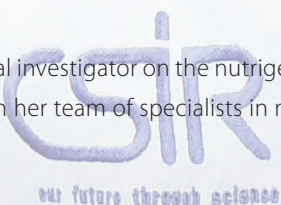
She works for the Council for Scientific and Industrial Research (CSIR) and is heading the organisation's study into the influence of nutrition on genetics and visa versa, an area known as nutrigenomics.

Dr Mbambo is a principal investigator on the nutrigenomics project and together with her team of specialists in nutrition

and genetics, they are taking a closer look at the relationship between our genetic make up and the foods that we consume.

This is a new field of study within the CSIR's Biosciences Unit.

"This [field of study] means that we can, to a certain extent, once we understand the genetics, advise on what types of foods to stay away from to avoid certain [health] issues."



"An example is coffee. In individuals with an impaired ability to metabolise (break down) caffeine, caffeinated coffee has been shown to increase the risk of cardiovascular diseases. Other than having a genetic test, there's no other way to currently identify those individuals. In the future we will be able to advise these individuals on the permissible amounts of coffee they can consume.

"Through nutrigenomics we will be able to tell which foods to avoid to prevent and keep in check diseases such as diabetes."

She says in South Africa research into nutrigenomics is still in the lab phase.

"In the US companies have products on the market. In South Africa we are not yet at the stage where I can advise a person what foods to eat or avoid, based on their genetic make-up. The innovation is there and we know that at some point we will be able to do this.

Tackling malnutrition through science

Besides working on nutrigenomics, Dr Mbambo is also part of the CSIR's efforts to tackle malnutrition through science and is involved in the organisation's Nutri-drink research study.

Nutri-drink is a pilot project launched by the CSIR in 2013 at five schools in the Nciba circuit of the Cofimvaba schools district in the Eastern Cape.

The aim of the project is to address nutritional problems and micronutrient deficiencies resulting from food insecurity in schools by promoting and using leafy vegetables.

The nutrition drink contains mainly vegetables, including indigenous vegetables, soya, sorghum and milk.

Dr Mbambo says, according to research, one of the provinces most affected by issues of malnutrition and hunger is the Eastern Cape.

"This project was sparked by that study as the CSIR seeks to address micronutrient deficiencies which include a lack of vitamin A, iron and zinc."

The Nutri-drink is given to children for breakfast as it was found that most children in rural schools do not have breakfast at home.

"They go to school without anything in their stomachs. It is important that kids have breakfast in the

morning so that they can pay attention in class."

She explains the CSIR is not merely giving out supplements but is trying to change behaviour.

As part of the pilot project there is a huge focus on indigenous vegetables.

"We are trying to encourage and teach people to eat indigenous vegetables because they are very nutritious."

The project takes an integrated approach and includes school gardens, the Nutri-drink and educating children about nutrition and the importance of eating correctly.

"The belief is that if you implement food-based intervention you are likely to change behaviour and be sustainable. If its food based its something that they can do long after the CSIR has left. It's also about coming up with solutions with the community."

It is the communities that run the gardens and are able to earn an income from them.

"The Nutri-drink is in powder form and prepared in the Eastern Cape. There is an Agri-Park that prepares the drink from vegetables that come from the community."

The need for healthy choices

Dr Mbambo says there are a number of challenges South Africans face when it comes to food.

"In South Africa you have the very rich eating the wrong foods while the very poor don't have food to begin with."

"When addressing food security we must begin to address it from both sides. We need to help people make the correct choices and help parents ensure that their children are eating the right food.

She adds that the country has a growing problem of obesity and there is a misconception that if people are overweight they are healthy.

"This is the conversation that still needs to happen as it is not just poverty that creates malnutrition but also over supply."

She says nutrition education must start at an early age and children should be taught what foods are good for them in the classroom.

"What is sold at school tuck-shops or outside the school gates needs to be legislated. There needs to be some control over what food is sold to children.

"We all need to be more aware of what food we put into our bodies and the effect it can have on us." >>

Education the key to success

Dr Mbambo says education and consistency has played a major role in her life and set her on the path to success.

Originally from Durban in KwaZulu-Natal, she does not recall a time that she was not studying.

"I did my undergraduate studies and Honours in microbiology at the University of KwaZulu-Natal and then worked at the university for a year as a financial advisor."

Dr Mbambo then applied to the CSIR to do her Masters and in 2008 she was accepted.

"I joined the CSIR on a two year studentship to do my Masters with funding from the Bill and Melinda Gates Foundation."

Dr Mbambo completed her Masters in 2012 and went on to do her PhD, focusing on improving nutrition in sorghum.

"It took me two years to do my PhD. I finished in 2014 and this was also the year that I was to feel like I started reaping the rewards of all the years studying."

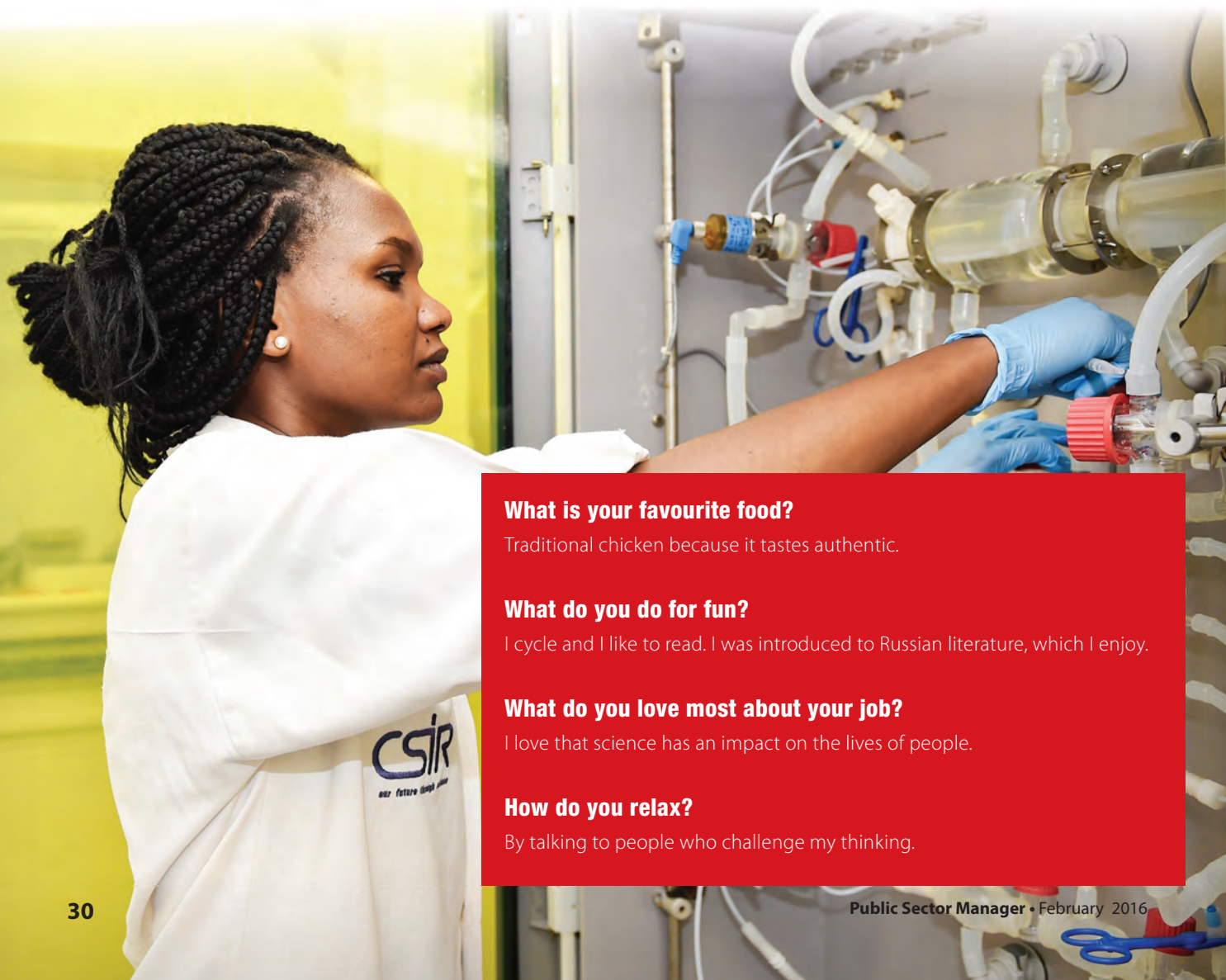
Women in science

Dr Mbambo is pleased to see more and more South African women making their mark in the world of science.

"I have studied around a lot of women. I know that it is a big thing to have a PhD in South Africa. There is a lot of support from the government for women. Although we are not there, we have the structures and policies in place to get us there."

For Dr Mbambo there is nothing more rewarding than making an impact on socio-economic and developmental issues, while working with people on the ground to see immediate changes.

"I love seeing science providing real solutions and not just cooking up mysterious things in the lab," she jokes. ☺



What is your favourite food?

Traditional chicken because it tastes authentic.

What do you do for fun?

I cycle and I like to read. I was introduced to Russian literature, which I enjoy.

What do you love most about your job?

I love that science has an impact on the lives of people.

How do you relax?

By talking to people who challenge my thinking.



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Extra funding for universities approved

Cabinet has approved amendments to national budget allocations to fund universities.

Minister in The Presidency for Planning, Monitoring and Evaluation Jeff Radebe made the announcement after a special Cabinet meeting held recently.

Minister of Higher Education and Training Blade Nzimande recently announced that government has set aside an additional R6.912 billion to support university education.

The funding will cover the zero per cent fee increment agreed to for the current academic year; clear accumulated debt owed by National Student Financial Aid Scheme (NSFAS) students and prevent the accumulation of such debt over the medium term, Minister Radebe explained.

"As an immediate measure, R2.33 billion has been allocated to resolve the shortfall in operational funding for universities as a result of the agreement on a zero per cent fee increment for 2016," he added.

For the 2016/17 financial year, government has reprioritised R2.543 billion of state funding to be allocated to NSFAS to provide loans to assist 71 753 identified students, who qualified but were either partially or not funded at all over the past three academic years.



"A further R2.039 billion will be allocated to NSFAS in the 2016/17 financial year to support unfunded or underfunded students still in the university system in 2016 to complete their qualifications," he said.

Minister Radebe said the funds were additional to the R10 billion that NSFAS will administer in the 2016 academic year.

"Government is committed to providing post-school education for all academically deserving students that is free at the point of delivery for the poor and the working class, within fiscally sustainable limits.

"Cabinet calls on students, workers, academics and university administrators to work together with government to achieve this goal," he said.

SA hands over G77 chair to Thailand

South Africa has handed over the chair of the largest coalition of developing countries in the United Nations (UN), the Group of 77 (G77) and China, to Thailand.

In a ceremony held in New York recently, International Relations and Cooperation Deputy Minister Luwellyn Landers thanked the members for the support, guidance and assistance accorded to South Africa during its tenure and committed to support Thailand as it takes over.

South Africa assumed the chair of G77 and China in January 2015. At the time the country had vowed to strengthen unity, cohesion and the vision of a fair and equitable multilateral system. It also said it would continue to ensure an enhanced development agenda for the South.

Deputy Minister Landers said South Africa's tenure had been "momentous" as member states had negotiated and agreed on significant multilateral outcomes, which will guide economic, social and environmental development for the next few years.

Some of the highlights included the:

- 70th anniversary of the UN, where G77 and China played a crucial role in pursuing the interests of the millions of people living in developing countries.
- Paris Climate Change Conference last December, which unanimously adopted the Paris Agreement and a package of supporting decisions covering climate action in the pre- and post-2020 periods.

South Africa also showed its leadership during the 2030 Agenda for Sustainable Development, as the group played a fundamental role in crafting international economic policies and relations, narrowing the gap between developing and developed countries.

Another key event includes the Third International Conference on Financing for Development leaders meeting in Ethiopia, which adopted the Addis Ababa Action Agenda, where the group constructively engaged in this process and sought meaningful and ambitious financing for an outcome relevant to the needs of developing countries.

SA TV industry celebrates 40 years

Communications Minister Faith Muthambi has congratulated the South African television industry after it recently marked 40 years of educating, informing and entertaining the public.

The Ministry said the South African Broadcasting Corporation (SABC) first broadcast in colour to audiences across the country in January 1976.

This was followed by the establishment of M-Net in 1986, and e.tv, the first commercial free-to-air channel, in 1998.

The Ministry said after 40 years, the SABC is still the medium of choice for many citizens, with its TV channels and radio stations reaching millions of viewers and listeners every day.

"The Ministry of Communications is also pleased that progress has been made in transforming the country's broadcasting industry, resulting in black people also owning and managing broadcasting assets.

"A key development has been the flourishing of diverse community television stations, reaching millions of South Africans each day," said the Ministry.



Calls for entries for SADC Media Awards

Members of the media are invited to submit their entries for the 2016 SADC Media Awards.

"The competition also consists of the Water Media Awards, which are aimed at recognising stories that promote Integrated Water Resource Management in the SADC [Southern African Development Community] region," said Government Communication and Information System (GCIS).

The objective of the awards is to promote regional integration and cooperation, with the broader aim of recognising excellence in journalism. They are also aimed at encouraging media practitioners in SADC member states to cover issues pertaining to the region.

The competition has four categories namely print,


photojournalism, television and radio.

"The SADC Media Awards were established in 1996 following a decision by the Council of Ministers to establish a sector that deals with matters relating to, amongst others, information, culture and sport.

"These awards serve as part of ensuring a link, coordination and synchronisation between the formal structures of SADC governments, civil society, academia, labour and the media," GCIS said.

The closing date for entries is 29 February 2016.

Journalists who wish to enter the competition can access more information from the GCIS website

For enquiries, the media can contact Themba Sepotokele on 082 490 9869 or Mmemme Mogotsi on 072 856 4288. 

Source: SANews

PLANS TO DEVELOP MAHIKENG INTO A WORLD-CLASS CITY WITH AN INTERNATIONAL CONVENTION CENTRE, WORLD CLASS STADIUM AND A MULTI-STORY FIVE STAR HOTEL ARE AT THE ADVANCED STAGE



**“The location
of the stadium
positions it as an
important conduit
to bridging the
historical Mahikeng/
Mmabatho divide.”**

During his inaugural State Of the Province Address (SOPA) in June 2014, Premier Supra Mahumapelo committed the North West Provincial Government to develop Mahikeng to become a world class city, in line with his vision to rebrand, reposition and renew the North West Province.

To realise this vision, the North West Provincial Government, through the Provincial Department of Public Works and Roads, has embarked on the redevelopment of the Mmabatho Stadium to a world-class 40 000 seater stadium that meets FIFA requirements in order to attract games and other mega events to boost the economy of Mahikeng. The province will also convert the Mmabatho Convention Centre into one of international standards and build alongside it a world-class, five star hotel.

Supporting infrastructure of roads and enhanced accessibility of the stadium to the public will form part of the stadium development as will the surrounding sports stadiums, Motshioa and Taung. Material from the demolition of the Mahikeng Stadium will be reused in the refurbishment of surrounding sites.

Saving the existing Mmabatho stadium from decay

Currently the Mmabatho Stadium, now over 30 years old, is not aesthetically pleasing and does not comply with any of the accepted SAFA, PSL or FIFA standards. The water reticulation system to the stadium is dysfunctional and this has led to the dilapidation of the soccer pitch, as well as ablution and changing room amenities being out of order.

The location of the stadium positions it as an important conduit to bridging the historical Mahikeng/Mmabatho divide. As a key economic, infrastructure and enterprise development project, the stadium will ultimately be a driver in the revitalisation of the provincial economy through the agriculture, culture and tourism (ACT) sectors.

Mmabatho Convention Centre to meet international standards

The proposed project intends to expand the existing Mmabatho Convention Centre from its current capacity of 3 000 people to have an additional 9 000 single plenary session capacity. This project will put Mahikeng and the province on the map as a destination of choice for international events, functions and tourism.

“Job creation will be the first and immediate impact on the community. Short and long term direct employment opportunities will be created by these projects.”

The main facilities to be provided in the new convention centre include:

- Auditoriums
- Flexible conference rooms
- Meeting rooms
- Informal discussion spaces
- Main kitchen and eight kitchenettes
- Offices
- Restaurants
- A business centre
- Parking
- Exhibition halls for goods, machinery or equipment

The international hotel will provide the following facilities:

- 400 rooms
- Kitchen
- Dining
- Bar and lobby areas
- Gymnasium
- Offices
- Board rooms
- Swimming pools
- Business centre
- Saloon/amenity shop
- Health Spa
- Parking/Helipad

Brian Setswambung
Acting Head of Communication
 bsetswambung@nwpg.gov.za
 Office Of the Premier
 North West Province



The envisaged impact

Job creation

Job creation will be the first and immediate impact on the community, as short and long term direct employment opportunities will be created by these projects. It is estimated that an average of 1 109 direct jobs and an additional 1 153 indirect jobs will be created during construction. Upon completion, another 320 permanent jobs will open at the hotel alone. The employment potential for the convention centre is pegged at over 3 334 jobs directly and indirectly in the service to the facility.

Growth of related industries

Once the convention centre starts to operate, it will create demands that cannot be met by the facility itself and thereby spur support services that will further create employment. The 440 beds provided by the hotel will not be enough, encouraging further accommodation opportunities and inspiring the industry to enhance the quality of the service provided to attract better business.

Transport

The transport sector will benefit holistically from the project, both in the short and long term. Public transport by railway and bus will be necessary from the airport and other areas to the convention centre and within the Mahikeng City. Private transport in the form of taxis, cabs and rental cars would be in demand for the personalised movement.

Tourism

The international convention centre by its very nature and marketing models that will be adopted, will have to be marketed internationally to attract the level and calibre of activity envisaged. Hence, this would be a perfect platform for the tourism sector to showcase the available products in the province and the country.

Public amenity

Due to the large size of the convention centre, the structure will be a landmark in its locality. As such, symbols denoting the rich heritage of Mahikeng and Tswana culture will be used on the building. Sculptures, cultural artifacts and motifs will be used through close collaboration with the Department of Culture, Arts and Traditional Affairs. Soft landscaped open spaces, restaurants and cycling lanes will provide for added family attractions and outings as part of the experience.

With all these developments, it is clear that Mahikeng is well on the way to claiming its glory and becoming a world class operation that will reposition the North West Province as a business and tourism destination of choice. A lot of work has already been done in this direction, including refurbishing Mahikeng Airport and the successful launch of air flights to other parts of the country, as well as the ongoing aesthetic improvement to the city.



Office of the Premier
 Department:
 Office of the Premier
 North West Provincial Government
 Republic of South Africa

MEC Lesufi raises the bar for Gauteng schools

With a growing population, the Gauteng province has growing demands - one of which is education.

The number of schools in the province increased from 2 721 in 2014 to 2 780 in 2015, adding pressure to the schooling system.

To ensure that every pupil in the province's schools enjoy quality education, the Gauteng Department of Education (GDE) will increase its capacity to meet the growing demand, says MEC for Education Panyaza Lesufi.

He explains that the increase in demand for education can be attributed to the migration of people into the province.

In the 2015 school year there were more than 2.2 million learners in Gauteng schools, more than 90 000 of them were from other provinces.

"This does put pressure on the education system in the province as there is an increasing need to build more schools in the province."

In an effort to address the challenge, the department is in the process of opening 18 schools across the province. Four of these were opened recently.

"To address the urgent need for space, we are currently constructing 18 new schools in Gauteng. Six were completed and opened in January. These new schools will assist us in easing the demand for space in schools within the province."

The new schools that were opened last month are Chief Albert Luthuli Primary in Daveyton, Soshanguve East Secondary in Tshwane, Andrew Mapheto Primary in Tembisa, Glen Vista Primary in Glen Vista, Protea Glen Primary in Protea Glen and Montana Poort Primary in Montana Poort.

With the increasing number of learners and schools, the number of teachers has also increased.

"Gauteng schools recorded 79 343 educators (this includes those paid by the state, privately and by the School Governing Body) in 2015, an increase of 2 078 educators from the 77 265 in 2014," he says.

Currently, the number of educators in public schools stands at over 52 000, with a salary bill of R18.8 billion.

Educator and learner discipline

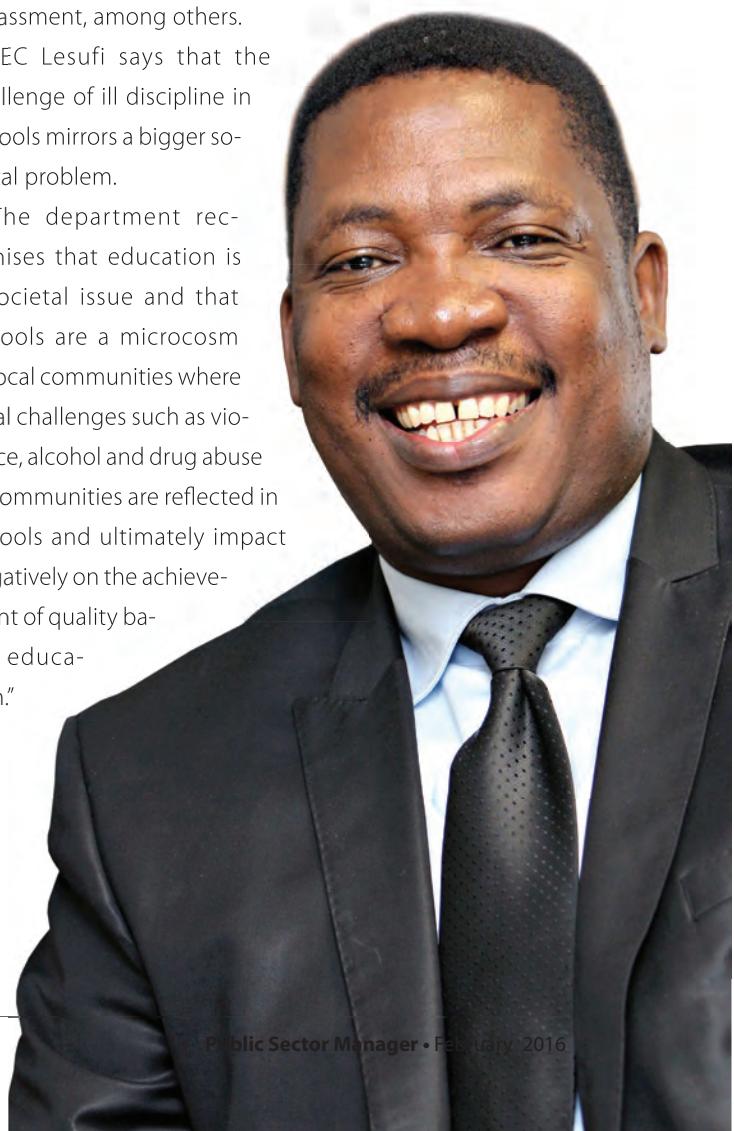
During the 2015 school year the department dealt with more than 300 disciplinary cases against educators and more than 400 against learners.

Cases involving educators ranged from the use of corporal punishment, comments of sexual nature to employee dishonesty.

On the other hand, learners were disciplined for possession and use of drugs, bullying and sexual harassment, among others.

MEC Lesufi says that the challenge of ill discipline in schools mirrors a bigger societal problem.

"The department recognises that education is a societal issue and that schools are a microcosm of local communities where local challenges such as violence, alcohol and drug abuse in communities are reflected in schools and ultimately impact negatively on the achievement of quality basic education."





To deal with the challenge, especially cases against learners, the department informs the parents of the learners involved and psychological intervention is provided.

"Cases of violence are acted on immediately, parents are informed of an incident, perpetrators go through a disciplinary process and appropriate sanction is recommended. In most cases psychosocial support is provided to both victims and perpetrators."

As part of the School Safety Strategy, the department in partnership with the Gauteng Department of Community safety and the South African Police Service, have linked all schools with a local police station through the assignment of a police officer and an additional vehicle to precincts within which each school falls.

"With regard to the department's role in fighting drugs at schools, the department encourages schools to develop policies to assist with curbing substance abuse," he adds.

Other initiatives include school-based support teams that are equipped to identify different types of drugs and the various symptoms and educators in high-risk areas receiving training in general skills to manage substance abuse in schools.

Substance abuse is also infused into the curriculum through life orientation and peer support groups, such as the Girl Empowerment Movement and Boy Empowerment Movement that have been introduced at secondary schools.

Racism free schools

MEC Lesufi says the GDE will continue to work closely with schools and parents to eliminate racism in schools.

Last year, schools in the province witnessed various incidents of racism.

The MEC launched a probe into allegations of racial segregation at the Curro Roodeplaat Independent School, east of Pretoria.

A decision to withdraw the operating licence of Curro

Roodeplaat (effectively closing down the school) was taken.

However, after a meeting with the management of Curro Holdings, at which the school assured the MEC that racial segregation did not form part of their policies and that corrective measures would be taken against any school affiliated to the company that practices segregation, plans to suspend the schools licence

were withdrawn.

The management of Curro Holdings also undertook to follow through on a number of interventions with regard to Curro Roodeplaat.

"The department continuously provides workshops and dialogues about racism in schools. Through the curriculum we also instil the values of our Constitution, which aspires to build a united, non-racial and prosperous country, to our learners," adds MEC Lesufi.

He stresses that the department would not allow any form of racism at any of the provinces schools.

"The department has a zero tolerance towards racism. The Constitution of the Republic of South Africa does not allow any form of racism or segregation in our country."


e-Learning improves quality of education

At the beginning of the 2015 school year the department introduced e-learning in Gauteng schools. MEC Lesufi says the introduction of e-learning has improved the quality of education and a growing number of learners and educators are showing interest in using technology, while attendance at schools has also increased.

"We have noted that attendance in class has increased, and the level of interest has increased. Both the learners and educators are showing creativity and there is increased participation in class."

Grade 12 learners have been provided with tablets and Grade 11 classrooms will be converted to paperless classrooms.

There are more than 350 000 learners that are currently benefiting from this programme. "The programme will be rolled out in phases until the chalkboard and duster are eradicated in Gauteng schools," he says.

With increased capacity to meet increased demands, innovation and hard work, MEC Lesufi says Gauteng is ready for the 2016 school year. 

AFRICA CANNOT ADVANCE WITHOUT INVESTING IN SCIENCE



Mthuthuzeli Zamxaka Science Communicator: Nanotechnology & Hydrogen South Africa Public Engagement South African Agency for Science and Technology Advancement (SAASTA) demonstrates an exhibit to Minister of Science and Technology Naledi Pandor.

Across the world, nations increasingly seek to harness the potential of science as an instrument for growth and development. Science is an integral part of the global effort to advance sustainable development.

Against this backdrop, Africa's inaugural Science Forum South Africa took place on 8 and 9 December 2015, attracting scientists, researchers, academia, government leaders and other stakeholders from all over the world.

Held under the theme, "Igniting conversations about Science", the forum sought to foster public engagement on science and technology, showcase science in South Africa and provide a platform for building strong African and global partnerships.

"Our key motivation is to foster public engagement on science and technology, to showcase science in South Africa and

to provide a platform for building strong African and global partnerships," said Minister of Science and Technology, Naledi Pandor, during her opening address in Pretoria.

The Minister said that the primary rationale for the conference was the "conviction that science, technology and innovation can and must play a central role in achieving sustainable development."

"Africa cannot advance without investing in science. At present, there are efforts to enhance the status of science and to increase investment in research development and innovation.

"Minster Pandor urged African governments and institutions to devote increased attention to developing robust national systems of innovation."

"Unfortunately, science is still at the margins of government attention – seen as less significant than water scarcity,

food security and disease burdens. Yet all of these can be addressed through science,” the Minister explained.

Minster Pandor urged African governments and institutions to devote increased attention to developing robust national systems of innovation.

“We must have eco systems that allow a smooth flow and take up of creative ideas from knowledge-generating institutions through to enterprises and industry. We need joint industry research, public-private partnerships, technology diffusion and movement of human capital,” said Minister Pandor.

The event was also attended by African Union (AU) Chairperson, Dr Nkosazana Dlamini-Zuma; founder of Japan’s renowned The Science and Technology in Society Forum, Mr Koji Omi; Dr Jean Claude Burgelman of the European Commission, and Prof. Gordon McBean of the International Council of Science, among others.

Dr Dlamini-Zuma echoed Minister Pandor’s sentiments in unpacking the AU’s Africa Agenda 2063 (the AU’s blueprint for sustainable development for the continent). Agenda 2063 is a 50-year development framework for the continent; to build an Africa that is integrated, people-centered, peaceful and prosperous. Agenda 2063 does this by prioritising investments in people, including education and health.

Dr Dlamini-Zuma said that Africa Agenda 2063 also recognised the importance of investing in the continent’s young people.

“We have to invest in their health. Secondly, we have to invest in their education, with a major focus on science, technology, engineering and maths (STEM) skills, as well as



African Union Commission Chairperson Dr Nkosazana Dlamini-Zuma delivering the keynote address at Science Forum South Africa. DST Director-General Dr Phil Mjwara seated.

“Science is critical in improving the agricultural productivity and activities in ensuring that we have better equipment.”

innovation and research, since these are the skills we will require to modernise Africa. These skills will also bring prosperity. This outlook is rooted in a firm belief in education as an equaliser, in the context of poverty, inequality and underdevelopment. Education focusing on STEM is a definite equaliser as it’s the quickest way to break

intergenerational poverty in families and communities. We must ensure that young people are skilled in these areas,” said the AU Commission Chairperson.

Dr Dlamini-Zuma said Agenda 2063 is also looking to improve agriculture. “Science is critical in improving the agricultural productivity and activities in ensuring that we have better equipment, because African women who are 75% of the participants in the sector continue to use hand held hoes, so there is no chance of improving their productivity, with such equipment. Science and engineering are critical in ensuring that we have modern equipment, that we understand the soil, the seeds and the climate so as to revolutionise agriculture and to get into the full value chain, up to and including agro-processing and businesses. Science is critical,” she concluded.



**science
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China and Africa progressing together

South Africa recently hosted the Forum on Cooperation between China and Africa (Focac) for the period 2013-2018 under the theme “China-Africa Progressing Together: Win-Win Cooperation for Common Development”.

The summit is a platform for collective dialogue to consolidate the Africa-China traditional friendship, deepen strategic collaboration, as well as enhance the mechanism of practical cooperation between China and Africa.

The summit culminated in the adoption of the Johannesburg Declaration and the Johannesburg Action Plan towards 2018. The action plan reflects a shift by the Chinese towards the implementation of projects that support regional integration on the continent rather than a focus on bilateral cooperation only.

The summit committed to support the African Union’s Agenda 2063 vision. The Johannesburg Plan of Action focused on political and economic cooperation, including social, cultural, security and international cooperation.

Cooperative partnership

In order to develop a comprehensive strategic and cooperative partnership between China and Africa the Chinese President, Xi Jinping, announced the following 10 new coopera-

tion plans between China and Africa over the next three years:

- **China-Africa Industrialisation Plan:** China will build or upgrade a number of industrial parks and set up regional vocational education centres and schools for capacity building. China will also train 200 000 technical personnel and provide 40 000 training opportunities for Africans in China.
- **China-Africa Agriculture Modernisation:** China will transfer readily applicable technologies to Africa and will encourage Chinese enterprises to engage in large-scale farming, animal husbandry as well as grain storage and processing in Africa to create jobs.
- **China-Africa Infrastructure Plan:** China will pursue mutually beneficial cooperation in infrastructure planning, design, construction, operation and maintenance, particularly in the sectors of railway, road, regional aviation, ports, electricity and telecommunications. China will also support the establishment of five transportation universities in Africa.
- **China-Africa Financial Plan:** China will expand the renminbi settlement and currency swap operations with African countries, encourage more Chinese institutions to set up branches in Africa, and increase investment and financing cooperation to provide support for Africa’s industrialisation and modernisation.

- **China-Africa Green Development Plan:** China will support Africa in bolstering capacity for green, low-carbon and sustainable development in Africa, including support in launching 100 projects to develop clean energy, protect wildlife and build smart cities.
- **China-Africa Trade and Investment Facilitation Plan:** China will carry out 50 trade programmes to improve Africa's capacity for internal and external trade and investment. China is ready to negotiate free trade agreements with countries and regional organisations and increase the import of African products.
- **China-Africa Poverty Reduction Plan:** China will cancel outstanding debt in the form of zero-interest loans borrowed by least developed countries in Africa that mature at the end of 2015.
- **China-Africa Public Health Plan:** China will participate in the building of the African Centre for Disease Control and support cooperation between 20 Chinese and African hospitals.
- **China-Africa Cultural and People-People Exchange:** China will build five cultural centres in Africa and provide satellite reception to 10 000 African villages. China will also sponsor 2 000 educational opportunities with diplomas/degrees and 30 000 government scholarships.
- **China-Africa Peace and Security Plan:** China will provide \$60 million (R865.64 million) in grant to support the building and operation of the African Standby Force and the African capacity for immediate response to crisis.

China will provide additional funding support for the implementation of the above plans. These include US\$5 billion of grant and zero-interest loans; US\$35 billion of loans of a concessional nature on more favourable terms and export credit line; an increase of \$5 billion to the China-Africa Development Fund and the Special Loan for the development of African small and medium-sized enterprises, and the China-Africa Fund for Production Capacity Cooperation with an initial contribution of US\$10 billion.

During the 2012/13 period, the value of total trade between China and Africa increased by six per cent from US\$198 billion in 2012 to US\$210 billion in 2013. The top 20 products

imported by China from Africa in 2013 accounted for 96 per cent of the total imports of China from all African countries, while the top five import products accounted for 82 per cent of total African imports for the year. This clearly shows that trade was concentrated on a few products:

The key imports of China from Africa in 2013 remain concentrated in natural resources – mineral products (58 per cent), other unclassified goods as grouped under HS 98 (26 per cent), base metals (6 per cent) and precious stones and metals (five per cent).

However, China's main export products to Africa are mainly value-added manufacturing products including machinery (26 per cent), transport equipment (10 per cent), textiles and clothing (eight per cent), footwear (four per cent) and plastic products (four per cent).

This emphasises the need for Africa to focus on industrial development and value-addition so as to change the structure of trade, not only with China, but all its trading partners.

The 26 agreements signed during Focac included those by government departments, state-owned enterprises such as Eskom, Transnet, Industrial Development Corporation, SA Space Agency, Trans Caledon Tunnel Authority, the South African Nuclear Energy Corporation and those signed with private sector firms, such as Standard Bank, Investec and Naspers amongst others, with an all inclusive package of US\$94 billion. This is a clear demonstration that Africa is rising.

African leadership is more convinced that the signed agreements represent a win-win deal and will further strengthen the continent in its quest to re-industrialise. The deal is favourable when compared with other packages offered by Western countries.

There is no intention from China to re-colonise Africa, and the leadership of the continent is fully aware of the importance of sovereignty of the continent.

There has been a concerted effort to change the structure of our trade relations with China so as to promote investment by China into Africa, especially in the productive sector of our economy, and promote exports of value-added products. 🌐

*** Mzwandile Masina is the Deputy Minister of Trade and Industry.**



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COST CONTROL VITAL ON GOVERNMENT PROJECTS

By Dr Stephan Ramabodu*



***DR STEPHAN RAMABODU**
SENIOR VICE-PRESIDENT OF THE ASSOCIATION
OF SOUTH AFRICAN QUANTITY SURVEYORS
(ASAQS)

“A Quantity Surveyor (QS) manages all costs relating to building, civil engineering and mining projects – from the initial estimates to the final figures.”



South Africa's shrinking economy, coupled with soaring building costs, have made construction cost control more important than ever. Yet there is an alarming tendency to omit the Quantity Surveyor (QS) from the professional team for public sector contracts.

Including a QS in the professional team could prevent spiralling costs and provide total control of management of multi-million rand projects. SA cannot afford economic wastage as it faces a devastating drought and other major threats to our economy. Corruption, sadly, has also become a fact of life in our country; and here also the cost-factoring and expenditure control a QS can provide plays essential preventative roles.

Although Quantity Surveying is by no means a new profession, there still seems to be surprising ignorance about the vital role a QS plays in building projects. Too often the inclusion of a QS in a project's professional team is seen as a dispensable, additional cost. However, a competent QS – such as the members of the Association of South African Quantity Surveyors – will provide the certainty and control a project needs, whilst helping to reduce costs. Major building projects tend to be complex right from the outset and can become more complicated when design changes are introduced – without the client and professional team realising the cost factors involved. This is when the skills of a QS are particularly essential. He or she will handle any unforeseen procurements and project management revisions so architects and the rest of the professional team can concentrate on their own tasks.

A QS manages all costs relating to building, civil engineering and mining projects – from the initial estimates to the final figures. He or she seeks to minimise the costs of a project and enhance value for money, while still achieving the required standards and quality. Many of these standards are specified by statutory building regulations, which the QS will understand and see that these are adhered to.

A QS may be employed by either the client or the contractor, working in an office or on site. They should be involved in a project from the start, preparing estimates and costs of the work. When the project is in progress, the QS will keep track of any variations to the contract that may affect costs and create reports to show profitability.

The QS responsibilities vary depending on the project being worked on, but can include:

- Preparing tender and contract documents – including Bills of Quantities with the architect and/or the client
- Undertaking cost analyses for repair and maintenance project work
- Assisting in establishing a client's requirements and undertaking feasibility studies
- Performing risk, value management and cost control
- Advising on procurement strategy
- Identifying, analysing and developing responses to commercial risks
- Preparing and analysing costings for tenders
- Allocating work to sub-contractors
- Providing advice on contractual claims
- Analysing outcomes and writing detailed progress reports
- Valuing completed work and arranging payments
- Maintaining awareness of the different building contracts in current use
- Understanding the implications of Health, Safety and Environmental regulations

The InterAcademy Partnership (IAP) Conference on Science Advice and General Assembly 2016

28 February - 1 March 2016

The IAP Conference will investigate how governments, United Nations (UN) organisations and other stakeholders integrate the best science into their implementation plans to achieve Sustainable Development.

The conference, hosted by the Academy of Science of South Africa (ASSAf), will investigate these issues by focusing on the topic of 'Science Advice'.

By bringing together nations' top talents, academies of science, medicine and engineering have long played the role of synthesising the latest scientific results and providing credible, independent, peer-reviewed advice to policy-makers. But academies are not the only source of advice to governments – senior science advisers, committees of experts and other mechanisms are widely used in different countries.

Such mechanisms will be examined during the IAP Conference by a range of experts involved in providing science advice through a series of interactive sessions.

The IAP Conference is receiving financial support from the Department of Science and Technology and also marks the 20th anniversary of the establishment of ASSAf.

The conference will take place at the Arabella Country Estate in the Western Cape. For more information go to www.assaf.co.za.



Bonds, Loans & Sukuk Africa

14 - 15 March 2016

Bonds, Loans & Sukuk Africa is the continent's only Pan-Africa debt event, bringing together African issuers and borrowers looking to raise capital with financiers and investors.

More than 433 local and international banks, borrowers, issuers, investors and financial service providers from across the whole of the African continent are expected to attend.

The event offers an opportunity to network with the industry's most senior decision makers.

National Treasury is a strategic partner of the event.

Bonds, Loans & Sukuk Africa takes place on 14 and 15 March 2016 at The Westin in Cape Town.

For more information go to www.globalfinancialconferences.com

Proudly South African Buy Local Summit and Expo

30 March 2016

Proudly South African, the country's National Buy Local Campaign, is hosting the 5th Annual Proudly South African Buy Local Summit and Expo on 30 March 2016 in Johannesburg.

The Buy Local message is an enduring call to action for the public and private sectors, businesses, government entities and consumers. The call is to buy local products and services so that local businesses can grow, thereby encouraging economic growth and job creation.

The annual summit, themed "Buy Local – Make it Your Business", will include discussions around local procurement, job creation and the impact of local purchases on the manufacturing sector. Local procurement has been recognised as a key driver for economic growth and job creation by government, business, labour unions and community constituencies.

The annual summit and expo is an essential tool to facilitate and influence interaction between small businesses/entrepreneurs and procurement decision makers.

The summit also serves as a platform for government and business to provide feedback on local procurement efforts and the influence it has on job creation.

This event forms part of Proudly SA's commitment to sustainable economic growth, job creation and the socio-economic welfare of South Africa.

The Buy Local Summit provides an opportunity for government and corporate businesses to access the Proudly SA member companies, with some 200 exhibitors showcasing their products and services at the expo.

An estimated 500 delegates will also participate in the summit, at which they will have an opportunity to interact and network with government officials, procurement officers, entrepreneurs and business owners.

The event will take place at the Sandton Convention Centre.

For more information contact Proudly South African on 011 327 7778. 

THE NATIONAL SCHOOL OF GOVERNMENT

The National School of Government plays a significant role in overseeing the professional common purpose in addressing the systemic challenges of public service delivery, through the learning and development of public officials. In doing so, the National School of Government has to integrate lessons and experiences from the past to develop and improve on current skills and empower the current generation of public servants; and determining a conduit for producing future public servants with a vastness of competitive opportunities and abilities to innovate.

The National School of Government offers courses in the following learning streams:

INDUCTION

The core function of the Induction stream is the implementation of programmes that give effect to the induction and orientation of all public servants in line with the Public Service determinations, directives and regulations, the Constitutional requirements, the principles of Batho Pele and values and ethos of the public service. In addition, the stream looks into the preparation of unemployed young graduates for entry into the public service.

LEADERSHIP

The core function of the Leadership stream is to develop public servants into leaders who care, serve and deliver. This stream builds leadership capacity to everyone in the public service. Its approach is grounded in distributed leadership at all performer levels. Leadership development and support include training programmes on effective leadership in the public service, mentoring and coaching, workshops and seminars.

MANAGEMENT

The core function of the Management stream is to provide training that focuses on the functional skills for generic management competencies. These cover the following core areas: financial management, human resource management, project management, supply chain management, monitoring and evaluation, planning and organisation design.

ADMINISTRATION

The core function of the Administration stream is to provide training that focuses on improving the administrative capacity of the State, for which there has been repeated calls for improvement. It focuses on Project Khaedu: a service delivery oriented intervention, promoting excellent customer service for frontline staff, diversity management, ethics management and anti-corruption, as well as mainstreaming gender and implementing the Promotion of Administration Justice Act (PAJA) for managers in the public sector.



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Learn Grow Serve

eThekweni Municipality aims to be best in Africa



In 2030, Durban will be Africa's most caring and liveable city. This is the long-term vision of the eThekweni Municipality.

"The municipality has been transforming people's lives for the better since the first democratic elections in South Africa in 1994.

"In 2015, Durban was named the top South African city with the highest quality of life in the international Mercer survey. This proves that the city has one of Africa's best service delivery programmes and continues to make a positive impact in the lives of its 3.4 million residents," said eThekweni Mayor James Nxumalo.

eThekweni's high ranking in the survey is a result of its service delivery efforts, including high-quality housing and plentiful recreational offerings, he added.

Over the past 20 years, eThekweni has built over 200 000 houses for some 500 000 poor and unemployed citizens.

"From a quality of life perspective and in line with our

vision of being the most caring city, eThekweni provides interim services such as water, electricity and ablution blocks in informal settlements to restore the dignity of our most vulnerable citizens.

"The R25 billion mixed-use human settlements project, referred to as Cornubia, will accommodate many more of our residents who still require affordable housing. The project will include the provision of 28 000 homes catering for a wide range of income levels," said Nxumalo.

Fifteen thousand of these will be subsidised or low-income houses. The project, which is located close to economic opportunities, also promotes the integration of different communities across all race groups.

The eThekweni Municipality has made great strides in providing much-needed services to residents, especially the poorest of the poor. The mayor outlined some of municipality's service delivery achievements as follows:

- The municipality supplies electricity to over 730 000 »



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customers covering over 2 000 square kilometres. Electricity is purchased from Eskom at 275 000 volts. The electrical network has been upgraded to cater for growth and new connections, which includes the comprehensive electrification of informal settlements within the city totalling 13 342 over the years.

- eThekweni provides nine kilolitres of water free of charge to households with property values under R250 000. This forms part of the city's social package to assist the poorest of the poor and most vulnerable citizens.
- The city operates and maintains 336 soccer fields, 163 community halls, 141 parks, 65 cemeteries, 95 libraries, nine museums and 52 swimming pools.
- Great emphasis is placed on youth development, skills training and empowerment. The city has created 134 883 work opportunities, which is more than any other city in the country. Another initiative which has contributed to economic transformation through a comprehensive skills advancement programme is the Zibambele Poverty Alleviation programme, which has created about 6 000 jobs.
- The city is investing in flagship projects that will create more than 680 000 permanent jobs in the long-term.
- The municipality treats more than 491 000 kilolitres of effluent daily, ensuring healthy communities throughout the city.
- Durban's Integrated Rapid Public Transport Network, Go!Durban, will connect 600 000 commuters across the city.

Clean audit for eThekweni

For the first time in eThekweni's history, the municipality achieved a clean audit report from the Auditor-General for the 2014/15 financial year.

"This achievement was a clear indication that city leaders are practising good governance and are appropriately using ratepayers' funds," said City Manager Sibusiso Sithole.

Adding another feather to the city's cap, two municipal entities, uShaka Marine World and the Inkosi Albert Luthuli International Convention Centre also received clean audit opinions from the Auditor-General.

"In his audit findings the Auditor-General found that the financial statements for eThekweni were free of material misstatements with no material of non-compliance with key legislation. The report further found that the city's performance report was presented in a useful and reliable manner as measured against predetermined objectives in the annual performance plan," added Sithole.

He pointed out that the recruitment of a Head of Internal Audit and Head of City Integrity and Investigations Unit (CIIU) demonstrated the municipality's commitment to clean governance.

"The CIIU has made tremendous headway in fraud and corruption-busting initiatives. Internal Audit, meanwhile, has worked diligently to ensure the effectiveness of internal controls in municipal processes.

The city has worked hard to protect the public purse and

is moving with speed to render services in a fair, equitable, efficient and economic manner. The city aims to have a procurement and overall financial management process that is conducted in a transparent manner with due scrutiny to ensure value for money," said Sithole.

Youth development programmes

The municipality established the Youth Development Office as part of the mayoral programme to ensure that young people were fully integrated into the mainstream economy.

"This office will facilitate the formulation of youth development policies to serve as council guidelines during the coordination and implementation of youth development programmes, provide a wide range of services, opportunities and support to young people.

"In line with national government's youth development plans, the municipality has prioritised youth and skills development by allocating a budget of R65.8 million towards youth development initiatives for the 2015/16 financial year," said Nxumalo.

According to Statistics South Africa's 2011 census, the youth unemployment rate in eThekweni is at 39 per cent.

The municipality has adopted three broad interventions to manage the scourge of unemployment in the city, added the mayor.

The first approach includes engaging discouraged workers predominantly found in townships.

The second is facilitating the introduction of unemployed youth into the mainstream economy, through learnerships and rolling out public works programmes.

With the third invention, the municipality has implemented programmes to support emerging growth sectors such as tourism.

"The city has made a concerted effort to promote youth employment in order to increase the city's employment absorption rate. Our various skills development programmes including learnerships, apprenticeships and internships across several units in the city, have provided support and empowered thousands of young people."

Nxumalo added that through large-scale infrastructure projects, the municipality had made significant strides towards skills enhancement, poverty alleviation, economic development, provision of housing, supporting informal traders and employment creation.

Since construction started GO!Durban in April 2014, 2 622 youth have been employed.

Over the past four years, the municipality has also been supporting young and emerging local fashion designers.

About 100 designers have been trained in business and technical skills and offered the opportunity to engage with industry experts, while 34 have been sent on an international fashion internship programme in Milan, Italy.

"This programme has started to bear fruits as some designers are running successful businesses," said the mayor.

The municipality has also invested more than R77 million in the Durban Business Fair over the past 15 years.

"This initiative has proved to be a great success and small companies mainly headed by the youth have excelled. Some of these companies have achieved a turnover of more than R50 million and have created over 2 000 sustainable jobs," he added.

Key youth development programmes which were launched by the municipality in June last year include the Student Financial Aid Fund which offers bursaries to learners from disadvantaged backgrounds to ensure that they have access to education.

The Mayoral Cup, aimed at encouraging young people to be actively involved in arts, culture, sports, recreation and heritage to create a socially cohesive society was unveiled last year. >>





Through partnerships with stakeholders such as the University of KwaZulu-Natal, International Business Machines Corporation, Durban Chamber of Commerce and Industry and many others, the city has implemented programmes such as Innovate Durban and the Hackathon Youth Challenge aimed at encouraging young people to be independent thinkers and come up with innovative business ideas.

"The city remains committed to the development of young people to enable them to have the skills and confidence to take up leadership positions in business, politics or civic life. As government, we believe that investing in the youth and paying particular attention to their skills development is crucial for the country's future economic growth," said Nxumalo.

eThekweni to host 2022 Commonwealth Games

eThekweni will be the first African City to host the Commonwealth Games in 2022.

The announcement was made on 2 September 2015, after a unanimous vote by the Commonwealth Games Federation in Auckland, New Zealand.

More than 80 per cent of the facilities for the games already exist.

After signing the host city contract, Nxumalo said: "The


games will be used to promote social cohesion and build our nation. Hosting the games will give our young people an opportunity to showcase their talent on the world stage in 2022. We want them to be the champions of tomorrow."

Lasting legacy

Investment in infrastructure for the games is expected to contribute to lasting benefits for the host city. The added exposure to global markets will also provide opportunities to attract and enhance tourism and foreign direct investment.

Nxumalo said the games would help the country address unemployment and contribute to skills development. In support of building a legacy, a number of volunteers will be recruited and trained to equip them with a sustainable level of skill. This will increase their future employment opportunities.

As the municipality sets its sights on the future, the mayor was quick to point out that service delivery would remain at the heart of what eThekweni does.

"We remain steadfast in our efforts to achieve our 2030 vision of being Africa's most caring and liveable city," he added. 

*** Gugu Sisilana, Researcher and Media Liaison Officer at the eThekweni Municipality's Communications Unit.**

Interview with Ndivhuho Raphulu,

Director of the National Cleaner Production Centre, South Africa

March 2016 marks Ndivhuho Raphulu's 10th anniversary at the National Cleaner Production Centre South Africa (NCPC-SA). When he joined the Centre in 2006, the business plan had been written up by consultants and there was a budget of R1.6-million per annum with little understanding of the impact that the NCPC-SA could make on the economy or infrastructure of the country. Currently, they have a project budget of R100-million, simultaneously running five national projects with a focus on four priority project areas: energy, waste, material and water.



Ndivhuho Raphulu, NCPC-SA Director

"We are currently running a national energy efficiency programme (Industrial Energy Efficiency Project); a waste material project (Industrial Symbiosis Programme) and a water efficiency programme, all officially starting on 1 April 2016 – although there have been activities underway for the last two years.

"We made a decision in 2009 to focus on key sectors necessary for the growth of the country's economy; so all of the projects are focused nationally on industrial water, industrial waste and industrial energy. The NCPC-SA, often mistaken as a programme of the Department of Trade and Industry (dti), is operated by the Council for Scientific and Industrial Research (CSIR) on dti's behalf.

"As a national programme, we partner with the public sector's provincial and local governments and various government agencies to assist economic sustainability in their areas and supporting industry to reduce their energy and water demand, facilitating waste minimisation.

"We have also assisted public entities to reduce their own energy bills, such as the Airports Company of South Africa, where they saved millions of rands in energy by participating in our Industrial Energy Efficiency Project. This project has been running for the past five years and has saved the economy R1.4-billion in energy costs, and enough energy to power 225 000 South African households for a year.

"From 1 February 2016, we will be running the second phase of this project over the next four years. The United Nations Industrial Development Organisation (UNIDO) is our partner in this project and there is funding from the Global Environment Facility and the Swiss government."

"In some of our other programmes we partner with the United Nations Environmental Programme (UNEP) and from time to time other international donor money is allocated to the NCPC-SA for key projects, based on our track record of success." One of the key deliverables of these donor projects is the development of local technical expertise. "When we started with the energy efficiency project, we did not have the skills in South Africa to implement energy optimisation. Through UNIDO, the best experts in their fields from around the world were brought in to train local professionals. Now we have trained over 120 of our own experts, 50 trainers and around 3 500 practitioners in energy efficiency and energy systems such as steam and motors. The second phase of the project will use South African skills and knowledge to deliver on the efficiency programmes. We are now in the position to send South African engineers to do training in other African countries and recently Egyptians have come here to be trained.

The Centre has concluded a process with the Department of Water Affairs to set up a national water industry efficiency project, incorporating methods used in the energy efficiency and waste programmes to drive the South African industry to become aware of its water usage and how to manage and save this resource.

Another new project for the Centre is the Switch Africa Green programme which is being rolled out under the leadership of the Department of Environmental Affairs and is aimed at assisting small and medium enterprises to become environmentally sustainable.

"In my opinion, if you approach climate change or water or energy or any of the waste issues from an economic development point of view, there is huge potential for developing small businesses while solving climate problems.

Environmentally, there is space for us to improve in terms of conservation and environmental management. We have the best regulations and laws – we need an agreement between industry and the public for water to be shared and conserved at the same time. There is a lot of room and scope for us to do something."

Raphulu's motto: "be fruitful and you will live in abundance", accurately reflects the way he chooses to do business and the fruits of his labour are certainly evident in the achievements and success of the National Cleaner Production Centre, South Africa.



Departments with clean audits on the increase

A growing number of national and provincial government departments and state-owned entities are getting their books in order, resulting in clean audits, as reflected in the audit results recently announced by Auditor-General (A-G) Kimi Makwetu.

The audit results for departments and entities for the 2014/15 financial year showed a slight improvement in the number of clean audits with national departments making a significant contribution.

The A-G said overall, the number of auditees that received a financially unqualified audit opinion with no findings (clean audit) improved slightly from 118 (26 per cent) in 2013/14 to 131 (28 per cent) in 2014/15.

Those with financially unqualified audit opinions with findings declined by two per cent from 237 (50 per cent) during the previous financial year to 224 (48 per cent) in 2014/15.

Auditees that obtained qualified audit opinions declined to 68 (14 per cent) from the 74 (16 per cent) reported last year.

Those with adverse audit opinions remained unchanged at three.

"The number of auditees with disclaimed audit opinions declined from 22 (five per cent) last year to 14 (three per cent).

"Twenty-eight audit reports (six per cent) had not been finalised by the cut-off date of 14 August 2015 that I had set for the inclusion of audit outcomes in this consolidated general report," he said.

He noted that departments had made a significant contribution towards clean audit opinions in 2014/15, increasing from 40 to 47, while 84 public entities received clean audits.

Provincial results

Among the provinces the biggest contributors to clean audits were the Free State (six or 32 per cent of their auditees), KwaZulu-Natal (eight or 22 per cent of their auditees), Gauteng (19 or 54 per cent of their auditees), and the Western Cape (20 or 83 per cent of their auditees).

Makwetu said 23 of the 35 ministerial portfolios, or 66 per cent, contributed to the 65 clean audits in national government.

"Also noteworthy is that 70 per cent of the auditees (85) with clean audits in the previous year were able to sustain their clean audit status."

However, regressions in the number of auditees with clean audit opinions were noted in Mpumalanga, the Northern Cape and North West, he pointed out.



Auditor-General Kimi Makwetu.



Performance of clusters

Reporting on cluster performance, the A-G said the Economic Sectors, Employment and Infrastructure Development Cluster performed the best of the five government clusters, with 19 financially unqualified audit opinions, which included five clean audits.

He said none of the seven departments in the Justice, Crime Prevention and Security Cluster obtained a clean audit, although four were financially unqualified.

Addressing audit recommendations

The A-G noted that the performance of national and provincial departments could have been better, had they moved quicker to address audit recommendations aimed at improving internal control systems, eliminating governance risks and other concerns raised by his office.

“In this consolidated general report, I again observe that management at 73 per cent of auditees have been slow to respond to the recommendations aimed at assisting them to improve key controls and addressing risk areas.

“This contributed to the audit outcomes for 2014/15 improving only slightly since 2013/14,” he said.

The overall audit covered a total of 468 auditees, including 167 national and provincial departments and 301 public entities with a total budget of R1.1 trillion for the year under review.

Departments were assessed on how they presented their

material misstatements in financial statements, which basically looks at whether departments carried out their transactions and events in accordance with accounting and financial reporting disciplines.

The audit also looked at the reliability and credible performance information for purposes of reporting on predetermined objectives and whether, in delivering services, departments complied with key legislation governing the financial and performance matters.

Makwetu said had leadership stepped up the pace to address internal control deficiencies, the departments could have achieved a higher margin of improved results.

This would have required auditees to perform the basics of auditing, including implementing plans to address deficiencies in financial controls based on commitments already made and providing effective leadership and monitoring achievement of performance targets

“Those auditees that have progressed, or maintained their previous year’s positive outcomes, have stuck to these basics of clean governance, practically shoring that clean audits are easy to attain and maintain if the fundamentals are in place,” he noted.

Performance in key delivery areas

According to the A-G, the departments of Basic Education and Higher Education and Training have a combined budget of allocation of R257 billion, while the Department »

of Health has a budget of R146 billion.

The Department of Public Works has a budget of R32 billion and Human Settlements was allocated R28 billion.

The combined budget allocated to these sectors is approximately half of the national budget.

Makwetu said: "This clearly demonstrates where the bulk of priority oversight work should be directed as the greatest impact will be felt in this area, if all the instruments of delivery and oversight can be given much needed additional focus".

"The education, health and public works sectors still have the worst outcomes. However, there has been some improvement as the number of auditees in this sector with clean audit opinions increased from one in 2013/14 to two in 2014/15. The Limpopo Department of Education needs particular attention as it has retained its disclaimed audit opinion.

"My message from the previous consolidated general report is still relevant: there should be focus on these departments to ensure a meaningful movement towards accurate, accountable and transparent financial and performance reporting.

"This should be underpinned by sound internal controls and human resource management, including enhancing personal accountability and consequence management," he added.

Improvements in supply chain management

The A-G noted that while there were some improvements in supply chain management (SCM), findings remained high.

He said 43 per cent of auditees (compared to 39 per cent in 2013/14) had no findings on SCM compliance.

The key source of these findings continued to be auditees not following competitive or fair procurement processes, as observed that 31 per cent of the auditees that had material findings in this area.

"This largely contributed to the irregular expenditure of R25.7 billion for 2014/15. This expenditure does not necessarily mean that money was wasted or fraud committed, but is an indicator that legislation is not followed, including the legislation aimed at ensuring that procurement processes are competitive, transparent and fair.

"I did not investigate the irregular expenditure, as this is the role of the accounting officers and oversight bodies," he pointed out.

Decrease in fruitless and wasteful expenditure

There had been a reduction in the value of fruitless and wasteful expenditure from R2.4 billion in 2012/13 and R1.2 billion in 2013/14 to R936 million in 2014/15.

Makwetu said that the number of auditees that incurred this kind of expenditure also decreased.

Fruitless and wasteful expenditure is expenditure that was made in vain and would have been avoided had reasonable care been taken.

Makwetu also said that for the current and previous years, 197 auditees incurred fruitless and wasteful expenditure, of which 151 (auditees) have incurred such expenditure for the past three years.

"Of the R936 million in fruitless and wasteful expenditure incurred in the year under review, R32 million (three per cent) was incurred to prevent further fruitless and irregular expenditure or losses."

This normally relates to the cost of cancelling irregular contracts or contracts of non-performers.

He said it was worth noting that 80 per cent of this expenditure was identified by the auditees, which shows an improvement in the detection and reporting thereof.

There has been a notable decrease in unauthorised expenditure since 2013/14.

Unauthorised expenditure refers to spending by auditees that was not incurred in accordance with the approved budget.

The A-G noted that the overall decrease was largely due to a significant decrease in KwaZulu-Natal (79 per cent) and Limpopo (69 per cent), while national auditees reduced »



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unauthorised expenditure by 55 per cent.

Fifteen auditees recorded unauthorised expenditure in the current and previous year, nine of which have incurred such expenditure for the past three years.

He said that 99 per cent of the unauthorised expenditure was identified by the departments themselves, while his office's audit process identified the remaining one per cent.

"Of the R1 641 million in unauthorised expenditure incurred in 2014/15, most (99%) was as a result of overspending of the approved budget or main division within the budget."

The A-G's recommendations

The A-G said during his engagements with the key stakeholders, from Ministers to law makers, during roadshows in October and early November, they made commitments to improve financial oversight, among others.

This included the then Minister of Finance committing to enhance monitoring and oversight mechanisms used by National Treasury to ensure a value-adding impact on audit outcomes throughout the public sector.

Makwetu said the Minister of Public Service and Administration committed to creating capacity and systems to consolidate, monitor and analyse government's audit outcomes to identify and address weaknesses in current legislation, regulations and guidance.

The A-G recommended that the leadership of various departments strengthen the controls under each cause of internal controls.

This includes, among others, accounting officers having effective systems of financial and risk management

and internal controls; taking effective and appropriate disciplinary steps; and managing capital while enforcing compliance.

He said under financial and performance management, accounting officers should make sure that management ensures that there is appropriate record keeping; internal control disciplines and processes to monitor compliance.

Regarding governance, internal audit, audit committees and monitoring, institutions should ensure that adequate oversight is administered; risk man-

agement is effective and that the role of internal audit is elevated, the A-G added.

"Although I have always emphasised the role of leadership in strengthening the controls at departments and public entities, most of the large number of areas requiring attention can be fixed if leadership (political and administrative) takes firm steps to correct control deficiencies.

"I am still convinced that with more firm, resolute action and ongoing support from leadership, these audit deficiencies could easily be addressed.

"In addition, an internal control environment will be qualitatively stronger when all actors in the system

know and experience consequences for deviating from the prescribed rules and processes designed to protect finances and enhance transparent reporting over them.

"These are key ingredients for establishing strong accountability and a culture of good performance," he said. ^(S)



"I am still convinced that with more firm, resolute action and ongoing support from leadership, these audit deficiencies could easily be addressed."

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National Health Insurance – the answer to health sector woes



South Africa's public and private health sector is far from perfect and can only be redeemed through the implementation of the National Health Insurance (NHI).

This is the view of Health Minister Aaron Motsoaledi, who stressed that the effective implementation of the NHI was key to improving service delivery in the health sector in South Africa.

The Minister was speaking during a media briefing recently, shortly after Cabinet approved the *White Paper on the NHI* for public consultation.

The NHI, a health financing system that is designed to pool funds to provide access to quality, affordable healthcare, is part of government's major health sector reforms and is being rolled out over a 14-year period.

The NHI will see South Africans accessing healthcare, based on their health needs, irrespective of their socio-economic status.

The Minister said there was no alternative to redeeming the health sector, other than implementing the NHI.

"A number of initiatives must be introduced to improve the performance of the health care system, the service delivery, management and quality of healthcare," he added.

The public sector currently provides health services to the majority of the population and, Minister Motsoaledi said, it would continue to be the backbone of the healthcare system.

However, he raised concerns regarding both public and private healthcare, which he believed the NHI would address.

The process towards the phased implementation of the NHI starts with the finalisation of the White Paper and the subsequent consultation processes. The finalised White Paper will be used to inform the drafting of the NHI Bill, which will have to go through both Cabinet and Parliamentary approval. There will also be a process of public consultation on the NHI Bill.

Building on the significant achievements of the past 20 years, the National Development Plan envisions that by 2030, South Africa should have made significant strides in moving towards universal health coverage and that this will be critical to realising the vision of a long and healthy life for South Africans.

The NHI seeks to transform the financing of the health system in pursuit of the goal of universal health coverage.

Minister Motsoaledi described the NHI as a major transition in health, saying it is going to change healthcare irreversibly.

“It’s going to be a real transition. This transition is not going to be a sprint, it’s going to be an ultra-marathon that takes place for a very long time,” said Minister Motsoaledi.

The White Paper states that the NHI will be implemented over a 14-year period and in three phases.

Implementation of the NHI

The first phase of the NHI extends from 2012/13 to 2016/17. Pilots started in 2012.

This phase largely focused on improving public health service delivery, strengthening of management and governance systems, particularly to improve the quality of health services.

All health facilities will be inspected and certified by the Office of Health Standards Compliance using agreed upon quality of care norms and standards.

The second phase will extend from 2017/18 to 2019/2021. During this phase, the population will be registered and issued with the NHI card at designated public facilities using the unique identifier linked to the Department of Home Affairs.

This phase will also focus on work to develop and implement the risk identification and fraud management system.

In the early stages of phase two, a transitional fund will be established to purchase primary healthcare services from certified and accredited public and private providers at a non-specialist level.

The third and final phase of implementation will take place over the last four years and will focus on ensuring that the NHI Fund is fully functional.

Protection from financial hardship

Those who are legally entitled to benefit from the NHI will be protected from financial hardship, as they will not be

required to pay directly at the point of healthcare. Services provided will be paid for through the NHI Fund.

NHI cardholders will not be expected to make any out-of-pocket payments such as co-payments and user fees at the point of healthcare delivery. This will help in preventing demands for informal payments.

The NHI is based on the principles of the right of all citizens to have access to quality health services that are delivered equitably, affordably, efficiently, effectively and appropriately, based on social solidarity and health as a public good.

Challenges in the public healthcare system

One of the challenges the Minister identified in the public sector healthcare is human resources.

“Wrong people are being appointed in wrong places, patronage and cronyism, poor planning, development and management of HR,” he said.

There are problems around financial management, which has led to unfavourable audit outcomes except at national level and in three of the nine provinces.

Procurement and poor infrastructure are also challenges within the public healthcare system. >>

The NHI seeks to transform the financing of the health system in pursuit of the goal of universal health coverage.





He said the country's health system experiences a number of structural problems that adversely impact on the health and well-being of the population, including cost drivers in the public health sector.

Minister Motsoaledi said the main cost drivers other than human resources in the public health sector were pharmaceuticals, laboratory services, blood and blood products, equipment and surgical consumables.

"These cost drivers adversely impact on the efficient and effective service provision."

Challenges in the private healthcare system

A total of 16.2 per cent of South Africa's population is privileged enough to receive better healthcare services because they are covered by medical aid, while more than 80 per cent of the population is limited to accessing public healthcare services.

Minister Motsoaledi said South Africa spends 8.5 per cent of the Gross Domestic Product (GDP) on health and 4.1 per cent of the GDP is spent on 84 per cent of the population, the majority using the public health sector, while 4.4 per cent of the GDP is expected to be spent on 16 per cent of the population in 2015/16.

Over the years, the costs in the private health sector have increased. Legislation and other tools have not yet gone far enough to regulate the entire private healthcare sector and consequently medical scheme members are not well protected from the escalating costs of healthcare.

Benefits covered by medical schemes are usually not comprehensive, resulting in members having to make substantial out-of-pocket payments.

The private health sector is characterised by exorbitant costs due to a fee-for-service model, imbalance in tariff negotiations between purchasers and providers, and small and fragmented risk pools in each medical scheme.

The Minister said private hospital real cost trend started increasing in 1998 and it continues to increase.

Minister Motsoaledi said all these problems will be addressed if the NHI is implemented effectively.

These challenges required an "innovative disruption", which include changing policies and the way things are done in the sector.

"We need massive reorganisation of healthcare in the country, in both the public and private sectors. We are going to disrupt everything that is happening in an innovative way.


"We are going to pick out all the things we need to change in the system, using the White Paper," he said.

Implementation of the NHI will provide an opportunity to yield significant and better-spread economic and social benefits for the South African population.

NHI coverage

NHI will extend coverage to all South Africans, irrespective of their socio-economic status. Coverage will also extend to legal permanent residents.

By extending effective population coverage, priority will be given to the population that is in greatest need and must include those experiencing the greatest difficulty in obtaining care.

Vulnerable groups such as women, children, older persons and people with disabilities, orphans, adolescents and rural populations will be covered. 



WHAT IS SEPARATION AT SOURCE?

Separation at source is a recycling initiative that encourages residents and businesses to separate their recyclable waste into different receptacles depending on whether it is plastic, paper, bottles/glass and cans. The aim of the separation at source is to divert waste from rapidly filling landfill sites.

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- Participate in school recycling initiatives.
- Rinse recyclable containers before placing them in a recycling bin.
- Buy products made from recyclable material. This will ensure the sustainability of the recycling sector.

The separation at source programme is currently running in areas serviced by the Marlboro, Southdale, Waterval, Central Camp, Zondi depots as well as Diepsloot and Orange Farm. Residents in other areas not covered by S@S currently, are advised to take their recyclable material to their garden site.

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SA's Nine-Point Plan

helping grow the economy and create jobs



It was a year ago that President Jacob Zuma announced the Nine-Point Plan which is aimed at igniting growth and creating jobs. Since then, much progress has been made.

Recently, Rural Development and Land Reform Minister Gugile Nkwinti, who is part of the Economic Sectors, Employment and Infrastructure Development (ESEID) Cluster, detailed how the plan has unfolded thus far.

The Nine-Point Plan's priority interventions are the main concern of the ESEID.

The plan focuses on the following:

- Resolving the energy challenge.
- Revitalising agriculture and the agro-processing value chain.
- Advancing beneficiation or adding value to the mineral wealth.
- More effective implementation of a higher impact Industrial Policy Action Plan (IPAP).
- Encouraging private sector investment.
- Moderating workplace conflict.
- Unlocking the potential of SMMEs, cooperatives, township and rural enterprises.

ship and rural enterprises.

- State reform and boosting the role of state-owned companies, ICT infrastructure.
- Operation Phakisa, which is aimed growing the ocean economy and other sectors.

Tackling the energy challenge

Reflecting on some of the developments regarding energy, Minister Nkwinti noted that in August 2015, President Zuma officially opened one of six generating units at the Medupi Power Station in Lephalale in Limpopo, which contributes about 800MW to the grid.

The Medupi Power Station will add 4 764MW to Eskom's grid once completed and will be the world's largest coal-fired power station.

He added that the R2 billion Kouga project will provide renewable energy that generates power to as many as 50 000 houses, adding to the large new energy capacity that solar and wind energy has brought to the grid.

Electricity supplied by 37 approved Renewable Energy Independent Power Producers Programme (REIPPP)

projects also continued to increase and supplied just over 1 500MW to the grid.

The Minister said in an effort to influence the increase in local content of Concentrated Solar Power plants under the REIPPP, the Department of Science and Technology (DST) established a 100kW concentrated solar energy pilot facility with a unique design that uses smaller, smarter and modular heliostats (solar collectors) to overcome cost challenges.

"More recently, we completed work on the process to select the preferred bidders for the Small Projects Independent Power Producers Programme (1 – 5MW), which aims to assist small developers to gain experience in project development and raise the necessary funding for similar projects.

"Recently, 21 284 households were connected to electricity grid and 2 761 connected to off-grid technology," he said.

Agriculture and the agro-processing value chain

The Minister noted that the Agricultural Policy Action Plan had been reviewed to ensure that it becomes a job driver and promotes growth, employment, rural incomes, investment, output, export and African regional development.

"Work is continuing in the development of 44 Agri-parks across the nine provinces. Production plans have been developed and are being implemented across the country to ensure increased production in the areas supporting the Agri-parks."

He added that the DST was in the process of establishing a wheat-breeding platform to support the development and commercialisation of new breeding technologies for emerging and commercial farmers.

To increase the amount of land under irrigation, a total of 74.6 hectares were revitalised during the first quarter of the current financial year and five water-use authorisation licences were issued to previously disadvantaged individuals, amounting to 3.79 million m³ volume of water that will be used for irrigation. Some 15 resource-poor farmers were supported to access water for production."

By 30 June 2015 the Commission on Restitution of Land Rights had settled over 78 138 land claims. More than 1.9 million individuals from 385 691 families have benefitted

from an award of 3 231 787 hectares of land acquired at the cost of R18.7 billion.

"Some beneficiaries opt for financial compensation, to date the Commission has paid over R9.1 billion. An additional R4.1 billion has been awarded to beneficiaries that have opted for land as development assistance," the Minister noted.



Mineral wealth

He added that Operation Phakisa in the mining industry is designed to unlock investment, enhance the nation's productive capacity and encourage participation in key mineral value chains.

Plans are also in place to save jobs and find alternatives to the threat of job losses in the mining sector.

The Department of Trade and Industry provided support for a 100kW static fuel cell that runs on platinum and natural gas installed at the Chamber of Mines offices in Johannesburg, he added.

"Engagements are underway with public and private sectors to promote market development, early adoption of the technology and manufacturing plants in South Africa."

Attracting investment

The President announced during the Mid-Term State of >>

the Nation Address implementation update to the media that progress was being made on implementing the IPAP, which is one of the job drivers in the economy.

Minister Nkwinti said government was continuing with efforts to create a conducive environment to attract both local and foreign investments through industrial financing that included offering support to enterprises that could create and sustain jobs.

"Through the Manufacturing Competitiveness Enhancement Programme, government approved 161 enterprises for funding and leveraged investment of R5.8 billion with 28 212 jobs sustained. The Automotive Incentive Scheme approved 13 enterprises for funding and leveraged investment of R1.5 billion.

"Government is committed to transforming the economy



by ensuring that previously marginalised groups participate meaningfully in the economy. This has led to the drafting of the Black Industrialists Policy Framework, which was presented to the ESEID Cluster and the Cabinet Committee in July 2015."

Significant progress has also been made in attracting investment into the Industrial Development Zones (IDZs).

In the Coega IDZ, 12 new investors with an investment value of more than R8 billion were signed, five investors with an investment value of more than R140 million were signed in the East London IDZ and the Richards Bay IDZ signed five new investors with an investment value of more than R2.8 billion.

Labour relations

The Minister pointed out that Deputy President Cyril Ramaphosa leads the interface between business and labour to normalise labour relations.

"Consensus on a working definition of a National Minimum Wage was reached at the National Economic Development and Labour Council."

Other mechanisms to reduce workplace conflict include a Code of Conduct for strikes, lockouts and compulsory arbitration by the Commission for Conciliation, Mediation and Arbitration, he said.

Support for small businesses

The Minister said that 620 informal traders were trained in all nine provinces through the National Informal Business Upliftment pilot project, in partnership with the Wholesale and Retail Sector Education and Training Authority.

In addition, 489 enterprises and cooperatives were supported through the rural development, environment and tourism sectors' initiatives. A fresh produce market has been established in the uThungulu District Municipality in KwaZulu-Natal.

"To support the development of a vibrant bio-economy industrial sector, the Biomanufacturing Industrial Development Centre that was established at the Council for Scientific and Industrial Research now supports 17 small and medium high-tech enterprises.

"To support the development of a competitive mobile innovation industry, a mobile solutions lab was established at The Innovation Hub and now supports 11 small and five medium mobile innovation enterprises," he added.

Minister Nkwinti said as part of facilitating access to finance for SMMEs and cooperatives, the Department of Small Business Development's Black Business Supplier Development Programme supported 376 enterprises to the tune of more than R95 million. This has supported 10 399 jobs.

>>



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Thabiso Dikolomela, Senior Manager – Transnet

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GETTING YOU BACK ON TRACK

The Small Enterprise Finance Agency disbursed R344 million to 24 711 SMMEs. It also financed 5 305 youth-owned businesses, 22 296 black-owned, 21 940 women-owned, 22 620 SMMEs and cooperatives in priority provinces.

Telecommunications

The Department of Telecommunications and Postal Services has started the process of providing broadband connection services in eight districts in provinces where the National Health Insurance programme is being piloted, while the development of the connectivity plan of schools in the eight selected districts is underway, the Minister said.

He added that 380 schools were being connected through Universal Service Obligations imposed by the Independent Communications Authority of South Africa.

“The process will include classification of schools based on its proximity to existing network infrastructure. A total of 1 938 schools were equipped with facilities and computer rooms, and a further 131 rural communities provided with ICT equipment and services. The roll-out of broadband and ICTs will stimulate local economic development and promote economic opportunities for the youth.”

Water and sanitation

The Minister said 27 200 households recently gained access to safe drinking water.

Two water projects funded through the Regional Bulk Infrastructure Grant were completed in Masilonyana Local Municipality in the Free State and the construction of 15 bulk infrastructure schemes is at different phases.

“Phase 1 of the Mokolo Crocodile Water Augmentation Project has been completed and has met all short-term water requirements in the Waterberg areas. This will contribute in meeting water requirements for the Medupi and Matimba power stations.”

In addition, 3 978 households recently gained access to sanitation through the Rural Household Infrastructure Grant and 3 822 buckets [toilets] in formally established areas were replaced with proper sanitation services.

Transport, rail and roads

Minister Nkwinti noted that transport infrastructure supports all the other nine priority interventions and is an important enabler for economic growth.

He said the Passenger Rail Agency of South Africa’s Rolling Stock Fleet Renewal Programme is underway,

“In an effort to maintain provincial roads, 19.24km have been surfaced, 62km resealed, 18km gravelled, 821km bladed and 227 628 m² potholes patched. The provincial road network is funded through the Provincial Roads Maintenance Grant.”

In addition, the Bus Rapid Transport System is in operation in various cities across the country. This includes:

- o MyCiTi in Cape Town is moving an average of 42 522 people, against a target of 50 000 per weekday.
- o Rea Vaya in Johannesburg is moving an average of 33 670 people, against a target of 40 000 per weekday.
- o In Pretoria, A Re Yeng is moving an average of 3 000 people against a target of 10 000 per weekday.
- o Go George is moving an average of 7 630 people, against a target of 10 000 per weekday in George. The construction has continued to expand the coverage of the system in the different cities in accordance with rollout requirements and available funding.

“The feasibility study for the construction of the rail factory in Ekurhuleni has been approved. This factory will produce 580 coaches and generate approximately 33 000 direct and indirect jobs. The development of a cabotage policy to support the Oceans Economy programme of Operation Phakisa is nearing completion. A draft private sector participation framework for ports and railway sectors has been developed and is due for finalisation,” the Minister added.

National effort

The Nine-Point Plan interventions were designed to stimulate the economy in a phased manner over the long-term, Minister Nkwinti stressed.

“Each priority intervention does not work in isolation but is part of an integrated national effort. It is a national effort towards inclusive economic growth.”

The Minister added that the Nine-Point Plan interventions would yield results over different time frames in the immediate, medium and long-term.

“We are confident that these priority interventions will help to grow South Africa’s economy and address the challenges of unemployment, poverty and inequality if we all work together. The economy is everyone’s responsibility,” he said. 🗨️



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Operation Phakisa

to create waves of jobs

After government launched Operation Phakisa Ocean Economy in 2014 in a bid to fast-track economic transformation, initial studies showed that there was a wealth of untapped potential that could lead to the creation of thousands of jobs.

This was in the fields of marine transport and manufacturing, offshore oil and gas, aquaculture as well as marine protection services and ocean governance.

A study conducted by the Nelson Mandela Metropolitan University quantified the value of our oceans. The initial study in 2010 estimated the oceans around South Africa to have the potential to contribute about R54 billion to the Gross Domestic Product (GDP) and recreate an estimated 316 000 jobs.

Further analysis undertaken in 2013 found that nine sectors of South Africa's ocean economy could generate an estimated GDP contribution of between R129 billion and R177 billion by 2033 and double the number of jobs estimated in 2010.

When Deputy Minister of Transport Sindisiwe Chikunga returned to Saldanha Bay recently to assess Operation Phakisa projects since the launch, she found that these jobs were now materialising.

Infrastructure important for investor confidence

Deputy Minister Chikunga said that the fast-tracking of all maritime transport and manufacturing infrastructure projects in the Oceans Economy was a priority as it restores investor confidence, which

in turn is crucial for economic growth and job creation.

Addressing port authorities, she said Saldanha Bay was one of government's strategic ports identified for the Ocean Economy, and not just for the realisation of the Nine Point Plan – which was announced by President Jacob Zuma as a plan for the country to reignite growth and boost job creation – but towards the achievement of long-term outcomes

"In order to reach the target by 2019, a minimum employment target of 3 000 [jobs] per annum is required.

"This means we should at present be sitting at approximately 6 000 jobs created," she said.

The port stands to contribute R18 billion to the GDP once it is fully operational, the Deputy Minister noted.

"We are cognisant of the fact that delays will cost the nation tremendously, it is thus important that both business, parastatals and government to speed up on infrastructure delivery as this determines the speed of employment and economic progression."

A hub for oil and gas repair

The Port of Saldanha was identified for rehabilitation so that it can be used as a hub for oil and gas repair for South Africa.

Other ports that were also identified for rehabilitation

and development include Gansbaai, Struisbaai, Gordons Bay and Lamberts Bay.

A roadmap has also been developed for the proclamation of new harbours in the Northern Cape, Eastern Cape and KwaZulu-Natal.

The success of the Saldanha project is expected to translate into the creation of an estimated 15 000 direct and indirect jobs.

Willem Roux, the Port of Saldanha manager, said over 1 000 jobs had already been created since the project was launched.

He said the rehabilitation, upgrade and redevelopment at the harbour had commenced and that wreck removal was being concluded.

"A total number of 1 214 people were employed for Operation Phakisa aligned projects at the Port of Saldanha."

Roux added that approximately 60 local businesses per project are expected to benefit from Operation Phakisa Ocean Economy in the area, ranging from materials suppliers, plant hire companies specialist services like welding, electrical, diving and labour brokers, among others.

Projects on schedule

All Operation Phakisa Ocean Economy projects were on schedule, he reported.

The Offshore Supply Base, which has a planned investment of approximately R500 million, is currently in the construction phase and is planned for completion by June 2016.

"This is a facility that links on-shore support and off-shore oil and gas exploration and production activities," he said.

Environmental assessment practitioners are being appointed to start with specialist studies prior to embarking on the environmental authorisation process for the second project, the R3 billion Rig Repair or Berth 205.

"Semi-submersible rigs and drill ships require scheduled maintenance and ad hoc repairs.

"Such a facility must provide fit for purpose infrastructure which enable maintenance and repairs to take place. The pre-feasibility study is complete.

"This entailed preliminary designs for the berth which will be 380m long with a depth of 21m alongside. It also provided project cost estimates and a schedule of quantities to be further developed in the next detailed design phase."

Roux said progress had been made on the R2.5 billion Moss-gas Jetty.

The jetty will provide off-shore support vessels with a facility where repairs and maintenance works can be done as well as launch new build vessels.


A jetty of 500m with a depth of 8.5m is planned for construction for servicing the ship repair industry.

"This facility will be able to accommodate floating docks as well.

The pre-feasibility study was expected to be completed by December 2015 and the environmental process will run parallel with that of Berth 205.

The Deputy Minister said she was happy with the progress that had been made in implementing the programme and that she would return to the port to monitor progress soon.

It is important for government to keep visiting the ports to ensure that delivery happens at a quicker pace, she added.

Deputy Minister Chikunga also had robust engagement with representatives from the Transnet National Ports Authority, captains of the maritime industry and local and foreign investor representatives. 



SA's rural areas to get a boost

There is an air of excitement and anticipation in rural areas as news of the government's latest initiative to revitalise the rural economy spreads. The creation of Agri-parks will breathe new life into South Africa's rural areas, revitalise small towns, increase employment and contribute to food security.

An Agri-Park is a networked system of agro-production, processing, logistics, marketing, training and extension services, located in district municipalities. As a network it enables a market-driven combination and integration of various agricultural activities.

The parks will comprise three basic units - the Farmer Production Support Unit (FPSU), Agri-hubs and the Rural Urban Market Centre Unit (RUMC).

The FPSU is a rural outreach unit connected with the Agri-hub, which is a production, equipment hire, processing, packaging, logistics and training unit.

RUMCs are centres that will be located on the periphery of large urban areas. These facilities will:

- Provide market intelligence.
- Assist farmers, processors in managing a nexus of contracts.
- Provide large warehousing and cold storage facilities to enable market management.
- Provide logistics and transport in collection of produce from FPSUs or Agri-hubs.
- Both FPSU's and Agri-hubs provide inputs to the RUMC.
- Agri-parks will share RUMCs.

The RUMC will house information systems that will form the backbone of Agri-parks. Through an integrated ICT system small holder farmers will be able to access good quality reliable market information. In turn the farmers will use the system to send information on their produce, pricing and logistics, among, others into the market.

Financial and material support

Resources are being injected into the initiative with R2 billion allocated for the 2015/16 financial year for the establishment of the Agri-parks. The funds will be divided among the 44 districts where they will be rolled out.

To ensure their sustainability, government will provide financial and material support for Agri-parks for 10 years, after which farmers in the various districts must assume complete control.

The agricultural industry has already responded positively to Agri-park developments. Business plans, based on sound feasibility studies, have already been completed and are being revised and finalised.

A prototype detailing all the required components of workable and viable Agri-parks has also been completed. In addition, a detailed physical model and visual production for information dissemination, knowledge sharing and visioning has been commissioned.

A national effort is currently underway, led by the Department of Rural Development and Land Reform, and it includes other government departments, the private sector, farmer organisations, emerging farmers and communities.

A state of readiness assessment has



also been finalised with a district-wide analyses of each local municipality against the potential commodity that can be successfully produced in each area.

Kick starting rural economic transformation

Agri-parks have been identified as the vehicle that will kick start rural economic transformation and their creation will encourage growth of the smallholder farmer sector - an area that has seen slow growth due to a lack of resources, including markets for the sale of produce, livestock, skills and infrastructure.

Once operational, Agri-parks will contribute close to 90 000 jobs to the economy, in the value addition activities linked with the various Agri-park components. This excludes the contribution that will be made towards the establishment of 300 000 smallholder farmers.

South Africa's poverty has a strong rural bias. It is rural communities that often suffer the harshest exposure to the triple challenge of poverty, unemployment and inequality. Basic services in rural areas are meagre and marginal progress has been achieved over the past 21 years in transforming rural spaces into places conducive for growth and prosperity.

Rural Development and Land Reform Minister Gugile Nkwinti is spearheading efforts to transform rural areas into vibrant, equitable and sustainable communities and Agri-parks are an important aspect of this process.

Minister Nkwinti said he was pleased with the progress made in rolling out Agri-parks now that the identification of all 44 sites across the country has been completed.

"The wheels of development must start to pick up pace now," he said.

The Minister urged farmers to take charge of programmes designed to propel the agricultural industry forward, adding that the roll out of Agri-parks across the country will also serve as a catalyst for growth of the agricultural sector.

District Land Reform Committees

Linked to the sustainability and development of Agri-parks is the establishment of District Land Reform Committees (DLRCs).

The National Development Plan asserts that various models

of land acquisition and redistribution should be considered to resolve the slow pace of land reform and the lack of successful implementation of policy at the local level.

The establishment of DLRCs is in line with this.

DLRCs will work closely with district municipalities and other stakeholders to, among others, identify land reform projects for implementation, ensure alignment with identified sites for the establishment of Agri-parks and identify all district projects that contribute to the Agri-parks' business plans.

In addition DLRCs will contribute significantly to the development of new emerging farmers through accelerated land reform.

The Department of Rural Development and Land Reform has facilitated the establishment of DLRCs in all 44 districts across the country with representation from key farmer organisations, civil society, municipalities and government.

The composition of the DLRCs, once finalised and functional, is expected to include

landowners from organised agriculture, private sector and financial institutions (banks and relevant financial institutions) and relevant government departments and agencies from all spheres charged with rural development and land issues.

This will be extended to include civil society, NGOs and labour formations, particularly in farming areas where tenure security and conditions on farms are still a challenge.

Due to the physical proximity of the DLRCs to communities they will be able to identify land reform farms for redistribution. In addition, the DLRC will ensure the challenge of the state acquiring farms for redistribution, which at times become neglected and lie fallow, comes to an end.

The DLRC's responsibilities will include monitoring the acquisition of land and farms and their redistribution. This will be done to ensure that such farms are productive and those that are not are revived. 20

***Linda Page, Media Liaison at the Department of Rural Development and Land Reform.**

THE FIGHT AGAINST RHINO POACHING

Minister Edna Molewa reveals the progress made in the fight against rhino poaching over the past year.



President Jacob Zuma assisted in implanting a microchip in the horn of a rhino cow during a visit to the Kruger National Park on 1 November 2015.

“During 2015,
a total of 317
poachers were
arrested, up from
258 in 2014”

On the progress made in 2015 during the fight against rhino poaching, the Minister of Environmental Affairs, Edna Molewa, reaffirmed that the Department of Environmental Affairs (DEA), other government departments, the private sector, communities and civil society are all united in continuing the fight against rhino poaching through the Integrated Strategic Management Approach that was adopted by Cabinet in August 2014.

In November 2015 President Jacob Zuma visited the Kruger National Park (KNP) where he participated in various activities ranging from field events to the official opening of the Mission Area Joint Operations Centre. This centre has become a benchmark for efficiency in anti-poaching through the joint efforts of the departments forming the security cluster.

The Integrated Strategic Management Approach of Rhinoceros is a collaborative effort to tackle poaching. Over the past year, there have been several important developments with regard to the implementation of the Integrated Strategic Management Approach of Rhinoceros.

COMPULSORY INTERVENTIONS

Rhino poaching continues unabated and this has necessitated increased efforts and has also allowed for the improvement of certain strategies that have already delivered a number of positive results over the past year, particularly with regards to the number of arrests made.

By the end of 2015, even with a serious backlog, all rhino poaching crime scenes were attended to in accordance with



environmental affairs

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Minister of Environmental Affairs, Mrs Edna Molewa addressed members of the media in Pretoria on the progress made in the past year against rhino poaching. Alongside her is (from left) Minister of Justice and Correctional Services, Mr Michael Masutha, Minister of State Security Mr David Mahlobo and the Deputy Minister of the Department of Environmental Affairs, Mrs Barbara Thomson.

standard protocol. During 2015 a total of 317 poachers were arrested, up from 258 in 2014. Of these, 202 were arrested in the KNP and 115 in the area adjacent to the park. A total of 188 firearms were confiscated in 2015 in and around the park, up from 148 in the previous year.

It is due to the efforts of key participants such as the South African Police Service (SAPS), KNP forensic investigation teams, the DPCI/Hawks, an interdepartmental collaboration to train close to 400 magistrates and prosecutors, as well as funding amounting to US \$2,7-million from the GEF-UNEP Rhino Programme that it was possible to improve capacity to process these crimes.

The Intensive Protection Zone (IPZ) concept remains an important pillar for the protection of the high density rhino population in the south of the KNP. The KNP is the epicentre of the poaching crisis and logically this is where the most international, national and regional attention is directed.

The utilisation of technology and well-equipped and trained reaction forces with good land and air mobility, as well as a significant night capability, have enhanced proactive anti-poaching operations, with some of these elements being adopted in other countries.

There is also a border training programme focusing on the Illicit International Cross Border Movement of Endangered Species that has been intensified – now with an operational aspect. The Green Scorpions are rolling out this training programme together with the National Border Management Coordinating Committee (NBMCC). To date, 1 047 border enforcement officials have received training.

POACHING STATISTICS

Due to these interventions that have been introduced and implemented, for the first time in a decade, the rhino poaching situation has stabilised.

By the end of December 2015, the number of poached rhino was 1 175, down from 2014, where the number stood at 1 215. What is particularly good about this news, is that while poaching numbers often rise drastically over December, this year, the much-feared year-end spike was averted.

MANAGING RHINO POPULATIONS

A draft amendment of the Norms and Standards was gazetted early in 2015, for the marking of rhino and rhino horn, and the hunting of rhino for trophy hunting purposes, for public comment.

The amendment aims to clarify and strengthen certain clauses contained in the 2012 Norms and Standards, especially in regard to the movement and safekeeping of rhino horns and the management of the hunting of both white and black rhino.

The translocation of rhino from high-poaching risk areas to safer and well-selected areas has been an integral part of the strategy by the DEA. During the course of 2015, 124 rhino were moved out of the KNP. These translocations to protected areas will continue in March 2016.

Creating a 'suite' of private, provincial and community-run rhino strongholds remain a key focus of SANParks' biological management interventions. The importance of this was highlighted by Minister Molewa, is not only in addressing security concerns, but also aimed at increasing the rhino population. Approximately 5 000, or one quarter of the global white rhino population, is in the hands of private and communal owners in South Africa. This figure has increased over the past three decades from a starting point of approximately 800 in the mid-1980s to the current level.

LONG-TERM SUSTAINABILITY INTERVENTIONS

As President Zuma emphasised during his visit to the KNP in November last year, any long-term solution for poaching must by necessity involve empowering communities who live adjacent to parks.

During his visit, the President called on communities to continue to be active role players in the conservation of wildlife, and in particular called on traditional leaders to play a greater role. In response, the traditional leaders pledged a firm commitment to heed the President's call, which will in turn see communities recognise the value of wildlife to their livelihoods.

The ultimate goal is the establishment of a vibrant local economy based on sustainable management of the area's natural assets. These developments will address poverty and secure the livelihood of the members of the particular community, increasing the overall quality of life for all.



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Help is at hand for frustrated homeowners

When it comes to sharing a communal space, most people have tales to tell.

These may include noisy neighbours who party until the early hours of the next day, the scary guy who repeatedly parks in someone else's bay, the body corporate increasing levies unilaterally or the neighbours' kids breaking your window with a cricket ball.

These are just some of the problems encountered by people living in community schemes. A community scheme refers to people sharing a block of flats, living in a security complex, homeowners in a golf estate or a housing cooperative.

If you do not have money to take neighbourly spats to a court of law, you can turn to a newly established institution called the Community Schemes Ombud Service (CSOS), which reports to the Department of Human Settlements. It is responsible for resolving complaints lodged with it regarding community schemes, including townhouses, flats, complexes, golfing estates, retirement homes, homeowners' associations and other forms of communal living that have a body corporate or management agency governing the common areas of the property.

Human rights lawyer and former Chief Executive Officer (CEO) of the Office of the Public Protector Themba Mthethwa is the first CEO of the institution.

He says in a simplistic way, the institution is like the Commission for Conciliation, Mediation and Arbitration of homeowners.

Mthethwa believes his stint at the Office of the Public Protector has prepared him to help those who are in need.

"It has played a big role because for the past six years, when I was with the Office of the Public Protector, we were

dealing with issues of people who had their rights violated and they were seeking redress and at times waiting for a long time to get assisted."

He adds that working for Legal Aid South Africa at the Durban Justice Centre also helped sharpen his legal skills.

Resolving disputes

Mthethwa says the idea behind establishing CSOS is to afford people staying in community schemes a chance to resolve disputes in a cost effective way.

"Government's intention was to create an easy, cheaper and quick dispute resolution mechanism within community schemes."

The establishment of the office will also educate homeowners about their rights and responsibilities.

"I think homeowners will benefit because it will teach them about how to protect their investments. As you know that a house can be used as an investment."

He explains that CSOS's mandate is restricted to urbanised set ups and that it does not get involved in matters of disputes from villages.

Lodging a complaint

When CSOS receives a complaint, it goes through various steps to verify if it falls within the mandate of the institution.

"Once we receive a complaint, it goes to a section that assesses it to check if it falls within our line of work. From there, if we realise that it doesn't fall in our line of work, we refer it to other institutions."

Disputes are referred to relevant bodies based on the nature of the complaint.

"If it is matter related to rent, we refer it to the Rental

"Government's intention was to create an easy, cheaper and quick dispute resolution mechanism within community schemes."

Housing Tribunal and we make sure that we follow up on behalf of the complainant," Mthethwa adds.

A countrywide footprint

Since it was established, CSOS's footprint has grown steadily and the organisation now has offices in Durban (KwaZulu-Natal), Cape Town (Western Cape) and Johannesburg (Gauteng). Plans are in place to establish offices in all the provinces.

For now, the Western Cape regional office also services the Northern Cape and Eastern Cape while Gauteng also caters for Limpopo and North West, and KwaZulu-Natal also deals with matters from Mpumalanga and Eastern Cape. "I

can safely say, we've got three regions that cater for all nine provinces," says Mthethwa.

Issues raised with CSOS

Mthethwa says the institution receives a variety of complaints but since opening its doors

in April, complaints relating to money (levies) is the number one complaint.

"In most cases it is wrong billing and at times people believe that they've been overcharged. Special levies is also a major problem, as people believe that that they should not have been charged."

According to Mthethwa, one of the sources of friction, especially when it comes to finances, is decisions taken by the body corporate without consulting owners and tenants.

"Sometimes body corporates increase the levies without doing a proper consultation and this leads to problems."

He encourages homeowners and tenants to attend body corporate meetings, especially annual general meetings.

"It is important for a homeowner to attend body corporate meetings because important decisions are taken at those meetings and if you are not there, other people will take decisions on your behalf.

"Unfortunately, if you were not part of that meeting you will be bound by decisions taken. If for some reason you are unable to attend, you can send someone to represent you, all you have to do is give them your proxy."

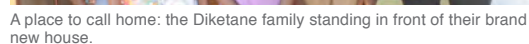
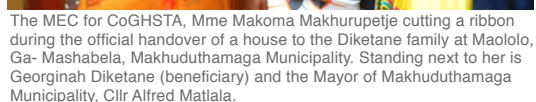
In the second quarter of last year (April – June), the institution received 144 complaints. There were 47 complaints in April, 46 in May and 51 in June.

Mthethwa says CSOS will do its best to resolve these complaints or refer them to a body that can assist further. ☎

Complaints can be lodged to CSOS in four principal ways. Complainants can walk in, call in, lodge a complaint online (www.csos.org.za) or send CSOS a fax (010 590 6154).

CEO of the Community Schemes Ombud Service Themba Mthethwa.





“We have solid policies that are meant to address inequality, reduce poverty and unemployment”

To this effect, the SABC agreed to a Memorandum of Understanding with CoGHSTA, which was signed in September 2015, to seal the relationship.



CoGHSTA, SABC, Makhuduthmaga Municipality & Partners doing it for the Maololo Community in Sekhukhune District.

The same is in the pipeline with other willing partners in Limpopo. In the words of the Limpopo SABC Regional Manager, Ms Tshamaano Makuya: "The Public Broadcaster is proud to be part of such partnership that seeks to improve the lives of the people of Limpopo".

Georginah (34), the eldest daughter and head of the family since the passing of her parents, struggled to fight back her tears when she was given the keys to a brand new and modern 110 square meter, fully furnished three bedroom house. "This is truly a dream come true. I do not know what to say. Since the passing of our parents, we have been living in a rundown house which was a risk and a threat to our safety especially during times of disaster. I feel like our dignity has been restored and would like to thank all the stakeholders who contributed so we can have a roof over our heads," she said. She currently works as a volunteer at a home based care in Daveyton and earns R2 000 per month, which she uses to support her siblings.

Speaking during the event, the MEC for the Limpopo Department of CoGHSTA, Mme Makoma Makhurupetje, thanked all the role players for giving the Diketane family a home to be proud of. "We therefore agree without any

shadow of doubt and contradiction that there is nothing that is impossible to overcome when we work together in pursuit of a common goal. So when we say we have a good story to tell we mean it and the records are there for all to see. But true to our character, we are always first to agree that more still needs to be done to attain a totally developed state that we aspire to have. We have solid policies that are meant to address inequality, reduce poverty and unemployment. The surge in our population makes it is important for us to put our housing needs on a sound footing if we are to address the backlog, especially in rural areas. It is therefore particularly appropriate to explore social responsibility in the context of corporate governance, given that responsibility and accountability are two foundational principles of good governance. A stronger Public Private Partnership is significant for providing opportunities for mutually beneficial development. We are therefore confident that the challenge of greater demand for housing can be addressed through a stronger partnership venture based on common vision. We already made excellent progress in building this relationship and this is one of the many testimonies to the success of this collaboration. To date, CoGHSTA has issued contracts to build 8 800

units in this current financial year. We aim to double our efforts by putting new measures in place to contribute to enhancing housing delivery and we promise to do this without fail," concluded Mme Makoma.

According to Makhurupetje, the ANC government boasts 7 089 housing units built in Makhuduthamaga Local Municipality, and 27 543 units in the whole of Sekhukhune District Municipality, bringing shelter to thousands of people who in the past did not have access to housing since the dawn of democracy 21 years ago. She also pointed out that government is committed to reduce the housing backlog in the Province. Makhurupetje believes that with the donation, the Diketane family has been given a voice to tell a good story of a caring government. The house is one of many houses the Department has been giving out to the destitute and child-headed households throughout the province to transform their lives for the better.

In the process, the MEC acknowledged that the task of building houses cannot be left to government alone and call upon the private sector and other partners to assist government to deliver much needed homes to those in need.



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Gugulethu Zwane

Executive Manager in the Office of the CEO, Richards Bay Industrial Development Zone

Gugulethu Zwane has been appointed the Executive Manager in the Office of the CEO at the Richards Bay Industrial Development Zone (RBIDZ).

She has extensive cross-functional experience gained mainly in strategy, planning and performance from several state-owned entities as well as government departments.

Her experience and knowledge also extends to policy formulation, state legislative processes and procedures, stakeholder management, intergovernmental negotiations, drafting country positions, project management and budget planning.

Prior to joining the RBIDZ, Zwane headed the Strategy, Planning and Performance Unit of South African Forestry Company.

She also worked for the South African Bureau of Standards and the Agricultural Research Council in similar capacities.

She started out her career as a microbiologist for Umgeni Water and later joined the Council for Scientific and Industrial Research during its inception in the technology transfer and later biotechnology units.

Zwane's qualifications include a National Diploma: Microbiology from the former Technikon Natal (now Durban University of Technology), Bachelor of Technology: Biotechnology from the former Technikon Natal and Master's in Business Leadership from the University of South Africa.

Mary-Louise Madalane

Senior Manager: Evaluation and Accreditation Unit, Umalusi

Mary-Louise Madalane was a high school teacher for 22 years, seven of which were as head of department.

She also served as a chief invigilator for six consecutive years and marked Senior Certificate final examinations for more than 10 years.

In 2004, she was appointed Assistant Manager - Adult Education and Training (AET) in Quality Assurance of Assessment at Umalusi.

In 2006, was appointed as Assistant Manager - Evaluation and Accreditation of the AET Centres before being promoted to the position of Manager - Evaluation and Accreditation of AET Centres.

One of her achievements while at Umalusi include initiating a project through which the providers accredited by Umalusi were encouraged to be part of an Adult Basic Education and Training level 3 assessment team.

She was also part of the 2004 investigation into the alleged Senior Certificate examination irregularities.

Her qualifications include a Primary Teacher's Certificate from the Kwenza Moloto College, BA Honours from the Vista University and a Higher Education Diploma from UNISA. She has also completed her course work for a Master of Education: Adult Education at the University of KwaZulu-Natal.

As Senior Manager: Evaluation and Accreditation Unit at Umalusi, Madalane is responsible for evaluation, accreditation and monitoring of private institutions of education and assessment bodies that offer or assess Umalusi qualifications. ©



Be wary of pyramid schemes

If you participate in a pyramid scheme you are breaking the law and run the risk of losing all your invested money. This is the warning from the National Consumer Commission (NCC).

A pyramid scheme is a historically unsustainable and prohibited practice, in terms of South Africa's Consumer Protection Act (CPA) of 2008, that centres on the continuous recruitment of new participants for its survival. Participants in a scheme earn an income, sometimes referred to as a "return on investment" from signing up new members. There is no tangible product that is sold or interest bearing assets where monies are invested.

According to the CPA, "An arrangement, agreement, practice or scheme is a pyramid scheme if participants in the scheme receive compensation derived primarily from their respective recruitment of other persons as participants, rather than the sale of any goods or services."

Pyramid schemes are not registered as authorised financial services providers or a business with the Financial Services Board (FSB), South African Reserve Bank (SARB) or the Companies and Intellectual Property Commission, and the initiators can therefore disappear at any time with participants' monies, leaving them with no recourse under the law.

Invariably, every member of the scheme's value chain is breaking the law. The CPA states, "A person must not directly or indirectly promote, or knowingly join, enter or participate in a pyramid scheme."

The NCC's commissioner Ebrahim Mohamed says many people ignore the warning signs when they get introduced to get-rich-quick schemes.

"Consumers should note that they have no legal resources when a pyramid scheme collapses and they run the risk of losing all their invested money.

"A member who knowingly participates but demonstrates ignorance of the law would be committing an offence," warned commissioner Mohamed.

In a pyramid scheme, participants derive their income or returns on investment primarily from

their recruitment of new members.

"There are generally no goods or services that are sold for profit or there is a by-product that is used as a smoke screen.

"The by-product is not the main source of income for the scheme. A pyramid scheme sustains itself on continuous recruitment."

Mohamed adds that consumers should be careful of investments that offer more than what authorised financial service providers do.

"Pyramid schemes offer very high returns. These are normally higher than any registered bank or authorised financial services provider. The risks are also higher, but this is obviously not explicitly communicated."

Another way of identifying a pyramid scheme is through doing due diligence. It is important that consumers do research on the companies they plan to invest in because some of them are not registered.

Current investigations relating to pyramid schemes

The NCC is investigating nine schemes that were reported by the FSB and the SARB.

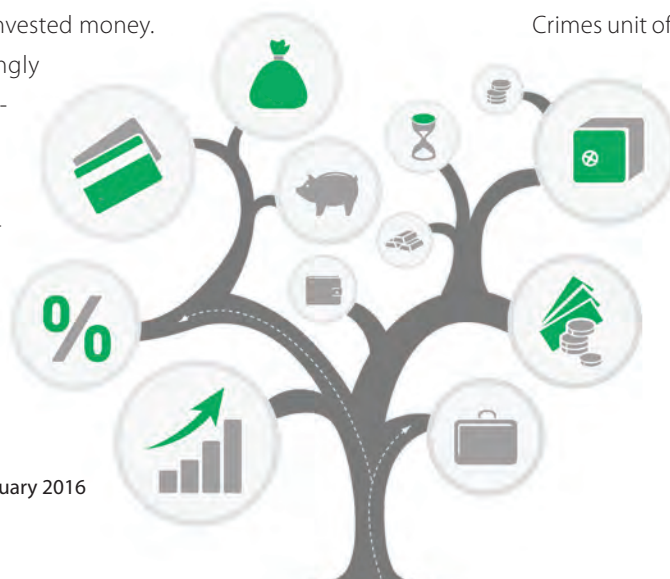
"We want to scrutinise their operations and business models to establish if they are legitimate schemes, with the ultimate goal of protecting consumers against deceptive schemes whose aims are to swindle money out of unsuspecting participants," Mohamed says.

The schemes under investigation are World Ventures; Kipi, also known as "My deposit 247"; Make Believe; NMT Investments; Instant Wealth Club; MMM scheme; DIPESA; Sikhese (PTY) LTD and Wealth Creation Club.

Mohamed adds that the investigation will be concluded soon. "The NCC is working together with the Specialised Commercial Crimes unit of the South African Police Service and

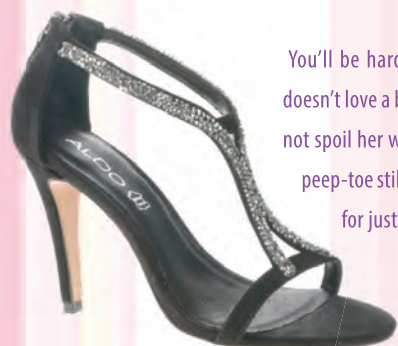
we hope to conclude this investigation as soon as possible."

A consumer who suspects a scheme or investment initiative is a pyramid scheme can report it to the NCC on: 012 761 3000 or 012 761 3400, complaints@thencc.org.za or by visiting the commission's website: www.thencc.gov.za



Show some love this Valentine's Day

Finding that perfect gift for the one you love can be a daunting task sometimes. *PSM* has some great ideas to make your shopping experience that much easier. Traditional gifts such as roses and chocolates are always appreciated, but why not complement them with another thoughtful gift he or she will adore.



You'll be hard pressed to find a lady who doesn't love a beautiful pair of shoes. So why not spoil her with these black and diamante peep-toe stilettos from Aldo for just R1 199.

Paco Rabanne's Olympea for women and Invictus for men are the perfect his and hers fragrances. Both have a fresh, citrus inspired scent, which is perfect for warm summer days. You can get both at Woolworths - Olympea from R720 and Invictus from R850.



This white beaded handbag can be worn as a clutch or a sling. It's perfect for any fancy occasion and available from H&M for R599.

If you really want to spoil that special man in your life then these vintage Steve McQueen Persol sunglasses will do the trick. They're trendy and offer polarised protection from the sun. The blue lenses are set off by the soft brown frames. Get these at Sunglass Hut for R3 290.



Netflorist now offers some unique gifting ideas, which include personalised bottles of whiskey, beer or wine. You can personalise the label so use this as an opportunity to share a sweet message on a bottle of whiskey and have it delivered. Personalised whiskey and snacks will cost you R399.95 or leave out the snacks and get the bottle for R249.95.



When in doubt, go for jewellery. A bit of sparkle and bling is sure to make her smile this Valentine's Day. And if diamonds are going to break the bank, opt for this beautiful Starburst ring from American Swiss for R799, which is just as sparkly. Its cubic zirconia stones are set in sterling silver.



For the man who's always on the move for business, this beautiful brown weekend bag from H&M is perfect. Its sophisticated design is a winner for R749.



For the distinguished gentlemen, these beautiful master-crafted stainless steel Jett cufflinks, from Jenna Clifford, will make his day. They are available in either black agate or mother of pearl for R450 a pair.

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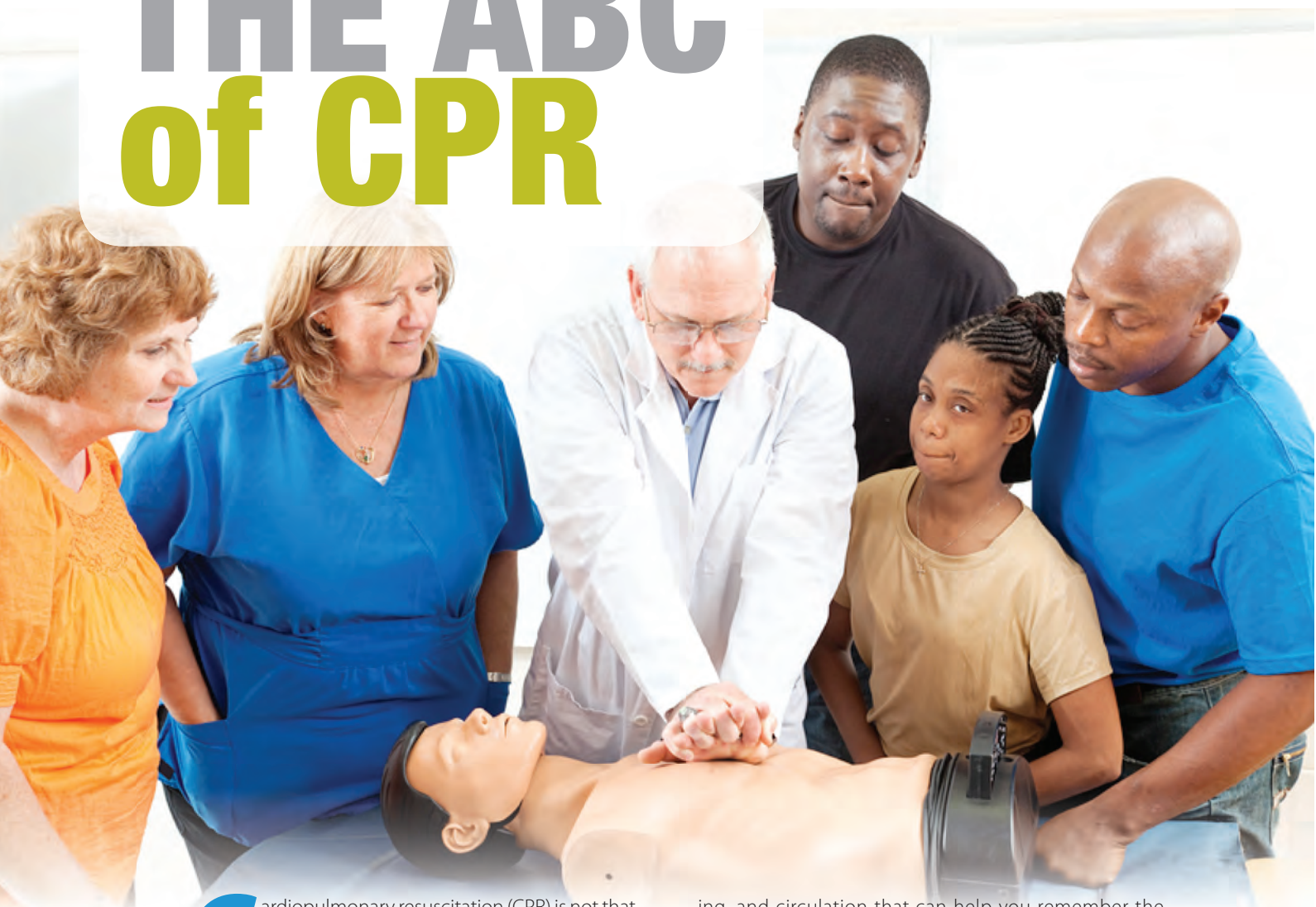


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THE ABC of CPR



Cardiopulmonary resuscitation (CPR) is not that difficult to learn or perform and ultimately can help you save a life.

Often it is not a lack of knowledge that stops people from performing CPR in an emergency, but fear, says Government Employees Medical Scheme (GEMS) Medical Advisor and Senior Manager for Disease Risk Management Dr Vuyo Mpongoshe.

"Some people feel it is better for them not to do anything and tend to forget that the little that they do know can literally make the difference between life and death," she stresses.

"You do not need to know CPR 100 per cent in order for your efforts to be effective."

She says ABC is a useful acronym for airway, breath-

ing, and circulation that can help you remember the important first steps prior to performing CPR.

"In short, it means open the airway, check the victim's breathing and look for any signs and symptoms of life," Dr Mpongoshe explains.

The name itself describes the areas of focus for CPR. Cardio means "of the heart", pulmonary means "of the lungs" and resuscitation is the medical term for "revive" or "bring back to life".

When someone is unconscious, the heart could have stopped beating. This would mean that there is no blood circulating to the organs. If organs are deprived of oxygen, the cells start to die and this could cause brain and organ damage.

"During CPR you are basically giving the patient an

external cardio massage that encourages the muscles of the heart to pump out the blood,” she explains.

In a medical emergency, call or shout for help. Then ensure that the patient’s airway is open and check their breathing.

“People need to get rid of fear because you do not need to be a medical doctor or paramedic to perform basic CPR. If a person cannot breathe, they need your help,” Dr Mpongoshe says.

Cautioning against communicable diseases, Dr Mpongoshe says people should be careful when faced with someone who has bleeding around the mouth.

At the scene of an accident, people need to first ensure that everyone is out of harm’s way and then make sure that the patient has no spinal injuries. If they do, moving them could cause more harm than good.

Steps to take in an emergency:

- Call for help and start CPR while waiting for paramedics to arrive.
- Ensure there is no immediate danger.
- Before looking at the airways or moving the patient, ensure there are no spinal injuries. If there are none, tilt the head back to open the airway before starting CPR.
- Look at the chest to see if the patient is breathing and feel for a pulse. If the chest does not rise when performing CPR, there could be an obstruction that would need to be removed.

When performing CPR on an infant, make sure not to exert too much pressure to avoid damaging the lungs.

“Consider doing a CPR course as there are often cases where this is needed.”

Dr Mpongoshe strongly encourages parents to train helpers who care for children. “Education can save lives at home,” she says.

Important steps when doing CPR

- Be sure to hold the patient’s head motionless, slightly tilted back, while checking the airway, breathing, and pulse. If possible, have someone else do it for you so that you can focus on CPR.

- To open the patient’s airway, lift the chin carefully. This will move the jaw forward and tilt the head backward, allowing a path for air to travel to the lungs from the mouth and nose.
- Look, listen and feel for breathing. Watch the victim’s chest. If you can see it rise and fall even slightly, then they are breathing.
- If the patient is not breathing, administer two slow rescue breaths, ensuring that the patient’s chest is rising.
- If no breathing is found pinch the nose closed and breathe two normal breaths into the mouth of the patient while opening the airway.
- To check circulation, feel for a pulse. Press two fingers gently on the patient’s neck between the Adam’s apple and the muscle and the side of the neck. Don’t use your thumb, because your thumb has a pulse of its own.
- To check an infant’s circulation, press two fingers between the armpit and elbow on the inside of the baby’s arm.
- If the patient is bleeding heavily, you must stop the bleeding immediately.
- If no signs of life are found, place the heel of one hand in the middle of the breast bone, put another hand onto the first and with locked elbows looking down onto your hands push hard and fast 30 times.
- After 30 compressions give two breaths, alternating between compressions and breaths until help arrives or the person is showing signs of life. 🔄

Supplied by: GEMS.



Delicious lunchtime *treats*

Say goodbye to that dull uninventive ham, cheese and tomato sandwich that has you making a beeline to the cafeteria during your lunch break. *PSM* has put together a couple of delicious lunchbox ideas, which is full of healthy snacks, fibre, blood sugar-balancing wholegrain and lean meats great for the whole family. Not only are these delicious, but also easy to prepare.

To accompany the meals, pop your favourite combination of fruit into a juicer for freshly made juices in minutes.

Snack: Carrot and celery sticks with a low fat cream cheese dip.

Fruit: Mixed berries.

Drink: Mango and pineapple juice (one mango and a quarter pineapple).

Lunch: Roast beef sandwich (left over roast beef from your Sunday lunch, roll, lite mayonnaise, fresh rocket and basil pesto).



Snack: Mixed nuts.

Fruit: Grapes.

Drink: Carrot and apple juice (five carrots and an apple).

Lunch: Tuna and mayonnaise sandwich (shredded canned tuna, lite mayonnaise, quarter finely chopped red onion, butter lettuce and white bread).





Snack: Granola bar with Greek yogurt.

Fruit: Summer medley (mango, strawberries, kiwi fruit).

Drink: Watermelon juice (two cups watermelon peeled and deseeded, juice of a quarter lime and one tablespoon honey or syrup).

Lunch: Chicken wrap (whole wheat wrap, grilled chicken breast, cucumber, olives, baby tomatoes, red pepper and lettuce).



Snack: Crackers and cheese (any cheese of your choice).

Fruit: Apple and banana.

Drink: Berry juice (half a cup strawberries, half a cup raspberries and half a cup blueberries).

Lunch: Turkey sandwich (turkey cold meat, tomato, lettuce, brown bread). ©

***Tip.** Save all your old jam jars, which you can use as funky containers for your juices.



INTERVIEW WITH CEO OF THE UNIVERSAL SERVICE AND ACCESS AGENCY OF SOUTH AFRICA

ZAMI NKOSI



The Universal Service and Access Agency of South Africa (USAASA) is a state owned organisation established in terms of the Electronic Communications Act. Reporting directly to the Minister of the Department of Telecommunications and Postal Services (DTPS), Siyabonga Cwele, the Agency's mandate is to expand South African telecommunications and infrastructure, especially in rural areas – which means connecting schools, hospitals, police stations and all government institutions. It works across the country and has offices in four provinces – Western Cape, Limpopo, Eastern Cape and Gauteng – with the head office in Midrand.

USAASA's vision is to ensure universal access and services to all South Africans, bringing network infrastructure right to the doorstep of schools, clinics and hospitals so that information and communications technology (ICT) services are easily accessible to all. This is accomplished through strategic partnerships with government, state-owned entities, private companies (which supply back haul infrastructure that enables connectivity to the network) as well as SMMEs.

Zami Nkosi became CEO on 1 April 2013 and when asked about one of the Agency's success stories he said:

"One of the projects we pride ourselves in is our turnaround strategy. The organisation was sitting with R92-million irregular expenditure when I started. We needed



A broadband tower in Perth village, North West province.

to refocus the entity to start doing what it was intended to do when it was created.

“In Umsinga, KwaZulu-Natal, people could only access 2G networks, which impacted negatively on all services, including health, safety and education. We intervened, and through a partnership with MTN, upgraded the infrastructure that enabled people to gain access to far greater connectivity.”

Over 30 primary healthcare clinics, the hospital and six schools were connected to a 3G and 4G (HSPA) network. This was the beginning of the turnaround. We have rolled out this service delivery to Emalahleni in Eastern Cape; Joe Morolong in the Northern Cape; Ratlou in North West; Mutale and Albert Luthuli in Mpumalanga and are investing over R100-million from USAF over a two year period.

“Signed/aligned resources, good governance, strong management,

strategic partnerships and honed appropriate processes all contributed to the success of this turnaround strategy which is reflected in the achievement of a clean audit for two years running.”

Nkosi went on to describe two other projects the Agency is conducting:

“The broadcasting digital migration project involves the migration of the country’s broadcasting signal from analogue to digital. USAASA’s role is to fund the procurement and installation of Set-Top-Boxes (STBs) for low-income television owning households in South Africa.

“Under the leadership of both Minister of Communications Faith Muthambi and Minister Cwele, the Agency has concluded the procurement process, concluded the contract and appointed service providers.”

The project has already been launched, and Nkosi says that the Agency is very excited that, as a state owned company, they have been able to assist government in its successful implementation.

“We are following a programme that has been developed by the Department of Communications that will roll out the STBs to households throughout the country.

“The rapid deployment project was one of our first strategic programmes linked to the broadband implementation plan. The aim was to ensure that South African public schools, public health care facilities and other public institutions have connectivity that enables them to access the internet. The initiative is known as South Africa Connect and is administered by the DTPS.”

The Agency ascribes the majority of its success to the strategic leadership of its political principal, Minister Cwele of the DTPS, who provides guidance and leadership.

Nkosi says that the good working relationship with the Board has also been key – as has been a management team willing to go the extra mile.

“I grew up in the rural areas. I want to change people’s lives for the better and contribute to the reduction of poverty and unemployment. A child in Qunu should not struggle to access Google to conduct the

“A CHILD IN QUNU SHOULD NOT STRUGGLE TO ACCESS GOOGLE TO CONDUCT THE RESEARCH NEEDED FOR HIS OR HER HOMEWORK”



Access Centre within the Impendle Thusong Service Centre, KZN

research needed for his or her homework – this is what motivates me and is the driving force behind the Agency.”

The Agency is continuously seeking to develop and find innovative ways of ensuring that poor South Africans benefit from universal access to Information and Communications Technologies.

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Ford's iconic

Mustang gallops in



Arguably the most anticipated new model introduction in Ford South Africa's illustrious history, the launch of the Ford Mustang has finally become a reality to the delight of motoring enthusiasts countrywide.

The Mustang is Ford's most revered and recognisable nameplate, having become an automotive icon the moment it was launched in 1964, followed by more than 50 years of continu-

ous production and over nine million cars sold across the world. The Mustang gave the world an affordable and highly desirable performance car that was a favourite even amongst after-market tuners.

The latest Mustang, unveiled on 17 April 2014 to mark its remarkable 50th anniversary, is now finally available for sale in South Africa following the commencement of right-hand drive production for the first time at the Flat Rock Assembly Plant in Michigan.

Since its international launch, it was declared the world's best-selling sports car in the first half of 2015, the world's most-liked vehicle on Facebook (with more than eight million likes) and has made more than 9 000 appearances in television, music and video games.

This car has pedigree and street cred very few sports cars can match.

The new Mustang is loaded with innovative technologies and delivers dazzling performance and style. It is available in a comprehensive line-up spanning six model derivatives, including the sleek and seductive Fastback, as well as the stunning Convertible.

In terms of powertrains, buyers have the option of a roaring 5.0-litre V8 or the all-new 2.3 EcoBoost engine that delivers an



exceptional combination of performance and fuel economy. Notably, both engines can be matched to a choice of either six-speed manual or automatic transmissions, and there's the option of both Fastback and Convertible body styles.

A Ford Mustang is about the way it looks, drives and sounds, and the new car does not disappoint in any of these departments.

Ford's acclaimed 5.0-litre V8 produces a whopping 306kW of power along with a thunderous 530Nm of torque, allowing the Mustang 5.0 V8 GT Fastback manual to sprint from 0 to 100km/h in just 4.8 sec.

The line-up includes the all-new 2.3-litre EcoBoost turbo-charged engine that delivers 233kW and 430Nm of torque on top – sufficient to achieve a remarkable 0-100km/h time of 5.8 seconds.

Despite its dynamic potential, the 2.3 EcoBoost engine uses just 8.0 l/100km in the combined cycle, linked to 179 g/km CO2 emissions.

The new Mustang features a significant number of innovative technologies providing drivers with enhanced information, control and connectivity.

On a twisty back road or a weekend track day, the driver can use the Selectable Drive Modes, which adjusts the Advance-Trac electronic stability control, throttle response, automatic gearshift patterns and steering to match Normal, Sport+, Track or Snow/Wet settings. Selectable Effort Electric Power Assisted Steering enables drivers to choose a Normal, Comfort or Sport steering weight and feel.

All models are sold with a four-year/120 000 km comprehensive warranty, five-year/100 000 km service plan, three-year/unlimited km roadside assistance and five-year/unlimited km corrosion warranty. Service intervals are every 20 000 km.

Needless to say, the waiting list is going to be huge because for once there is now a viable alternative to the usual M3s, AMGs and RS4 of the motoring world. Loud and proud, large and in charge, the Mustang will appeal to the hearts, minds and pockets of performance enthusiasts and given its iconic nameplate heritage, will be a galloping sales success. 🐾

Spruce up your *summer style*

Make the most of summer by sprucing up your wardrobe with a few key items. The trends this year include prints and soft shades like blue and yellow and of course the classic white shirt. So whether it's for work or play, draw inspiration from some of these trendy options.



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- 001 Every guy's wardrobe needs a classic white, fitted shirt as a staple item. We love these from the Trenery range, Woolworths, **R399**.
- 002 If you don't already own a denim shirt this dark wash, western-style fitted one from Guess for **R699** is perfect.
- 003 If you're able to pull off slim fit chinos try these ice grey pants from Markham. For **R450** they come in an array of summer shades.
- 004 A trilby hat (commonly referred to as a gentleman's fedora) is right on trend for summer. Get this one at Woolworths for **R399**.
- 005 Don't be afraid of prints, they make a trendy statement when paired with solid colours, like this printed cotton short-sleeved shirt from H&M, **R299**.

006 For those hot summer days spent out and about this coral, lace playsuit is right on the money. Mr Price, **R129**.

007 This printed chiffon scarf is a simple way to accessorise your outfit or wear it as a head band to keep your hair out your face. Grab them at Woolworths for **R140**.

008 Keep cool in this white-fringed top from Forever New, **R499**. It can be paired with formal pants for work or ankle grazer jeans for a more casual look.

009 Local designer Leigh Shubert's yellow Adam dress is a great option as an evening dress for a formal event. Available from Zando, **R995**.

010 This black asymmetrical dress is perfect for an office look. It's part of the Country Road range at Woolworths, **R899**.

011 Another local design offering is this flattering Dusud/ Errol Arendz zig zag shift dress from Dusud Emporium, **R1 999**.



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TAKE A FRESH LOOK AT THE MARKET

Johannesburg is home to the largest fresh produce market on the African continent, the Joburg Market.

Formerly known as Johannesburg Fresh Produce Market (JFPM), Joburg Market (JM) is, a model of endless variety at affordable prices and a one-stop destination for fresh produce wholesalers, traders importers and exporters alike with trade now exceeding 1million tons and a turnover of approximately R6-billion per annum. The market's main clientele is made up of bulk buyers like wholesalers, exporters, retailers and informal traders, everyone is however welcome at Joburg Market to purchase single units of fruit and vegetables.

HOW THE MARKET WORKS

Trade takes place via a commission based system, with the market charging the producer a fixed 5% commission on all sales made on the trading floors. A further regulated and negotiable levy of 7.5% is paid to Market Agents for selling produce on behalf of the farmer.

The market facility is a sales platform for about 5 000 active farmers whose produce is marketed and exposed daily, via Market Agents, to over 11 000 buyers from South Africa and the South African Development Community (SADC) region. The Market Agents and Tenants operating within JM's facilities create employment for a total of 6 000 personnel. As value-adding services, the market has 55 cold rooms with the capacity to accommodate 2365 pallets of fresh produce including 57 banana ripening rooms, which can handle 1824 pallets of bananas.

STRATEGIC PROJECTS

Food Safety

The Joburg Market (JM) has implemented a Food Safety and Quality Control Programme,

with Pre-Requisite Programmes in place to address the trading environment, i.e. maintenance and upgrade of trading halls, cleaning and sanitation, pest control, waste handling and removal, traceability, product quality control, pesticide residue testing, training on food safety and quality; and food safety internal auditing.

Good Agricultural Practices (GAP)

The Joburg Market Laboratory is an ISO 17025 SANAS accredited facility that tests for pesticide residues in the fruit and vegetables supplied to the market. At Joburg Market Laboratory, test results are used to assess producers' compliance to Good Agricultural Practices regarding the safe use of pesticides on farms. The Joburg Market supports the implementation of GAP standards and is the only market in Africa registered with GLOBALGAP and is subsequently a LOCALGAP programme owner.

Rural Farmers Assistance Programme

Under the expert guidance of the market, emerging black farmers are assisted in reviving old pack houses and building of new pack houses, they are also provided with packing material. In addition, as a market leader with impeccable standards in terms of food safety, the market plays a leading role in assisting emerging farmers with implementation of food safety management systems.

Emerging Small Business

Informal sector entrepreneurs receive training on how to use the market through the 'on the market floor' facility as well as training on specific product handling and storage. The informal sector and urban entrepreneurs are

also supported by Gauteng Enterprise Propeller (GEP) with a programme of obtaining financial aid for their businesses.

Informal Traders Training and Workshops

The purpose of the training and workshop is to educate informal traders on different varieties of the fresh produce, produce handling, merchandising, produce storage, and how to develop a Business Plan and access to finance from GEP.

FLAGSHIP PROGRAMMES

- Construction & Maintenance Services
- Agriculture & Food Resilience
- Waste
- Green Services
- Business and Urban Management

CORPORATE SOCIAL RESPONSIBILITY (CSI)

In partnership with the City of Johannesburg's Human Development Department, Pikitup and 288 NGOs, as well as other targeted indigent families. During the 2014/2015 financial year Joburg Market donated 132 652 parcels, valued at R7 959 120, to families in crises resulting from the loss of family members and breadwinners.

The company achieved and exceeded its target aimed at growing the Foodbank facility by 5 times more than its original capacity.



CSI



Informal Traders campaign



Producers

THE EXECUTIVE TEAM



Mr Joziah Mazibuko is the Chief Executive Officer (Acting). He was appointed in October 2014 as Executive Manager: Core Operations and is a member of the executive committee of the Joburg Market. With over 25 years' experience working in industries such as energy, information and communication technology, local government, engineering and management consulting, he has occupied a number of

key executive and senior management roles in both the public and private sector entities and amassed extensive knowledge in the management of large, complex, multi-million rand projects in various organisations. His main area of specialisation is Operations Management, Business Strategy Development and Implementation Management, System Implementation and Strategic Management Consulting.



Mr. Charles Park is the Acting Executive: Core Operations. Charles has over 20 years' experience working in the Fresh Produce Industries especially in relation to the operations of National Fresh Produce Markets. He has amassed extensive knowledge in the management of Fresh Produce Markets and has a profuse understanding of the fresh produce value chain from "seed to fork". His main area

of specialisation is Operations Management and his key job functional outputs entails amongst others: Providing strategic leadership, guidance and direction in the management of the Commission Business, Consignment Control, Compliance Services, Food Quality Assurance as well as Properties Administration.



Mr Sunshine S. Ngcobo is the Executive Shared Services and is responsible for Human Resources Development and Management, Information Technology Services, Legal Services, General Administration and Auxiliary Services, Fleet Management, and Compliance & Enforcement Services at the Market. He previously worked for Maphumulo Municipality, Randfontein Local Municipality, West Rand District

Municipality and Ekurhuleni Metro Municipality.



Ms Moronngoe Tladinyane is the Executive: Strategy and Transformation. She leads and guides the strategy and transformation of the Joburg Market and is also overseeing the Marketing and Communications Department. She previously worked at SASOL Chemical Production sites (Secunda and Sasolburg), SASOL Limited (Head Office), Mutual & Federal (Old Mutual Group) and the Development Bank of Southern Africa.



Ms Benvinda Rocha is the Chief Financial Officer (Acting) and heads the Financial, Management Accounting, Supply Chain and Cashiering departments within the Joburg Market. She previously worked for Kone Elevators, Kawena Distributors (Pty) Ltd, EDS and Teljoy Cellular.



Mr Tshifhiwa Madima is the Executive: Agribusiness and is tasked with the development and implementation of food security and agro processing strategies aligned with the City of Johannesburg, development of the Agricultural Intelligence Resource Centre within the Joburg Market and development of agro industry enterprises. His work experience in the agricultural sector spans over 15 years. Before joining the Joburg

Market, he was a Senior Technical Project Manager: Capacity Building, at the Food and Agriculture Organization of the United Nations. His work focused mainly on building capacity of small holder resource poor farmers, particularly land reform beneficiaries and also officials who are tasked with providing technical support to small holder farmers.

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Go wild in the Western Cape



An unexpected vibration on the seat of the safari vehicle could be felt when a male lion unleashed a deep, majestic roar before the sun set on a chilly Western Cape afternoon.

The oldest male in a small pride of lions had emerged from the bushy hills of the Aquila Private Game Reserve and took its position in an open field, after crossing the path of the safari vehicle.

The roar was but a bonus. The tourists were already celebrating the sight of the lion stepping out of the grass, in which its golden brown fur was camouflaged a few moments earlier.

As the lion repeatedly roared into the mountainous slopes, onlookers were stunned into silence.

When he stopped, the female lions got up and slowly made their way towards our safari vehicle to join the roaring cat on the other side of the path.

As our safari vehicle, and the one behind us, were motionless, the predators zigzagged their way down from the slopes.

"Please do not be scared, they will not attack us," said our tour guide Alvin Oliphant.

This was an experience like no other, and just one of several reasons why one should loosen their tie, put away the laptop and simply go wild.

The next time you are in the Western Cape and looking for something different to the usual attractions, like Table Mountain or Robben Island, visit the Aquila Private Game Reserve situated just two hours from Cape Town along the N1 freeway.

Aquila is named after a rare and endangered species – the Black Eagle – a bird that thrives in the area.

Proclaimed a Private Nature Reserve in 1985, this four-star, Big Five, malaria free, 10 000 hectare conservancy is steeped in Boer War history and boasts three pristine biomes of vegetation set in the magnificent Karoo mountains, valleys, rivers and kloofs.

Aquila – an award-winning establishment – has been recognised alongside major tourist attractions, such as Table Mountain, Kirstenbosch and Robben Island as a must-see Cape destination.

As soon as we checked in, and before the welcome drinks had sunk in, we were taken to our premium cottage to drop our bags.



The cottages are equipped with a fireplace, a spacious bathtub built on a rock and an alfresco shower, for those that love to shower under the stars.

The cottages offer a wooden deck with panoramic views across the expanse of the reserve.

If you are looking for tranquillity away from the city's traffic and busy inner city streets, this is the place to be.

As we were about to make our way to a welcome buffet lunch, we spotted two elephants from the deck of our premium cottage.

After our delicious meal, it was time for our first safari.

Aquila offers a horseback safari, a quad bike safari and the usual popular game drive safari. You have to be 16 years or older to go on the horse or quad bike safaris.

We chose the game drive and as we drove out into the wild, the two elephants we saw earlier had stopped at a nearby watering hole to cool off and quench their thirst.

Not long after, we came across hippos in the water.

Oliphant explained that hippos are very territorial, so much so that in a pond full of females, only one male holds sole mating rights. Should other males want a piece of the action, they would have to battle it out with the dominant one. This battle can even end in death.

Next we spotted the buffalo in the nearby fields. Or the "widow makers", as Oliphant prefers to call them, due to their violent nature.

While buffalo are known for being brave enough to fight off attacking lions, Oliphant said they could be unpredict-



able and had previously attacked a safari vehicle that was on their path.

A few minutes and camera clicks later, we came across rhino grazing.

Oliphant pointed out that one of them was edgy, as it had survived a poaching attempt at the reserve.

Aquila's track record against poaching is well documented. The reserve was hit by a horrific poaching incident in August 2011 when three rhino were attacked, two of them brutally killed and de-horned.

Aquila has established free counter-poaching security training courses aimed at teaching rangers how to protect themselves as well as their rhino and wildlife population.

The reserve was responsible for a R30 million ivory bust, the largest ever in the Western Cape.

In another incident, two Zambian nationals were arrested for trying to sell a baby rhino horn covered in blood.

In November, Aquila had their first rhino born since the attack and believes more of the females are pregnant.

The only animal in the Big Five family that we did not spot on the day was the leopard.

Large herds of game are also found on the reserve such as black wildebeest, Burchell's zebra, springbok, gemsbok, steenbok, caracal (lynx), blesbok, bat eared fox, ostriches, klip springer, duiker, greyback, baboon, black backed jackal, eland and red hartebeest.

What's new?

Due to an increased demand for overnight packages, Aquila recently built 32 new suites to complement its existing standard, family luxury and premier chalets.

Having opened its doors in October 2015, the newly »





built Aquila Lodge is situated adjacent to the restaurant. The three-level structure can be accessed by a glass-panelled lift, with magnificent Karoo vistas.

Twenty-two units face the reserve and the mountains and the other 22 units face the courtyard. Although these different room types are private in their own right, they are able to inter-lead to form spacious family units if needed.

Modern Afro-chique interior design is used in the lodge. Mountain View Suites have large balconies overlooking the magnificent mountains, valleys, rivers and kloofs of the Aquila Reserve. They offer full bathrooms, with separate shower, and views from the bath.

The Courtyard Suites offer shower ensuite.

The restaurant and the new wing overlook a large wetland area, which attracts animals in large numbers, including hippos and a stunning array of bird species.

Aquila quick facts

Cigar Bar:

A sumptuous yet intimate colonial style Cigar Bar offers one the opportunity to enjoy an after dinner night cap in front of the roaring log fire whilst enjoying the quality cigars on offer.

Pool Bar:

Situated adjacent to the swimming pool and restaurant, the Pool Bar features the same architecture and African design as the restaurant and seats approximately 20 guests

enjoying the convenience of the pool area.

Public lounges:

Aquila's public lounge adjoin the Cigar Bar, with large leather sofas in which to relax, read a book or catch up with friends. The Cigar Bar lounge has a large feature fireplace and offers DSTV facilities.

Children's play area:

Adjacent to Aquila's public lounge you will find an indoor and outdoor children's play area, with a variety of activities aimed from toddlers to pre-teens. Just outside the indoor play area is an outdoor mini-golf course with a sandpit and a wooden playground to delight your little ones.


Garden labyrinth:

A stone and brick meditation labyrinth can be found behind the family units. There is a single, non-branching path that winds to the central meditative space. The path may be taken for personal or spiritual purposes.

Swimming pool:

The main swimming pool is 35 meters in length and features a wet bar, which is well used in the summer months. This is situated next to the restaurant.

The smaller rock-style saltwater pool is surrounded by rock features and manicured lawns, with comfortable sun-loungers, located next to the lounge.

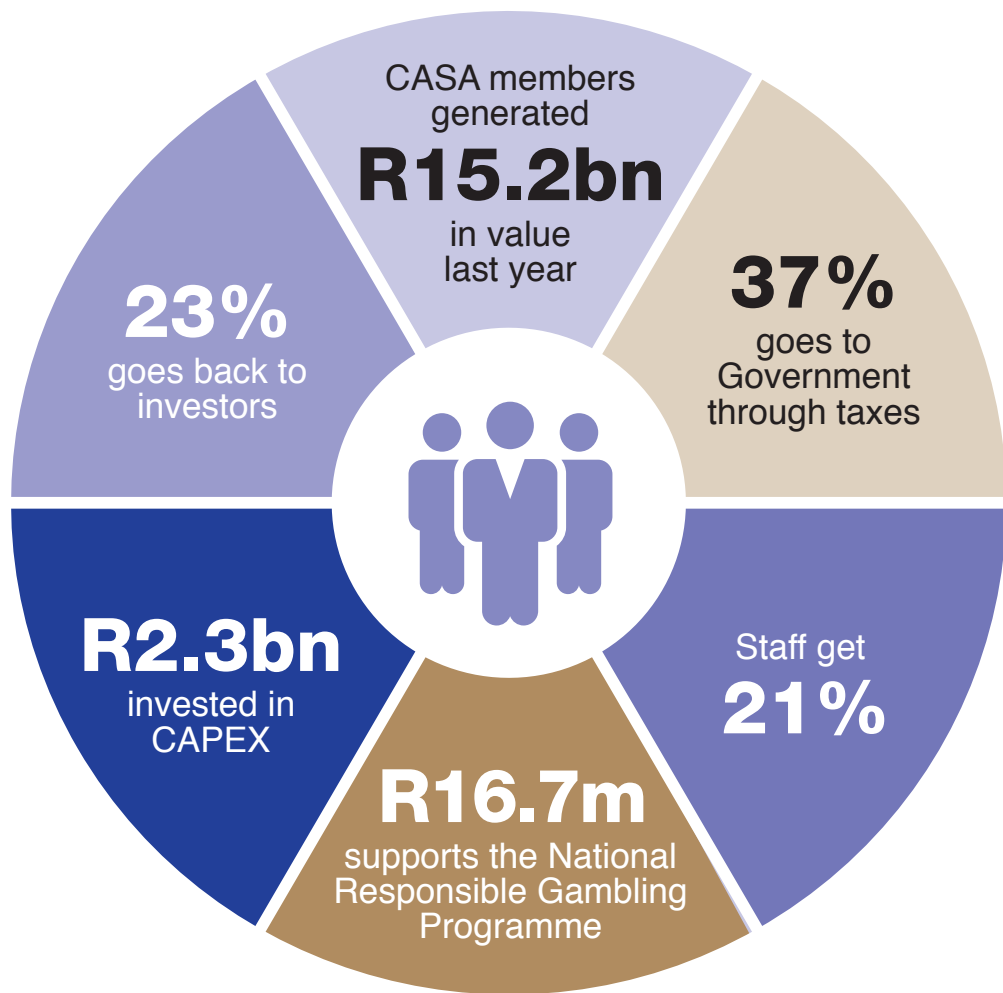
For more info, visit www.aquilasafari.com 

The South African Casino Industry

Who really wins?

The Casino Association of South Africa (CASA) has released its latest survey on the local casino industry, giving you insight into how much money is generated, how it's distributed and exactly who benefits.

Everyone's a Winner



64 000 Direct Employees



- 1. Rating
- 2. Rating
- 3. Not rated yet

Contribution Level	Scorecard Points
1	100 or above
2	85 to 99.99
3	75 to 84.99
4	65 to 74.99

For an in-depth look into the South African casino industry, visit www.casasa.org.za for the latest industry survey.



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