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Nelson Mandela



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GREENPEACE AFRICA:

WHO WE ARE

Greenpeace Africa is an independent environmental campaigning organisation with a vision of "an Africa where people live in harmony with nature in a peaceful state of environmental and social justice". Our mission is to work with others to foster environmental consciousness where Africa's people can seek social and economic prosperity in ways that protect the environment.

In South Africa, we campaign for a transition away from coal and nuclear power, towards renewable energy and energy efficiency. As a civil society organisation, we work towards the achievement of environmental and social rights, and environmental and energy justice in communities across South Africa. We strive for the realisation of the constitutional environmental right. We believe that climate change is an existential crisis and that urgent action is required.

South Africa is the biggest emitter on the continent and one of the biggest emitters in the world. Nonetheless, we are in a position to lead the way to a clean energy future, but only if the government acts swiftly to remove the barriers to renewable energy. With new leadership in place, South Africa has the opportunity to become a credible climate leader by creating a powerful combination of strong leadership, progressive thinking and forward-looking policies.

WATER IS LIFE

South Africa is a dangerously water-scarce country, currently facing a mega water crisis over three provinces that has been declared a national disaster. South Africa's mean annual precipitation is 50% lower than the global average, and water scarcity is an ongoing significant challenge that climate change is likely to worsen. This is not a problem that is going away.

Climate change is a threat multiplier because it makes existing vulnerabilities worse. Scientists have predicted that Africa is likely to experience significantly higher temperatures, rising sea levels, changing rainfall patterns and extreme weather, which is likely to impact on food security and drive diseases, while displacing millions of people.

SOCIAL JUSTICE MEANS PUTTING PEOPLE'S RIGHT TO WATER FIRST

The water crisis has exposed a layer of stark inequality in South Africa: the unequal access to water of mega water users in comparison to people.

While South Africans struggle with complex water access issues, mega water guzzlers have undisputed access to high-quality water. An estimated two-thirds of South Africa's water goes towards irrigation for agriculture. Mega water users



can use mind-boggling amounts of water. South Africa's coalbased energy sector consumes more water per second than the global average.

Greenpeace believes that the 2002 UNESCO General Comment that "the human right to water is ... a prerequisite for the realisation of other rights" goes to the heart of the matter. The Water Research Commission points out that "the Constitution of South Africa has placed a legal obligation on the government to realise people's right to sufficient water". If water is fundamental to human life, then the injustice in how water is distributed in the country becomes clear.

The truth is that although we have recognised water as a human right, 14% of South Africans do not have access at all. Millions of South Africans live with Day Zero every day. And while there has been an almost unending list of government plans and strategies around water, there has been a complete failure to put water at the centre of decision-making.

To avoid Day Zero becoming the new normal in South Africa, every decision to spend money by every government department needs to account for water and to prioritise the realisation of water as a fundamental human right. Government departments must take decisions that enhance basic human rights, particularly access to water by ordinary South Africans.

The bottom line is that water is life. We cannot live without it and we must make sure that people's right to water is put first and protected.



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Building an informed citizenry

his month we celebrate 20 years of the existence of Government Communication Information Service (GCIS). This organisation has played an important role in our democracy as it is integral to transparency, communicating the actions of government with our citizens, the media, business and civil society.

Right to information

Freedom of expression, as well as the public's right to information, form the backbone of any true democracy. The citizens of South Africa have the right to be informed about what their government is doing, as many of these actions have a direct impact on their lives. They also have the right to be heard; to freely express their views on government decisions which may affect them, and to have their concerns taken into consideration.

After the first democratic elections in 1994, one of the new ANC government's priorities was to put these ideals into action. The principles of freedom of expression, access to information, press freedom and artistic freedom are all enshrined in the Bill of Rights of our Constitution. One of the primary reasons for forming GCIS was to ensure that these important rights are promoted and upheld.

The right of access to information is further supported by legislation

such as the Promotion of Access to Information Act, which was passed into law in 2000. The Act aims to actively promote a society in which the people of South Africa have effective access to information, which allows them to fully exercise and protect all of their rights.

Background of GCIS

In 1995, Thabo Mbeki (then Deputy President) established the Task Group on Government Communications (Comtask), which was tasked with making recommendations to transform government communications in line with democratic ideals. In 1996, the Comtask team's final report included no less than 83 recommendations dealing with the structure of government communication, media diversity and access to information.

GCIS was officially launched on 18 May 1998, as the government organisation responsible for implementing and upholding the recommendations made by Comtask.

Over the past 20 years, GCIS has coordinated, guided and advised on government communication including media liaison, development communication and marketing. Its stated mission is to deliver effective strategic government communication; set and influence adherence to standards and coherence of message and – most importantly – proactively communicate with the



Communications Minister Nomvula Mokonyane.

public about government policies, plans, programmes and achievements.

Dr Essop Pahad's description of GCIS's role, as stated in May 1998, still rings true today: "It is to see to it that all South Africans receive comment and information that enable them to make rational choices about their lives. It is to see to it that they themselves can pass on information and views about their activities as they change their lives for the better. They have got the right to know, and to be heard," he said at the time.

For 20 years GCIS has played a key role in keeping South Africans informed about government's work. We applaud the department for the sterling work it has done with the limited resources at its disposal. Long may it continue.

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reedom is a seven-letter word that can be defined in various ways.

It can be a noun and is defined as the power or right to act, speak, or think as one wants. We are entitled to and have the right to freedom – the privilege, the prerogative, it is our due.

Freedom can also mean the state of not being imprisoned or enslaved, its the synonyms are many. Liberty, liberation, release, emancipation, deliverance, delivery, discharge, amnesty.

It can also be linked to wildness, which is a state that surely can be welcomed after imprisonment and oppression of any kind. To wildly enjoy freedom without recklessness is what millions of South Africans did after democracy was ushered into South Africa in 1994.

However, there's a downside to this little seven-letter word when some abuse the very idea. Here it is linked to abandon where there

From the editor's desk

is a disregard for consequences. It is also an impulse, a licentiousness, recklessness, unrestraint and wantonness.

Look at freedom of speech. It is not a free-for-all, or a right to say whatever you want to and to whomever. Vicki Momberg found that out to her detriment when she repeatedly shouted racial insults at black police officers helping her after an attempted smash-and grab.

She was sentenced to three years in jail, one suspended, after the magistrate found that she was an unreconstituted racist with no hope of redemption. This serves as a warning to all South Africans who believe in freedom of speech. There is a limit to the freedom we fought for and it stops at race.

The reality here in South Africa is that our Constitution protects freedom of speech but not if you abuse that freedom. So what does the clause say in our Constitution?

- "1. Everyone has the right to freedom of expression, which includes:
- a. freedom of the press and other media;
- b. freedom to receive or impart information or ideas:
- c. freedom of artistic creativity;and
- d. academic freedom and

freedom of scientific research.

- 2. The right in subsection (1) does not extend to:
- a. propaganda for war;
- b. incitement of imminent violence: or
- c. advocacy of hatred that is based on race, ethnicity, gender or religion, and that constitutes incitement to cause harm."

The Constitution is very clear. The right does not include the incitement of imminent violence or advocacy of hatred that is based on race, ethnicity, gender or religion.

So be warned my fellow South Africans: we now have a leading case in the courts and if you are found guilty of hate speech, you could find yourself behind bars.

I hope those, particularly on social media platforms, who are trying to hide behind apparent anonymity realise that they too will eventually be accountable for their tirades engendering race hatred and end up facing the short walk to prison.



Head of Editorial and Production

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GCIS: A pioneering

department that continues to evolve

tion and Information System (GCIS) has evolved significantly over the years, having to adapt, refocus and innovate to meet the communication needs of the state. A number of former senior managers were crucial in this process by using

their skills to shape the department.

PSM spoke to some of these pioneers about the journey GCIS has travelled and what it needs to do to improve.

GCIS's first Deputy CEO
Yacoob Abba Omar said
the Comtask 2000 Report
formed the foundation of
everything that happened
to make the agency the
communications machinery it is today.

Commissioned by the
then Deputy President
Thabo Mbeki in January
1996, a panel of experts
known as the "Task Group"
produced the Comtask report after eight months of research
and consultation with government
and international institutions.

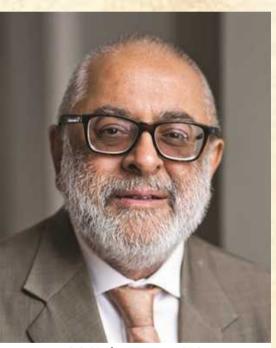
The Task Group found that, "Overall, Government lacks central coordination in messaging, adequate planning of information campaigns, and communications has a low priority as reflected in its budgets and the status of communicators.

In its report, which became known as "The Comtask 2000 Report", the group made 83 recommendations.

improve their lives.

cial Ligison.

The report favoured the creation of a new government communication and information system to be centred around three pillars - Media Liaison, the Communication Service Agency and Provin-



GCIS's first Deputy CEO Yacoob Abba Omar.

These focused on a communications system that would ensure that information on government policy and programmes would be accessible to the majority of South Africans in order to

Merging the old and new

Abba, who is now the Head of Strategy and Communications at the Banking Association of South Africa, said because he was among the first managers to join GCIS, he had to sit on almost every interview panel to appoint chief directors. He added that a decision was taken to retain staff from the old SA Communications Service which transformed into GCIS.

"Those that remained from the old machinery were actually not the

ideologues. A lot of the ideologues had left. So these were more professional; they were committed to doing a good job and actually were quite happy with with the transition and were pleased

that 1994 had happened," Abba recalled.

He added that since GCIS was a new organisation and had limited resources, it was constantly motivating for more in terms of budget allocations and human resources.

According to Abba, one of the major projects for the GCIS was the development and launch of the central government portal.

"This was such a big thing when we launched www.gov.za. We

launched it when Thabo
Mbeki was still the Deputy
President and I insisted
that he be there because
he was paying a lot of attention to the potential of
the information economy
and information communication technology," he
said.

Looking to the future,
Omar said GCIS needs to
revisit the Comtask Report
and what it sought to
achieve. He added that
there was a need for government communicators
to be taken more seriously.

"There has been a tendency to ignore the advice that communicators provide and I have often said that communicators must learn to have a thick skin ... they need to be prepared to tell the truth to the principals," he said.

Abba added that there has

been a juniorisation of government communications as a whole and that it is important for more emphasis to be placed on getting a permanent head of GCIS.

Importance of the Cabinet spokesperson

Business Leadership SA Communications Director Themba Maseko also highlighted the importance of communicators, saying he would like to see GCIS go back to the



Former GCIS CEO and Cabinet spokesperson Themba Maseko.

days when the CEO also served as a Cabinet spokesperson.

A former GCIS CEO and Cabinet spokesperson himself, Maseko said it would be a good idea to go back to the old system.

"A Minister can do a press con-

ference but will not be available to communicate with the media. In a press conference, you do a briefing but you have to follow it up with interviews. If the media did not understand what you were talking about, you must still be available. So whilst there is merit in getting a politician to be a spokesperson, I think there is still some scope to get a civil servant to communicate. Ensure messages are professional and do not

appear to be party political," he suggested.

Maseko also highlighted areas in which he believes GCIS can do better.

"I think the system has been weakened. The fact that you don't have a permanent head for such a long time, I think the voice of government has declined quite substantially, the public is not well-informed," he said.

Maseko said more needs to be done to bolster its capacity to intervene where relations between communicators and the media appear to be strained.

He said his recent interactions with colleagues in the media space have led him to believe that relations between the media and government communicators are not as healthy as they used to be. This, he said, appears to •

have changed from the time he was at the GCIS.

"I think we were able to transform the culture among communicators to be less arrogant and more open to communications and accessible to the media. The little interaction I have with media people now, their overall sense is that government communicators and Ministers are not as accessible. You have a generation of communicators who project an image of [being] very arrogant,"

Imbizo programme

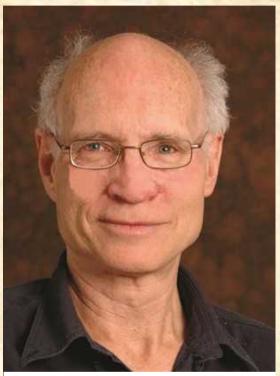
Reflecting on what GCIS has done well over the years, the former CEO called for the Imbizo programme that was led by the President to be intensified.

"The fact that people are generally not informed about government processes and decisions, I think there has been a rolling back or reversal of the achievements of the past. From where I am sitting, it is more government broadcasting its messages and not so much responding to what people need to know because it is more one-way engagement."

"The cancellation of the Izimbizo

initiative was a very short-sighted move and that is why we are starting to do too much crisis management because government is seen not to be listening to people," he added.

Former Deputy CEO of Strategy



Former Deputy CEO of Strategy and Content Management at GCIS Tony Trew.

and Content Management at GCIS Tony Trew understands all too well the importance of the Izimbizo programme.

Important intervention in communications

He described it as one of the most important interventions in communication.

Trew explained that while the programme was refined at GCIS at a later stage, the concept of Izimbizo came about during the democratic transition and at a time when the country was on a knife's edge, particularly with

the political violence in KwaZulu-Natal.

He said following several attempts to diffuse the violence, an Imbizo called by the Zulu King eventually calmed tensions.

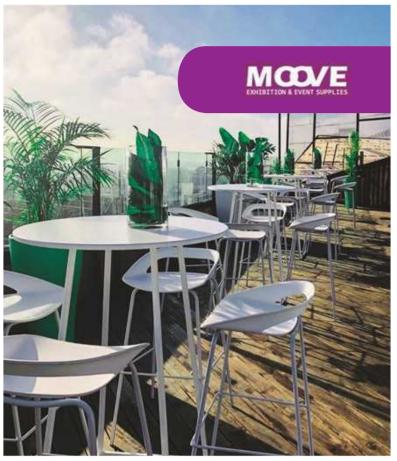
"[Former President]
Thabo Mbeki had a great push towards unmediated communication in the form of Izimbizo. It was partly through him and us that it was developed.
But it took a long time – I think any big change in government takes at least two years and I think we probably almost gave up. Then there was one year when the communication strategy went

to Cabinet and President Mbeki said: 'Where are the Izimbizo? Why have they been left out?' Then it was picked up again."

After years of refining the Izimbizo programme, which would see then President Mbeki lead a delegation of Ministers and Premiers to listen to the 'general' concerns of citizens, GCIS eventually







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087 550 9407 sales@moove.co.za www.moove.co.za adopted the programme in 2005.

"Other antecedent of Imbizo was the Masakhane Focus Week, an element of the Masakhane campaign (launched by President Nelson Mandela in 1995), which was a week of interaction between government and communities. At the end of

Mandela's presidency, the Maskhane Focus Week was transformed into the Imbizo process," Trew said.

Impacting development

Trew, who joined GCIS in 1998 as a Chief Director of Policy and Research, is extremely modest when describing his work at GCIS and said the only contribution he was proud of was when communications had an impact on development.

"I just think we thought
we were doing something
that had the respect of
government and the
public and the fact that
communication can contribute to
development is right. To be doing

development is right. To be doing communication in that framework is a rewarding thing," he said.

Trew and a team of researchers were also instrumental in getting the Media Diversity and Development Agency up and running in 2002.

While Trew would not be drawn into giving his views on the current state of the GCIS's affairs, saying he did not want to "rule from the grave", he said it would go a long way if the department was run under the guidance of the founding document - the Comtask Report.



Former Deputy CEO of Strategy and Content Management, Baby Tyawa.

Ground-breaking research

For Acting Secretary to Parliament Baby Tyawa, the communications research carried out by GCIS was ground-breaking.

Between 2002 and 2005, she was a Chief Director responsible for Policy and Research at the GCIS and was appointed Deputy CEO of Strategy and Content Management in 2007.

Tyawa pointed out that government newspaper, *Vuk'uzenzele*, was a product of scientific communications research. She participated in the management

of a communication research project, headed by Trew to establish the communication and information preferences of communities across South Africa.

The result of the "scientific research" resulted in government launching a magazine called *Vuk'uzenzele*, in 2005. The magazine later transformed into a newspaper.

She recalled that research was very significant as it became an important intervention tool that helped to assess how government informed the public on the programmes of gov-

ernment and how to access programmes that may improve their lives, as well as assessing people's communication needs.

"There was never communications research and I am not talking about public opinion, I am talking about communications research. GCIS was the only entity

Public Sector Manager • May 2018

doing it and we got departments to buy into that too. I'm very proud that," she said.

Tyawa said through this research, GCIS was able to continuously assess trends on the mood of the country and on the impact of communication.

She said over a couple of years, they were able to build

data that revealed patterns and out of those patterns, "we then developed strategies to intervene".

Currently an Acting Secretary to Parliament, Tyawa said she has used the research tools after leaving GCIS at the National Gambling Board to assess the impact of gambling on the gambling population.

Upon joining Parliament,
Tyawa used her experience from GCIS to introduce research to assess
the public's awareness of how Parliament works. The data collection methodology is in its third phase and three reports have been produced.

Tyawa noted that GCIS like any other department had been affected by the changes in political leadership over the years. She said going forward, GCIS still has strong managers who can restore systems that may have taken a knock

because of the changes.

Internal communication

Ilva Mackay Langa joined the GCIS in 1999 as the Chief Director of Corporate Services and said internal communication and staff induction were crucial in ensuring that unforeseen issues related to



Former Deputy CEO of GCIS, Ilva Mackay Langa.

governance were addressed early.

"We had a very strong internal communication system, which was critical, especially when you are dealing with issues of transformation," she said.

Mackay Langa later became Deputy CEO of GCIS and noted that one of the challenges GCIS faced was integrating communicators from provincial offices. Several policies had to be introduced to avoid neglect and abuse of state resources at regional offices where management could not monitor affairs with an "eagle eye".

"With a lot of those issues, it was about very clear communication.

We brought in a whole lot of young people from regional offices and that is where a lot of problems could have emanated. People have cars, phones, laptops and they are not very close to head office.

"So we had very strict communication making sure that people understood. There were policy documents that will tell you how you are supposed to look after things, this is what you are entitled to and this is how you have got to look after things and if something happens, this will be the consequence," she said.

Mackay Langa recalled that at the time of her appointment, the entire public service was going through an era of transformation and her job was about how to strengthen the corporate service section.

"There were aspects that we developed when we worked in the human resources section – performance management. •

There wasn't really a performance management and development system in government. This was implemented through the Department of Public Service and Administration because it had a government-wide performance and development management system. This was one of the things that we implemented," she said.

New Coat of Arms

During Patti McDonald's time at GCIS she worked on several projects that reflected the transformation in South Africa.

She joined GCIS at the end of 1998, to head up the print department in the Communications
Service Agency.

One of her best memories was delivering the President's letterheads that contained the newly-designed Coat of Arms ahead of Freedom Day

27 April 2000 to the then President Thabo Mbeki.

"I was running up the stairs of the Union Buildings. We had printed the new Coat of Arms on the President's letterhead so it was embossed, it was not printed, just an embossed beautiful Coat of Arms on this thick, beautiful paper.

"As I was walking out, I called

Joel [Netshitenzhe, GCIS's CEO at the time] and said 'the President has got his letterheads, they are launching in Bloemfontein tomorrow', and he said: 'I hope you kept one of those pieces of paper to write yourself a letter of congratulations'."

Of course, she had not. "The

Former Chief Director of the Communications Service Agency at GCIS, Patti McDonald.

thing is I never did because you couldn't take the President's letterhead, you know.' I often wish I had kept it, just for my son[to show it to him one day]. I never did that because that was the ethos," she said.

McDonald recalled that joining GCIS in those years came with challenges, including that some of her colleagues were finding it hard to get along as they had been inherited from the old South African Communications Services.

However, she pointed to an incident a few years later that made her realise the country had come a long way on the journey towards unity and reconciliation.

"I will never forget walking into the office when we had just lost the first World Cup bid. I walked into the area where the designers and other people were and one of my Afrikaner designers was just sobbing at her desk. I suddenly realised we had become a whole nation," McDonald added.

She said that the attitude, humanity and vision of a number of her colleagues helped make GCIS "human" back then.

McDonald, who eventually became Chief Director of the Communications Service Agency, worked on several significant projects

during her time at GCIS, including project managing the design of the new Presidential Medals.

Before she left the department, a racist automobile advert triggered her final project, where she coordinated a dialogue between government and the advertising sector on racism in this particular environment in 2002.



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The power behind

government communications

s Government Communication and Information System (GCIS) Acting Director-General Phumla Williams looks back on the past 20 years of the department, it is with a sense of pride particularly because of the department's efforts to ensure that South Africans are informed.

"As we celebrate 20 years of GCIS I want us to celebrate government's contribution in adhering to Section 195 of the Constitution by making information available to South Africa through the work of GCIS," she told *PSM*.

This section of the Constitution deals with the basic values and principles governing public administration.

The section in full states: "Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles:

- (a) A high standard of professional ethics must be promoted and maintained.
- (b) Efficient, economic and effective use of resources must be promoted."

Williams added that although much work still needs to be done in ensuring these values and prin-



ciples are entrenched in government, GCIS has made some inroads.

She pointed out that GCIS has a presence in municipalities, provinces and in national government.

"We have tried with our limited budget to make information available to South Africans and that is a cause for celebration. As we celebrate let us look at what needs to be done to strengthen this organisation and make it a strategic body as what it was envisaged in 1998," said Williams.

GCIS was launched in 1998 with a mandate to provide leadership in government communication and ensuring that the public is informed of government's implementation of its mandate.

True to the mandate

Williams said GCIS has been true to this mandate but also acknowledged that it can do so on a much larger scale.

She added that GCIS has been able to excel, even with limited resources.

"The fact that we are a fully-fledged organisation that is able to produce with little money is still a highlight. We still have high quality products. If we had more money imagine what we could do."

"We feel we could do more with more resources. Our advantage is that we have young people in this organisation who are very passionate about the work that we do," Williams added.

Reflecting on the positives

Noting the important role of GCIS, she pointed out that the department is represented on and makes contributions to almost every Inter-Ministerial Committee.

"Whenever there is a crisis, GCIS is called on and takes charge of communication activities," Williams added.

The department has also had to come up with innovative solutions to overcome budgetary constraints.

"We have been running a number of campaigns, including those on gender-based violence and employment, on social media platforms. Although we've been allocated no new resources, we have grown the social media function considerably. Recent figures show that the GovZa Twitter account has 126 801 followers and more than 10 million impressions, while the Facebook account has 275 592

likes with a reach of almost four million. Similarly, the social media sites of various GCIS platforms are continually growing."

"We also launched the SA Government App with the intention to make government information and services easily available to citizens," she said.

Williams is also pleased with how government's newspaper Vuk'uzenzele newspaper, has evolved over the years.

"Vuk'uzenzele has progressed from a monthly publication to twice-a-month and also has a jobs section. We now print 1.7 million copies a month, translate selected pages and distribute countrywide. Through the funds generated from recruitment advertising we have managed to increase the print •



run of specific editions of the newspaper," explained Williams.

Time for review

After two decades, Williams believes it is time for a review of GCIS.

"When we conceptualised it we thought things would happen in a certain way but there have been a few lags. For example, GCIS is a system that should provide strategic leadership where communicators get a mandate from our organisation. We were of the opinion that communicators would be on board. Currently this is not the situation when it comes to providing leadership in government communication," she noted.

"We have to go back to the drawing board. The problem is that there is nothing forcing communicators to follow the strategic leadership that comes from GCIS," Williams explained.

She added that going forward GCIS wants to ensure the professionalisation of government communications.

"It is important that there is more recognition for the profession. We have developed a curriculum to standardise the professional skills of government communicators that is currently with the National School of Government."

Williams also wants to see GCIS empowered to centrally run government campaigns.

Management that excites

On a personal level, Williams said one of the highlights of her role is working with people and being able to collectively achieve something.

"What makes my role exciting is that I get to work with people. I put out an idea and people run with it. What has defined my management is that I have never seen myself as a person with answers. I have always seen myself as part of a collective that brings in brilliant ideas."

"Everything that I have managed to do in GCIS is because of the team that I have worked with this is how management should be. I don't have all the answers," she noted.

GCIS a second home

Williams has been at GCIS for nearly all of its 20 years, having joined the department in June 1998. She described GCIS as her second home.

"In terms of the culture of this organisation I think we are a big family. I have never had a situation where I feel pressured by my supervisor," she explained.

Prior to her role as Acting Director-General, Williams was the Deputy-Director General for Corporate Services and prior to that the Chief Financial Officer. She joined the department as Director for Finance.

Williams said in her previous positions she had to juggle adhering to the demands for revenue while also ensuring that she is compliant with all the relevant regulations and the budget is spent wisely.

"When you are in finance you are debating between compliance and the organisation's demands," she explained.

Williams said one of the highlights of her time at GCIS was when the department achieved its first clean audit in 2004.

"I remember when I joined GCIS we had the most terrible audit report. We underspent and we also didn't have systems in place. I took a resolution that this thing of getting a clean audit was not going to beat me."

"My highlight was the day we got a clean audit. I am not a person who allows herself to say that she is defeated," she added.

Williams wished the organisation success in the future and said she was proud that she was able to serve the Information System.

"I like working for South Africa. I am continuing with what I have always been passionate about which is changing the lives of South Africans. The fact that the work that we do here changes every day makes it more exciting," she said. •

WE ASPIRE TO BE A SOUTH AFRICAN MINING CHAMPION

OUR BUSINESS

Seriti is a broad-based, 84% black-owned and -controlled coal mining company with operations in the Free State and Mpumalanga provinces. It is made up of three operating collieries: New Vaal, New Denmark and Kriel as well as various life-extension coal resources and closed collieries.

Our three mines supply a collective 24 million tonnes of thermal coal to Eskom's Lethabo, Tutuka and Kriel power stations every year. Together, these produce approximately a quarter of South Africa's electricity.

Seriti is co-owned by four anchor shareholders – Community Investment Holdings (CIH), Masimong Group Holdings, Zungu Investments Company (Zico) and the Thebe Investment Corporation. It is led by an experienced board and management teams.

OUR PEOPLE

Our employees are not 'assets'; they are the heart of the business. One of our six guiding values is that the safety and health of our people should never be compromised. This is our commitment to deliver the best-in-class health and safety performance.

We invest in the critical core skills and talents of all our people to ensure that they have the resources and knowledge needed to deliver sustainable long-term results. We also work together with our key partners and stakeholders to unlock the long-term value that our mineral resource (coal) represents for our shareholders and communities, as well as the country in which we operate.

OUR STORY IN NUMBERS

3 100 Permanent employees 3 000 Contractors



EMPLOYMENT EQUITY (%)

78% in C level

71% in D level

56% in E level

80% in Flevel

93% Learners and trainees

85% Graduates

72% Artisans and miners

96% Operators

25% Female representatives

TRANSFORMATION: OUR NARRATIVE

Seriti has inherited a set of transformational business practices and achievements that place it at the forefront of transformation across the coal mining sector. It exceeds all of the requirements of the Mining Charter. It is particularly noteworthy that in the area of female empowerment, the business averages 25% female representation across operations and skill levels. Our transformation objective is holistic and aligns with our business ambition.

CREATING GROWTH FOR ALL OUR STAKEHOLDERS

Our ambition is to empower and create growth for all our stakeholders. This goes beyond compliance with the Mining Charter and its objectives. Compliance with the latter affects about 20% of the labour force and/or their families. We aim to develop systems and programmes that will achieve growth for the entire workforce. This will see each employee and their host communities experience real socio-economic growth from Seriti's operations.

EMPOWERING BLACK WOMEN

Empowering black women is key to the Seriti business strategy. This commitment starts at the helm, with Dr Anna Mokgokong chairing the board. A renowned female business figure, Dr Mokgokong is a co-founder and the executive chairperson of Community Investment Holdings.

OUR AMBITION

To empower and create growth for all our stakeholders.

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Leading from the front: DDGs ensuring excellence at GCIS

overnment Communication and Information System (GCIS) is known for being the pulse of government communication, having excellent stakeholder relations and upholding high standards when it comes to governance.

This is all because it is in the hands of experienced senior managers who have an intricate understanding of the department and vast experience in their areas of work.

Communicating government messages

As a professional communicator who started her career when South Africa gained democracy, Tasneem Carrim is entrusted with the responsibility of ensuring that the department delivers on its twin mandate of providing information to the public in order to better their lives while at the same time coordinating and leading the government-wide communication system.

She is the Acting Deputy Director-General for Content Processing and Dissemination, a branch that oversees three Chief Directorates including Products and Platforms, the Communications Service Agency, and Policy and Research. The functions of this branch include conducting research to assess how government should inform the public's communication needs monitoring media coverage of government programmes from a communication's perspective, as well as providing strategic guidance on the evaluation and analysis of print and electronic media to contribute to professional and timeous government communication.

The branch is responsible for all content that GCIS produces, including with the platforms it uses to disseminate information and research.

"We write content messages for other departments and we generate content for the public through our news platforms using information from other government departments. We have a role in directly communicating to the public," Carrim explained.

While overseeing the branch and all of its components and the ad hoc requests it receives is a demanding role, Carrim still has time to appreciate the working environment.

"What I love most about GCIS is that no matter how much we fight internally, we are very much like a family. It is a very fair environment. It is not punishing. I am lucky to be working with amazing professionals in the branch and even beyond," she

Carrim has had the privilege of working in this environment for the past 10 years.

She joined GCIS as a Chief Director for Policy and Research, having started off her career as a Communications Officer in the Presidency in 1994.



Public



Acting Deputy Director-General Tasneem Carrim with the team that makes up the Content Processing and Dissemination branch.

Carrim worked her way up to Deputy Director, before joining local government as a Director and later the South African Revenue Service in a Chief Director position.

She has an Honour's degree in Industrial Sociology but decided to pursue a career in communication research.

A decade of learning

Spending a decade at GCIS has taught her a few lessons on the governance side, such as the need to constantly develop people.

"We must be managing people in such a way that it gives them an opportunity to grow," she said.

She is proud of the work being done by GCIS employees despite the limited resources available to them.

"We have very few resources, we are being stretched all the time. So we must realise that compared to what the resources are, we are doing an amazing job and the employees are the best resources," Carrim pointed out.

She added that GCIS lost posts and budget from its baseline to aid the creation of the Department of Communications and has struggled to recover since then.

"Despite these limitations, we have soldiered on. We have a growing presence on social media through which we keep the public informed and government's newspaper *Vuk'uzenzele* has continued to grow from strength to strength, moving from a daily publication to twice-a-month."

However, she said she would like to see the organisation achieve more impact.

"We do a lot of the right things but I am not sure if we are doing enough to achieve impact. I would rather see us do fewer things with more impact," Carrim explained.

She called for GCIS to be acknowledged for the important role it plays.

"If we could get more recognition from the political principals, •

including National Treasury and the Department of Public Service and Administration, about the work that some of the people at GCIS do, it would be good ... Across the system we have a low recognition of the status of communication, so GCIS is always the last one to get resourced," Carrim pointed out.

She added that a number of issues raised by the Comtask 2000 Report had not been addressed as yet.

"Some progress has been made, such as the policy GCIS has developed to help standardise the deliverables of communicators and a scorecard that helps their superiors manage their performances

better.

These tools are available for communicators to make use of," said Carrim.

Good governance is key

In another branch at GCIS, Keitumetse Semakane is hard at work ensuring policies are applied consistently – a key factor that has led to the department achieving five clean audits.

Semakane is the Acting Deputy
Director-General of Corporate
Services.

"It is important to apply policies consistently because when you are consistent you will win the respect of everybody," said Semakane.

The functions of his branch include providing strategic leadership in financial administration and supply chain management.

He is also responsible for ensuring that the organisation has professional project management

with providing strategic

leadership

planning

and

services along

monitoring processes.

Semakane also provides guidance to the GCIS information technology department.

His favourite role is providing leadership in the application of the Human Resource Management Strategy.

Prior to being appointed as the Acting DDG, he was the Chief Director for Human Resources.

"In all the directorates that I oversee the one that I enjoy the most is Human Resources. This is an area where I learnt to understand how people need to be managed in an organisation."

Training and development also falls within Semakane's branch.

"I have produced a lot of graduates due to our internal bursary scheme. This shows that education is very important. When you improve your education and knowledge, you become more effective," he noted.

Semakane added that his second love is finance and supply chain because of his no-nonsense approach when it comes to spending government funds wisely.

"I like good governance; hence we always get clean audits," he said.

Good stories

Semakane has been at the department for 23 years and has

Acting Deputy Director-Generd of Corporate Services, Keitumetse Semakane.

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CONTACT DETAILS

Phone: 011 682 3858 Email: admin@hmss.co.za Website: www.hmss.co.za nothing but good stories to tell of how the organisation has evolved.

"When I joined this organisation it was called the South Africa Communication Services (SACS). I was one of the first black directors to work for GCIS," he recalled.

He was the Provincial Director in the Gauteng region from 1995 to 1997.

Prior to joining GCIS, he was one of the first public relations officers in the North West Department of Education.

Semakane has a Master's degree in Education and has also worked as a teacher and a radio DJ at Motsweding FM.

He describes himself as a seasoned communicator who just happens to head corporate services.

When the process started of converting SACS to GCIS Semakane was asked to head up administration.

"During that time the organisation experienced a large number of people resigning and most of them were senior managers. There was no one to head administration and salaries had to be paid, administration had to continue. I was appointed to head the administration sector. I am the one who converted people from being employees of SACS to being em-

ployees of GCIS," he recalled.

In 2002 the department was expanded and he was appointed the Chief Director of Human Resources.

"When I was the director for administration I found the department in tatters in terms of audit findings. I looked at the outcome of the audit report and at each and every finding. I read it line by line, looking at where we went wrong and how we could improve. This is how we were able to turn things around," said Semakane.

He added that some of the biggest challenges facing GCIS is how to do more with less.

"People are overworked. When they do exit interviews they complain about getting burnout due to the amount of work that we do here," said Semakane.

His message to GCIS staff on the milestone of celebrating its 20th anniversary is that they must continue to be an example to other government departments.

"Let's continue to shine ensuring that we give people everything that they need. Informed leaders take good decisions," he added.

Building stakeholder relations

The third branch at GCIS is Intergovernmental Coordination and Stakeholder Management, which is headed by Acting Deputy Director-General Michael Currin.

He started off his career with the department 27 years ago as a Communication Officer.

In his current role, Currin is committed to ensuring that the organisation builds stakeholder relations with other government departments and different community organisations in the country as well as the media.

His branch has four Chief Directorates which include Provincial and Local Liaison, Media Engagement and two Cluster Communication Support components.

The branch provides leadership and strategic advice to provincial and local government communication systems.

Its purpose is to strengthen the system of government communication and implement development communication through, unmediated communication. It does this through sound stakeholder relations and partnerships to ensure that the public is informed about government policies and programmes to improve their lives.

The programme also coordinates the roll-out of the Thusong Service Centre programme as part of the government-wide access strategy.

According to Currin, it is important to build a strong team and to be informed of developments in one's area of work.

"The greatest thing is to read.

You have to read the policies, and programmes and documents that are written about the work of government," he said.

He said he is proud of what GCIS has achieved over the past 20 years.

"We have inherited the culture of a progressive, democratic and professional government communication operation that has stood the test of time over 20 years. It is a history that we must jealously guard and actively develop further," said Currin.

"We have a wonderful legacy built on a very strong journey towards a democratic, people-centred government communication service, we cannot forget that. Sometimes we have to celebrate our achievements. If you do not celebrate your achievements you become disillusioned," he added.

Currin said that GCIS has to become the best communication force in the next decade and that its staff have to be the reason why people have hope in South Africa.

Highlights at GCIS

Currin has many memorable moments during his nearly three decades at GCIS.

He was involved in the creation of the Multi-Purpose Community Centres, which are now called the Thusong Service Centres. It is here where local, provincial and national government as well as other sector service providers offer services and developmental informational to local communities.

Currin was also part of the government delegation that travelled to various countries on a project to assess the institutional arrangements of GCIS.

"We understood that
we had done very
well in the first
decade as
GCIS but we

thought there were more things that we could do to strengthen the manner in which the media is engaged by government. We had also looked at the degree in which the messaging of government can be more coherent domestically and internationally," he said.

Out of that review, GCIS ended up with three branches including the Intergovernmental Coordination and Stakeholder Management, Content Processing and Dissemination, and Corporate Services.

Another significant event during Currin's time at GCIS was the funeral of the former President Nelson Mandela.

"I had not slept for a week. On the day of the funeral, the hearse was driving from the airport to Qunu. I was standing on the side of the road. It was a moment of reflection and I was filled with profound sadness. Not at a familiar level, but because it was a flashback to 1994.

"My father had also passed away recently and I was very close to my father. I suddenly felt like the country has lost its father and no one is going to hold its hand no more. It was such a strange moment yet so symbolic," he said.

Currin holds Master's in Professional Youth Development and a Master's degree in Education specialising in Youth Work Policy in South Africa.

Acting Deputy
Director-General of
Intergovernmental
Coordination
and Stakeholder
Management,
Michael Currin.

TETA - GENERATING SUSTAINABLE SOLUTIONS FOR SKILLS DEVELOPMENT IN THE TRANSPORT SECTOR

South Africa has made commendable progress since 1994 in alleviating poverty and creating employment opportunities for its citizens. The country currently boasts the second largest economy in Africa and is regarded as one of the most politically stable on the continent. However, the advent of the Fourth Industrial Revolution poses numerous threats to the country's capacity for improving the livelihood of its citizens and making wealth creation opportunities available to all. A major challenge to South Africa's continued economic development is the current skills deficit which has negative consequences across all secors. The Transport Education and Training Authority (TETA) acknowledges the uphill battle to safeguard the transport sector against the negative effects of this challenge.

TACKLING THE SKILLS DEFICIT IN THE TRANSPORT SECTOR

The National Development Plan identifies the transport sector as one of the sectors that can play a key role in the realisation of the country's development and growth strategy. Yet the sector is experiencing a concerning skills demand and supply mismatch. As a result, the need for robust education and training interventions to tackle the country's skills deficit requires immediate attention.

Like other sectors of the economy, transport is faced with rapid technological changes that may render some skills obsolete and result in a growing demand for new ones. A trend identified in this sector is that employers are increasingly demanding technologically based skills. This is not surprising because most transport sector businesses compete on a global scale and need to remain current in the use of technological solutions to match global standards. Consequently, TETA is gearing up towards supporting programmes with a technological skills base – with the objective of making the industry workforce globally competitive.

UNDERSTANDING THE MANDATE OF THE TRANSPORT EDUCATION AND TRAINING AUTHORITY (TETA)

Over the past 18 years, amidst a multitude of challenges, TETA has achieved notable milestones in its efforts to transform the



South African transport sector. The organisation is, however, aware that the role it plays within the sector is still unclear to many in the industry. Moreover, TETA realises that its success is driven by committed industry players who should be recognised and rewarded for their contributions. Hence the desire to host a dialogue which assesses wins and losses and crafts a roadmap towards a desirable future for the sector.

The sector profile mandated to TETA with reference to skills development, covers aerospace, forwarding and clearing, freight handling, maritime, rail, road freight, taxi and road passenger subsectors. The maritime, aerospace and road freight subsectors in particular are technologically driven and exposed to global competition. The need for a technologically skilled workforce in these subsectors is therefore becoming critical.

STAKEHOLDER PARTICIPATION FOR SUSTAINABLE SOLUTIONS

Over the years, TETA has fostered relationships with several industry players who make it possible for the education and training authority to make strides in achieving its mandate. Among others, TETA has enjoyed support from partnerships with labour unions, professional bodies, transport sector



employers, municipalities, non-government organisations (NGOs), research institutions, youth-led organisations, small and medium enterprises (SMMEs), higher education institutions (HEIs), government departments and public entities.

In light of the current industry issues, particularly the skills deficit challenge, it is clear that TETA needs to be proactive in preparing the industry for the road ahead. The organisation is holding a summit in October 2018, which will bring all industry stakeholders together in one room to address the current skills deficit and future demand. TETA stakeholders are encouraged to be on the alert for more information in this

regard. The negative effects of a skills deficit on South Africa's economy cannot be understated - neither can the power of various industry players in tackling this challenge be overrated.

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Dr Ntombifuthi Nala:

Leap into the unknown leads to success

hen Dr Ntombifuthi Nala joined Government Communication and Information System (GCIS) 14 years ago, she had no idea what she was getting herself into.

She was busy with her Doctorate studies in Water Quality Management at Technikon Witwatersrand (now known as the University of Johannesburg) and all her previous experience was in academia.

Part of her job while she worked at the Water Research Institute included writing articles and assisting her supervisor by editing professional journals. It was then she decided to refocus her energies.

"I told myself that I had been in the academic field for almost my entire life and it was about time that I tested other waters," explained Nala.

She applied for a Deputy Director post at GCIS in 2004, went through the interview process and was offered a job two days later at Assistant Director level.

"I didn't even think twice about it. I said it's fine, I will take it. I think I was just excited by the sense of achievement that came with it because although it was not the position that I wanted, I had performed well enough to be offered

something else," she recalled.

Beyond the comfort zone

Although excited about the new opportunity Nala said she was also anxious about leaving her comfort zone.

"I had many thoughts about it later. I was also thinking about all the complaints I had heard about the low work ethic in the public sector and how I would regret my move. But I thought I should give it a try because if all else failed I could always go back to academics," she said.

Clearly Nala did not fail and is now the Director for Research and Knowledge Management at GCIS.

Looking back, she recalled the important work she initially undertook at GCIS.

She was part of the qualitative research team in the Research Directorate. The other teams were working on quantitative research and in-depth analysis of the data.

"Our work used to inform policy and strategy development at a very high level. We made submissions to Cabinet, and Cabinet relied on the arm of GCIS research to provide guidance and way forward in order to speak to the needs of the public," Nala explained.

She excelled in her position; barely a year-and-a-half later she applied for a Deputy Director post in the unit and got the job.

"At this level, I was exposed to making presentations at high-level meetings and was also trusted with giving advice where it was needed. This instilled confidence in me," said Nala.

She was the project manager at GCIS as it was being reviewed with regard to the department's role in the government-wide communication system.

Nala was part of the delegation that travelled to various countries to investigate and assess different communication systems in countries such as the United States, Tunisia and Brazil.

"The idea was to learn how similar departments like GCIS were run in those countries, in terms of coordinating communication and being effective. Out of that process, some restructuring was done at GCIS to make it more effective," Nala said.

Tough decisions

Nala's achievements at work came at a price as she dropped out of the Doctorate programme she had entered earlier as her

workload increased.

Not one to leave things hanging, Nala decided to register at the University of South Africa for a Doctorate in Public Health in 2006.

"I was trying to align my qualifications with the priorities of government. What I was doing at work was the same as what I did with my studies. I had applied for the GCIS bursary and it was granted," she said.

Once more, the demands of her work meant she had to make tough decisions. "My study supervisor asked me to make a decision between working and studying so I had to take a break from my studies in 2008 and focus on my job," she explained.

In 2010 she returned to her studies, determined to finish her Doctorate.

"I re-registered and from there on I did not have a life, even my kids knew that when mommy comes from work she goes straight to the study room. I had to work hard to finish my Doctorate in Public Health in public institutions," she said.

"I managed to pull through due to the support of my family. It was not easy but I am glad to say that I endured until the end. I would study the entire night and come to work the next day like all other employees. I had to put all my time into it because I wanted to finish and I did in 2014," she said.

Climbing the ladder

In 2015 there was a vacancy for a Director post in her directorate. Being the go-getter that she is, Nala applied for the position and was successful. She recalled the position took some adjustment.

"Managing a team, I had to learn group dynamics. It was a bit frustrating in the beginning because you never know what will work for everyone. I had to find a balance. I had a very supportive supervisor and other Directors assisted me to develop character for this role. With time, things settled, I found my feet and the team started gelling," Nala said.

The projects done by her team are mainly aimed at improving the work of GCIS and ensuring that the department is relevant to stakeholders including Cabinet, the Inter-Ministerial Committee on Communications and members of the public.



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"We also assess communication campaigns that inform the public about programmes that can improve their lives and that alert them to opportunities that they can take up," she explained.

For GCIS to know what exactly the public regards as important at a point in time, the accuracy of the research of the unit is vital.

"The type of research we are doing is not academic. It needs to be current, which is one of the challenges that we always try to address. The challenge that we are continuously faced with is doing research that is current enough to inform decision-making," she said.

Nala explained that she approaches every work day with a flexible mindset, aiming to get through her "to-do list" for each day, but is well aware that her schedule is subject to change due to requests that need to be reprioritised.

"I spend long hours in this office, sometimes I leave around 10pm and there are times where we left around 4am the next morning because we just wanted to finish tasks and meet deadlines. I have a very flexible team and I know that I might be a bit of a perfectionist," she said.

A bird's eye view

Nala added that one of the advantages of working at GCIS

includes having an overall view of government machinery and being at the centre of everything.

Employees at the department have an opportunity to be versatile and knowledgeable about all of government, unlike when one is in an isolated department that focuses on only one area. Nala believes that this helps develop employees.

"The level of openness among colleagues and managers is also encouraging, and the open door approach is what I like most about the organisation. It is not status orientated. This makes room for the young employees in the organisation to know that they can engage with officials who are at different levels in GCIS without feeling intimidated," she said.

"What I like about my job is the different research projects that we do. I don't think anyone can get experience like that from anywhere other than GCIS. The variation keeps you on your toes. You get to explore new fields and learn new things based on public perception," she added.

Making the most of research

Nala's job also comes with its unique challenges. Ensuring that research is used effectively is one of them.

She constantly has to make sure that research findings are being

used especially when developing content for GCIS products for members of the public and when GCIS does media planning and scheduling.

"Even today, we still need to figure out how to work together with the Media Buying and Content Development units. It will be an ideal situation to sit and plan together and explore ideas to come up with the holistic approach or strategy that takes into account the insights from research, not just as additional information," she said.

On a personal level, Nala said she has learned how to deal with criticism.

"There have been times when I had to take punches in terms of my work. I was made to feel that my work was not worthwhile due to some silly mistakes, but choosing to look on the brighter side of things helps me to not always focus on the negative. I always try to make something out of the criticism and turn it into a positive outcome," she said.

"During my stay at GCIS I have learnt to develop a thick skin when it comes to criticism and to translate it into a plan for a game changer," she added.

Nala believes GCIS is the best employer in government. She would not choose any other environment to learn in. "It is a really warm environment," she added. •

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- William Price, Country Manager, Enel Green Power South Africa.



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In October 2016 Enel Green Power South Africa started commercial operation at the Nojoli wind farm in the Eastern Cape, the group's first wind farm to start production in South Africa. In April 2017, the 111 MW Gibson Bay wind farm added to the group's growing renewable energy offering in South Africa.



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Enel Green Power South Africa has projects representing more than 520 MW in operation. Polokwane Nelspruit Owns and operates: **PRETORIA** Mafeking Johannesburg - Paleisheuwel (**82.5 MW**) - Tom Burke (**66 MW**) ------ Upington (**10 MW**) - Nojoli (**88 MW**)..... Durban Bloemfontein - Gibson Bay wind farm (111 MW)..... - Adams photovoltaic plant (82.5 MW)..... SOUTH - Pulida photovoltaic plant (82.5 MW) **AFRICA** Port Elizabeth Cape Town

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Staff reflect on 20 years at GCIS



s Government Communication and Information System (GCIS) celebrates its 20th anniversary, employees of the department have taken time to reminisce about their journey at GCIS. Some have walked every step of the road with GCIS from its launch on 18 May 1998.

PSM spoke to Este Koorts, Georgina Mokoena and Thomas Chau-Chau who told us how GCIS has shaped their lives and careers.

Koorts said being part of GCIS meant that she witnessed and participated in history.

"I have been involved in inaugu-

rations, state funerals, the creation of the national flag and the coat of arms. I have watched government change before my eyes. It has been an interesting place to be with its culture of young people," she said.

Koorts is a traffic manager in the Chief Directorate Communications Service Agency (CSA).

She describes herself as the "bird's eye" of the unit, having to manage all requests for assistance and products which are channeled to her office.

Koorts and her team also render administrative support to the Production Unit. CSA consists of the radio unit, photography and design studio. This unit often receives requests from other government services to render its service.

Koorts ensures that all requests that are submitted to her are implemented by the departments in her directorate.

She began her journey with GCIS in 1986 when it was known as the Bureau for Information under the apartheid government.

"I was doing media monitoring at the time. It was in the days of censorship in the media. We had to check the newspaper and indicate which articles needed to be responded to," Koorts explained.

The Bureau for Information evolved into the South African Communication Services and later to GCIS, which was in 1998.

"When I joined this organisation it was full of middle-aged men in grey shoes. Now there are young and vibrant black ladies with strong personalities. This is what GCIS looks like today. It is such a vibey place," she added.

Koorts reflected that over the years she has formed meaning friendships and views her colleagues as family. She added that there is an advantage working for the GCIS because the department is respected by government.

"I think we lost some of that integrity and respect but we are getting out of that space and heading to better times. Our vision and mission is very important to me – I really want this organisation to be the best," said Koorts.

Looking to the future, Koorts said she wants GCIS to become the best-performing department in government.

"I would like to see the experts that work here be given the freedom to use their skills. We have very talented people in this organisation. I have a lot of respect for some of my colleagues," she added.

Koorts is optimistic about the future, adding that GCIS can only aet better over the next 20 years.







1998

2002

2006

Protecting staff and assets

One of the most familiar faces at the GCIS building in Hatfield is that of Thomas Chau-Chau, who is a security officer.

His job is to supervise and monitor the external security service, monitor access at the reception area and escort visitors.

"It feels great to do my job, especially receiving Ministers and handling VIP guests who enter our building," he said.

Chau-Chau is also tasked with

receiving documents that are delivered to the building and checking if there are any problems in the building.

He joined the department in 1997, prior to which he was a construction worker building roads in Pretoria.

"When I got the news that I got the job I was so excited that I did not sleep. I could not believe that I was going to work for this department," recalled Chau-Chau.

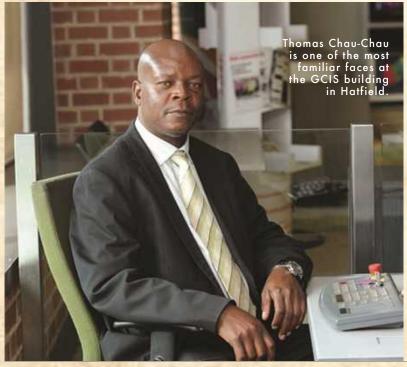
He added that one of the most important lessons he has learnt over the years is what it means to be a public servant and serve the public.

In 2001 Chau-Chau was asked to be part of the team doing stocktaking at GCIS's provincial offices.

"This made me so proud because I felt like my efforts to protect the organisation's assets were being recognised and appreciated," he explained.

Chau-Chau said one of the challenging times he faced at the department was when GCIS moved from its offices from the Midtown building in Pretoria Central to a new building in Hatfield, Pretoria.

"This was both exciting and \supset



challenging as I was part of the team that was implementing the security system for a building that had never been used before," he explained.

Chau-Chau said he loved his job and was excited for whatever the future held for GCIS.

A love of communicating

Georgina Mokoena joined GCIS in 1998 and is delighted to be celebrating 20 years with the department.

Mokoena is the secretary for the Chief Director: Platform and Products. Her job entails checking the Chief Director's diary for meetings, preparing his packs and other administrative duties.

When Mokoena was initially appointed, she was a security officer at the reception area and while she enjoyed her work she wanted to broaden her knowledge and skills.

She registered for short courses in secretarial studies and was appointed as a secretary in 2002.



"I wanted a new challenge. I was in the security department for a long time and when I made the transition, I was happy and people were happy for me," she said.

As part of her new role, she was part of the team that started the government newspaper Vuk'uzenzele. She said being part of the organising team for the launch of the paper was a most memorable time for her.

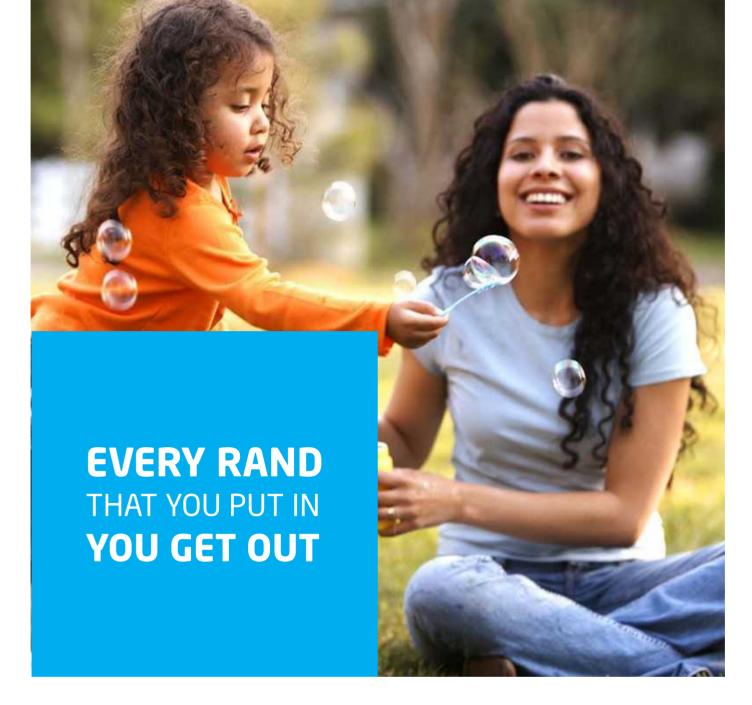
"When we launched Vuk'uzenzele, I was involved in organising the event. I came up with the idea of inviting the embassies and to this day the success of that event still blows my mind," added Mokoena.

Understanding the use of words and its impact are among some of the lessons she has learnt during her time at GCIS.

"I learnt a lot about writing in plain language and how to communicate with all government departments. Working for GCIS has made it easy for me to talk about any government programme and share this information with people on the street," she said.

Mokoena's advice to public servants is to serve and honour their country and to remain humble and open-minded. •





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Communicators hail GCIS's work

ver the years, Government Communication and Information System (GCIS) has played a pivotal role in the government communication space, providing training to communicators while offering advice and support to various departments on their campaigns.

As GCIS celebrates its 20th anniversary, PSM spoke to several government communicators to give them an opportunity to reflect on their experience of interacting with the Communication System.

Media Relations Manager at the South African Social Security Agency (SASSA) Tshediso Mahlaku believes GCIS has made it easier for government departments and agencies to reach out to the public over the years through its advanced and sophisticated communication technology.

He described GCIS as the allimportant voice of government



that enlightens South African society about the progress made in implementing all government programmes.

Mahlaku added that GCIS also provides a relevant platform for the public to engage constructively with government departments regarding their mandates.

"The two-way nature of this engagement enhances the democratic ideal that our government continuously strives for, a government in which the voice of ordinary people plays a critical role," he said.

"It can only be proper to wish GCIS a happy 20th anniversary and wish for many more years of success in carrying forward your mandate. Your success as a department is clearly visible in the levels of consciousness of government displayed by ordinary South Africans in their day-to-day discussions. Well done," said Mahlaku.

Supporting government departments

Former GCIS Director for Media Liaison Bongiwe Gambu has worked at the System for six years and remembers starting her days in Rapid Response meetings where she and colleagues from other units would identify issues in the media that needed further communication by government.



Bongiwe Gambu.

Her unit was in charge of supporting government departments, including the Presidency, in communicating the programme of action of government as well as transversal projects.

Gambu said her exposure to government departments along with the ability to access local and international media, while being able to dip into an extensive media database, are some of the advantages of working for GCIS.

"What I loved most about working at GCIS was the endless opportunities to influence public discourse and inform the nation on how to participate in democracy. It was great to work in such a dynamic organisation that exposed me to so many different opportunities. I also loved the people, the sense of comradeship and the relationships that outlived my time there," she added.

Gambu said the most meaningful

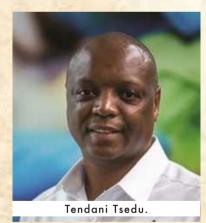
lesson she learnt at the department was the power of the government communication system when it was running efficiently.

Moving forward, Gambu added that GCIS should adopt a better talent retention strategy and improve succession planning and implementation.

Her message to GCIS is: "May you grow and take your rightful place in government communication and in shaping the lives and experiences of ordinary South Africans through providing information on active participation in our democracy."

Providing leadership

Group Manager: Marketing and Communication at the Council for Scientific and Industrial Research (CSIR) Tendani Tsedu said that for the past 20 years GCIS



has provided good leadership to government communication and ensured that the public is informed of government's implementation of its mandate.

"With new methods of commu-

nication arising, GCIS has an important role to ensure government policies are communicated using these new tools that digital media is bringing to the fore," he noted.

With regard to the work of his organisation, Tsedu said media coverage of South African science, technology and innovation has been lacking.

"However, there has been a slight increase recently due to the partnerships that GCIS is building with different media houses to ensure that organisations such as CSIR can showcase its capabilities and expertise," he added.

"I would like to congratulate and commend GCIS for the outstanding role it has played since its inception. Surely it would not have been easy for us as communicators to communicate without the assistance and guidance we receive from GCIS."

"We also appreciate the community radio platforms provided by GCIS to ensure that we continue to educate and inform the public about our work, especially those in rural areas. Keep it up. Continue informing and educating the nation," he said.

Guidance and advice

Head of Communications at the Department of Rural Development and Land Reform Linda Page, said her experience with GCIS has been positive.

"GCIS provides me with contin-



ued support and I have constant interaction with with colleagues through the various communication platforms that they have created," she said.

Page added that GCIS has provided guidance and advice on strategic communication campaigns, including the provision of services such as media buying and content production, and through this she has gained knowledge and a deeper understanding of the government communications environment.

She stressed the importance of GCIS in the government communication space because government must have a collective voice.

"Government communications is key to nurturing social cohesion and fostering nation building," said Page.

"Congratulations on reaching your 20th anniversary. May GCIS grow from strength to strength and continue to lead and serve the country with distinction," she added. O

INTELLIGENT RESEARCH

CENTRAL TO PUBLIC-SECTOR SUCCESS

The South African economy has suffered numerous setbacks over the past few years and the nation has been driven by economic turmoil. This, in turn, has created a number of challenges for consumers, businesses and – most of all – for the public sector. Budget cuts, coupled with citizen demands, have created a tough working environment and navigating what is really needed versus what is expected has become a much tougher task than ever before. In fact, today, with the advent of technology and the ability for every citizen to become an expert in how municipalities should operate, there is no doubt that times are changing.

Today, it is far more about truly understanding what the people of the country are expecting, if we hope to achieve collaborative workstreams and viable community outcomes. Therefore, research plays a critical role in helping the public sector understand this "new-age" citizen and how to best map services to their needs, while maintaining a healthy business model.

In combining statistical intellect and psychological perceptiveness, a good research team should be able to unveil the answers to the most challenging business questions – in the public sector, this is critical. Research plays a vital role in gaining a detailed view of the mood of the nation and the public's perception around government's performance on priority areas. Collaborating with public sector enables the assessment of key nationally run campaigns including the State of the Nation (SONA) and the National Budget Address.

Ask Afrika, the largest independent market research company in South Africa, has proudly collaborated with the Government Communication Information System (GCIS) for five years, conducting nationally representative quantitative tracker research that informs government policy and communication. Through this research, results have been presented to the relevant parties in various government communication clusters and DG cluster meetings to enable improved strategic decision-making – creating sustainable progress. In order to ensure change can be implemented and sentiment better understood,

the nation's perception of performance is tracked twice a year, with the requisite information used to consistently inform government policy and communication strategies.

"With 23 years of experience in market research, we are extremely proud to be tasked with such critical work, which aligns well to our vision of amplifying the voices of Africa's consumers through credible and sound research," says CEO of Ask Afrika, Andrea Gevers. "We go above and beyond to ask the right questions, challenge the status quo and uplift the voices of Africa's people through multi-layered, creatively applied research science – giving clients insight from their selected target audiences."

Today, research companies need to customise solutions to meet the business needs of their clients, looking at co-crafting such strategies. For example, Ask Afrika uses a multi-disciplinary approach – with extensive experience in public-sector research including: reputation management, impact assessments, experience measurement and database audits.

"To truly affect change, businesses have to really dig deeper, to understand clients and to ensure that they can effectively change brand position and affiliation, based on data of the highest integrity – backed by statistical and psychological expertise," concludes Gevers.



For more information, contact Ask Afrika on **012 428 7400** and speak to:

Mashudu Ndopu (Director: Sales and Marketing)

Mashudu@askafrika.co.za or

Jacqui Kunene (Executive: Public Sector Sales)

Jacqui@askafrika.co.za

Game-changing Insights



Ask Afrika Group is the largest independent South African market research company that capacitates fast and reliable decision making through credible research turned into actionable insights. We strive to ask the right questions, challenge the status quo, and uplift the true voice of South African people.

With us, you can make game-changing decisions confidently.



Keeping the Eastern Cape informed

he Government Communication and Information System (GCIS) office in the Eastern Cape is at the centre of efforts to provide government content to those in the province.

Headed by Director Ndlelantle Pinyana, the office is tasked with informing the public about government policies, plans, programmes and achievements and creating informed stakeholders.

"This requires the development of a broad stakeholder database that reflects the provincial and local dynamics," explained Pinyana.

The list of stakeholders that government information must reach is extensive. It includes MECs, chiefs of staff, heads of department, heads of communication, media liaison officers, municipal mayors, municipal managers, speakers, chief whips, municipal heads of communication, community development workers, communicators, legislature, media, civil society organisations, youth structures and heads of tertiary institutions.

The GCIS provincial office also provides communication support to key campaigns.

"We provided communication support for the OR Tambo Centenary and the University of Fort Hare Centenary celebrations as well as the King Sabata Dalindyebo Municipality Presidential Intervention Project in Mthatha," said Pinyana.

Other projects of the provincial office include expanding the local government communication system and pioneering the first ever Presidential Siyahlola Monitoring Visit in the province.

Pinyana took up the position of Provincial Director in 2009 and was immediately confronted by challenges.

"The most vivid challenge was to transform the ineffective and inefficient office at output level to a well-oiled machine that now earns the respect and admiration of all stakeholders it has and con-

tinues to interface with in the province," he noted.

With these challenges now a thing of the past, Pinyana said he and his team are focused on equipping those in need of information to empower themselves.

Some of the highlights of the work of his office are the "progressive competitive spirit and sharing of best practices amongst provinces".

The provincial office also prides itself in "driving the development communication agenda of a democratically-elected government where constitutionalism is the order of the day", said Pinyana.

Looking to the future, he highlighted the need for more capacitybuilding in provinces and empowering officials in that space in their roles as they are at the coalface.

Reflecting on GCIS' 20th anniversary, Pinyana called for a continuation of the key values GCIS has nurtured over the years. "Durability, reliability, reputation and trust remain key values that contribute to a successful

company. It takes 20







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New scheme set to widen market access for SMMEs

Small, medium and micro-enterprises (SMMEs) will soon benefit from a programme that will offer business development services and improve access to markets.

Recently, Small Business Development Minister Lindiwe Zulu and the European Union (EU) Commissioner for International Cooperation and Development Neven Mimica launched the Employment Promotion through SMME Support Programme for South Africa at Riversands Incubation Hub in Diepsloot.

The programme will improve SMME access to finance and help ease the administrative and regulatory burdens they face.

"Through this programme, we seek to contribute towards inclusive economic growth and employment creation through support for SMMEs. More importantly, it is aligned to our National Development Plan, which articulates a vision of an economy that is

inclusive, equitable and fast growing, with the SMME sector contributing 90 percent of all new jobs by 2030," Minister Zulu said.

She added that government has identified small business development as a priority.

"We will ensure that the programme deliberately targets enterprises in the townships and rural areas, and those owned by women, youth and people with disabilities. We must not forget that the townships were created as hostels to house people working in the Central Business Districts of cities and scant effort was made to develop entrepreneurship in these areas," Minister Zulu said.

She said her department's partnership with the EU must assist enterprises to occupy their rightful place in the mainstream economy.

The Employment Promotion through SMME Support Programme seeks to ensure that private-sector role players, as well as state actors, work together in the best interests of SMMEs and cooperatives.

Call for submissions on land expropriation without compensation

The Joint Constitutional Review Committee has called for written public submissions to make it possible for the state to expropriate land without compensation.

The committee which has been set up to review Section 25 of the Constitution was instructed by the National Assembly and the National Council of Provinces to make it possible for the state to expropriate land in the public interest without compensation, and propose the necessary constitutional amendments.

As part of its constitutional obligation to facilitate public participation, the committee has invited written submissions from all stakeholders on the necessity of and mechanisms for expropriating land without compensation.

In addition to the written submission, the public is urged to indicate their interest in making an oral presentation to the committee.

The closing date for written submissions and requests for oral presentation is 31 May 2018.

Enquiries and written submissions can be addressed to:

Pat Jayiya

Committee Section

PO Box 15,

Cape Town 8000

or email pjayiya@parliament.gov.za.

Hand-delivered submissions can be submitted at W/S 091, 3rd Floor, 90 Plein Street, Cape Town.

For more information, members of the public can call 021 403 3661 or 081 441 0345 or send a fax to 086 465 0678.

The committee has until 30 August 2018 to report back to Parliament.

Tourism Ministers commit to creating jobs

Tourism Minister Derek
Hanekom and his G20
counterparts have committed their countries to
create more jobs and
promote entrepreneurship in tourism, especially for women and the
youth.

The G20 forum aims to strengthen cooperation between advanced and emerging countries.

The Tourism Ministers from the G20 countries form the T20 group, which held its annual meeting in Buenos Aires in April.

Minister Hanekom was invited by José Gustavo Santos, the Minister of Tourism in Argentina, the host country for this year's meeting.

"The global focus on creating jobs in tourism fits in perfectly with South Africa's strategy to tackle unemployment, poverty and inequality through inclusive tourism growth. The digital revolution, and the sharing economy that it supports, is changing the nature of jobs in tourism," Minister

Hanekom said.

"We need to work together through platforms like the T20 to formulate policy and devise innovative strategies that create decent, meaningful work for the people who need it most," he added.

The T20 statement notes that tourism accounts for 10 percent of the world's gross domestic product.

Tourism creates jobs within the sector and in many other linked sectors, and supports a higher share of employment for women and the youth, entrepreneurship and business opportunities in rural areas, compared to many other sectors of the economy. It also contributes to the preservation of natural resources and cultural heritage.

All member countries committed to establishing tourism innovation centres, incentives and programmes to stimulate innovation and entrepreneurship, and to linking start-ups, main companies, investors and governments.



Road D670 rehabilitation project launched

Gauteng MEC for Roads and Transport Ismail Vadi launched a R90 million Road D670 rehabilitation project between Bronkhorstspruit and Ekangala, east of Tshwane, in April.

The 19 km road project was funded by the department and completed eight months ahead of schedule.

Road D670 is located north of Bronkhorstspruit towards the R513 intersection and forms part of the northern corridor.

The rehabilitated road will not only ensure continuous and effective operations of the coal power station but will also provide safer conditions for daily commuters traveling to work, especially Ekangala residents working in Bronkhorstspruit, Cullinan, Rayton, Bapsfontein and Delmas.

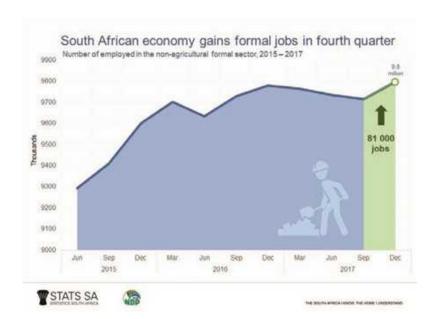
MEC Vadi said the completion of the project ahead of schedule demonstrated the department's commitment to adhering to set timetables and allocated budgets.

The road carries heavy traffic volumes, including coal trucks running between various mines and power stations.

"The rehabilitated road will stimulate local economic participation and growth. Furthermore, it will improve traffic capacity, particularly coal haulers travelling from Ekangala towards the N4. This is part of the Gauteng provincial government's efforts to roll out road infrastructure aimed at stimulating economic growth," said MEC Vadi.

He added that the project also provided skills development to local labour as well as empowerment of BBBEE contractors, with the main contractor subcontracting a percentage of work to local SMMEs. •

SA economy on an upward trend



igures from the Quarterly Employment Statistics (QES) survey show that South Africa's formal non-agricultural sector added 81 000 jobs in the fourth quarter of 2017, bringing the total number of persons employed in the formal non-agricultural sector to 9.8 million. According to the QES, formal sector jobs rose by 18 000 in the fourth quarter, compared with the same period of 2016.

Employment in the trade industries continued to trend up in the quarter, adding 56 000 jobs. Growth in employment was also reported by the business services industry which added 23 000

jobs and the community services industry was up by 21 000 jobs. Moderate gains were reported in the manufacturing industry with a slight increase of 3 000 jobs in the quarter.

However, the construction and mining industries shed 19 000 and 7 000 jobs, respectively, while the transport industry reported a moderate loss of 3 000 jobs.

Gross earnings paid for the quarter ending December 2017 increased by R45 billion. The total amount of gross earnings measured for the quarter was R662 billion. This was a 7.28 percent increase from R618 billion in

the previous quarter.

The increase in earnings was dominated by the trade industry which registered R11 billion. This was followed by the community services industry with R9 billion, the manufacturing industry with R8 billion, business services industry with R7 billion, transport industry with R6 billion and the construction industry with R4 billion.

Earnings in the electricity industry decreased by R390 million and in the mining and quarrying industry dipped by R60 million.

Average monthly earnings were measured at R20 004 in the formal non-agricultural sector of the economy in November 2017. This was a 0.7 percent increase when compared to August 2017, and an annual increase of 6.8 percent.

Working out percentage increase:

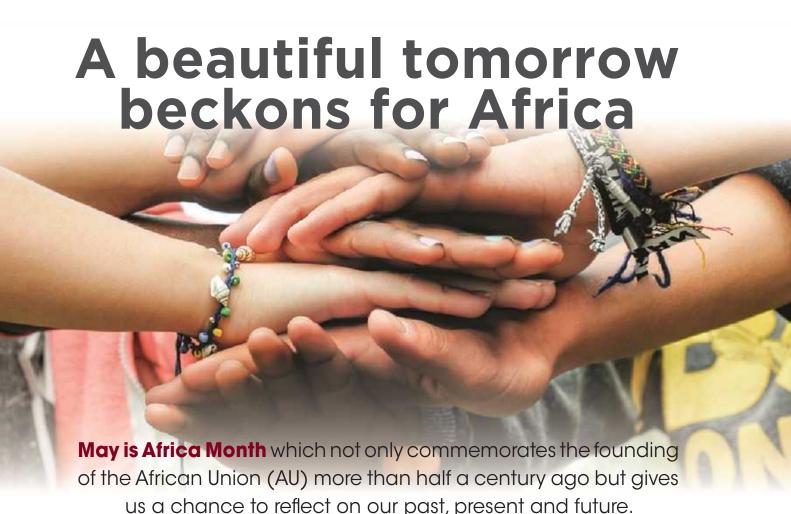
New number – old number then divide the difference with the old number x 100 Therefore:

45/618x100= 7.28 percent





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frican unity should be close to the heart of every South African because the greater our level of regional and continental integration, and the more aware we are of what can be achieved collectively, the brighter Africa's future will be.

Therefore, revitalising South Africa's international relations policy and regenerating important bilateral, continental and international relationships is high on government's agenda.

I have enjoyed overwhelming

receptions on my recent visits to Southern African Development Community (SADC) countries, both as the new President of South Africa and the SADC Chair. The countries visited are some of those that supported South Africa through the dark days of the liberation struggle.

Remember, the triumph over apartheid was a joint effort. We were offered support, sanctuary and funding from our allies to allow our struggle to continue despite immense odds.

Apartheid was a period in South

Africa that was marred by fear, pain, loss and disappointment. It left many wounded and scarred for life. To this day our society is still hurting, damaged by our past, numbed by our present and hesitant about our future.

Many of our brothers and sisters from the continent were on hand to wipe our tears, ease our pain and carry us through the difficult times.

Helping Africa fulfil its potential

And just as these countries once

fought side-by-side with us to attain equality for all South Africans, today we must be equally united in our quest to help Africa fulfil its vast potential.

Of common interest are peace and stability, economic growth, food security, infrastructure development and environmental change and management. These can be better addressed through meaningful intercontinental partnerships that help realise our collective might.

The AU has adopted the theme: "Winning the Fight against Corruption: A Sustainable Path to Africa's Transformation" for 2018.

This resonates strongly with all of us and our still new government is committed to freeing South Africa from corruption, which takes a huge toll on a country's government, economy and citizens.

If the AU's Agenda 2063 is to be a catalyst for the continent's socio-economic transformation, it needs the participation of governments that are committed to improving the lives of its people, rather than governments that jeopardise their citizens' future by allowing corruption to take root.

Higher levels of growth

Also urgently required is both an improvement in inter-Africa trade as well as business relations. The adoption by the AU of an agreement of free trade on the continent

is therefore welcomed as a new beginning that will catapult African countries and companies to much higher levels of growth.

Free trade has the potential to significantly foster the development of all countries on the continent, as well as big business, small companies and micro-traders.

The Tripartite Free Trade Area agreement, which brings together SADC, COMESA and the East African Community, will combine the markets of 26 countries with a population of nearly 625 million.

It will open market access opportunities for South African export products, and contribute to job creation and the growth of South Africa's industrial sector. At the same time we are aware of the challenges to labour in these new opportunities and these will be taken into account before any final document is signed.

At some point we would like to see a single currency being introduced for AU countries instead of us relying on other people's currency.

Embracing differences

Just as African governments seek closer alliances, so too must Africans themselves be more willing to accept each other and embrace our different cultures, both on the continent and at home. We all have a lot to contribute and can learn from one another.

In South Africa, we are committed to building a country in which a person's prospects are determined by their own initiative and hard work, and not by the colour of their skin, place of birth, gender, language or income of their parents. We should honour Madiba by putting behind us the era of discord, disunity and disillusionment.

I encourage South Africans to learn about each other's cultures to better understand them and to contribute to nation-building and the healing of past wounds.

The return of land to the people from whom it was taken is an important step towards healing the divisions of the past.

We must focus on a process of broad consultation to see how land expropriation without compensation can proceed lawfully and without damaging the economy or food production.

We have lots of work to do both inside our borders and across the continent, but there can be no doubt that Africa's time is now. Africa is the origin of humanity and it is vital that people respect their origins and that Africans, in particular, acknowledge their strengths.

Throughout history, we have used collaboration and partnership to overcome the greatest of difficulties and I believe it is through the same sense of unity that we will create the Africa of our dreams.

Manufacturing Indaba

19 - 20 June 2018

The Manufacturing Indaba is the leading manufacturing event in Sub-Saharan Africa. It aims to bring together business owners, industry leaders, government officials, capital providers and professional experts to explore opportunities, grow their manufacturing operations and look at local and global manufacturing trends.

Key areas that the event will focus on include efficiencies in manufacturing, how this can help manufacturers grow and become more profitable and access to new markets.

The event is designed specifically for private and public company representatives to hear from industry experts as they unpack challenges and find solutions for growth across the manufacturing sectors.

The annual two-day event

includes the Department of
Trade and Industry and the
Manufacturing Circle as its
strategic partners and will take
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44th National Arts Festival

28 June - 8 July 2018

The National Arts Festival in Grahamstown is in its 44th year, making it the biggest annual celebration of the arts in South Africa and on the African continent.

The programme this year has grown to include exciting new elements such as the Creative Digital Arts Festival, the Festival of Film and Ideas, and the new home for the Village Green. It will also feature its popular platforms, the Standard Bank Young Artists segment and the Standard Bank Jazz Festival.

Each year the festival comprises a main and a fringe programme that includes drama, dance, physical theatre, comedy, opera, music, jazz, visual art exhibitions, film, student theatre, street theatre, lectures, craft fair, workshops and a children's arts festival.

Core sponsors include the Department of Arts and Culture, the Eastern Cape Department of Sport, Recreation, Arts and Culture and the Office of the Premier, and Standard Bank of South Africa.

The festival takes place from 28 June to 8 July 2018. For more information go to www.nationalartsfestival.co.za.

BRICS Summit 2018

25 – 27 July 2018

South Africa will look to strengthen its ties with emerging economies when it hosts the 10th BRICS Summit in July.

South Africa has been a member of the emerging economies bloc, which includes Brazil, Russia, India and China, since 2010, and has assumed rotational chairship of the summit for 2018. The country has committed to using its role as host of the summit this year to plan towards the goals of the next decade of BRICS cooperation.

For 2018, South Africa has identified key priorities that will focus on virtual vaccine research platforms, a gender and women's forum, peacekeeping working groups and strategies for improving economic partnerships with other BRICS countries.

The summit will take place at the Sandton Convention Centre from 25 to 27 July 2018. For more information, go to www.brics2018.org.za •

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How to be an effective leader

- It's not about success alone

here are always acronyms in training and development and sometimes these really do sound odd. One of the best, in leadership terms, is VUCA. That resonates in South Africa because it sounds like "vuka" or wake up.

VUCA is an acronym that stands for Volatile, Uncertain, Complex and Ambiguous which is an accurate description of the leadership environment in government. The volatility comes from political change, uncertainty because there are always things that shake up the future, complex because running a country is difficult, and ambiguity because goals are sometimes based on citizens' happiness and not just a number.

Before you reject this, let us quickly understand why VUCA is thought of as an accurate representation of the challenges facing government leadership. We have to possess the skills to survive an uncertain world and yet be under observation by our citizens. These days the citizens keep us under pressure by using their smartphones. There is virtually no place to hide and therefore when VUCA is involved, we have to "vuka".

The Centre for Creative Leader-

ship (CCL) has put together a database tracking the 16 key leadership skills and five others they called "derailment factors", in a paper published in 2018. It stands to reason each of 16 skills are not equal, that there are more important and less important items on the list. Knowing the most important ones can help create a more robust leadership strategy.

Core skills

The evaluation of these 16 core skills was conducted after analysing nearly 161 000 responses by 16 431 government leaders. The data came from a range of individuals operating in the US federal register, where respondents were asked to evaluate the leadership

competencies of a boss or peer or by delivering a direct report using the CCL assessment template.

What they found was that government sector leaders are unlike corporate leaders because working for the state means addressing issues such as gender, race, ethnicity and even culture ahead of simple budget planning. There are also political pressures which corporate leaders do not face.

The CCL assessment found that leaders who are quick to gain knowledge or use limited resources with creativity and who are willing to change were high on the list of successful managers.

The other combinations appreciated by staff included interpersonal skills, intelligence and commitment.

The highest skills appreciated by government workers are an ability to lead, manage change and engage in what's known as participative management. Being able to lead a diverse group is the most important competency by a human resources department, but it was rated second to last by coworkers in terms of effectiveness.

Change management also languished on this list, finding a position in the bottom half of the core skills when it came to analysing effectiveness. The major lesson here is that good senior managers and leaders learn from a variety of experiences over their career. The potential to lead effectively increases exponentially when they are provided with opportunities to reach outside their own functional areas and departments.

So what are these main 16 skills? As you will read, they make for interesting analysis.

The benchmarks used include 155 behavioural descriptors grouped in 21 overall scales. While we do not have enough space to describe these, take some time to look over the list of 16 below.

1. Resourcefulness.

A good leader can think strategically and make good decisions under pressure as well as set up complex work systems. You need to engage in flexible problem-solving behaviour and interact with both junior and senior staff in a complex way.

2. Doing whatever it takes.

The major skill is being able to persevere and focus in the face of obstacles, while also taking charge and making decisions that sometimes mean standing alone once you know that your position is correct.

3. Being a quick study.

The ideal leadership skill at a time of change is being able to master new technical knowledge quickly, while also incorporating new business knowledge.

4. Decisiveness.

How quickly you respond and act is regarded as a vital skill while at other times you need to know when to slow down and be more precise.

5. Leading employees.

A core leadership skill, is being able to delegate to employees effectively, while also broadening employee opportunities and acting with fairness toward direct reports.

Confronting problem employees.

One of the most draining aspects of leadership is dealing with a problem employee. However, you have to do this fairly and with decisive acts.

7. Participative management.

Another core skill is being able to listen and communicate.

Leadership is about participation and enabling others while building consensus and influencing others in decisionmaking.

8. Change management.

Managing change is a real threat, but also an opportunity. Organisational change is far more difficult to achieve than personal change, mainly because you need to overcome resistance to change.

9. Building relationships.

Knowing how to build and maintain working relationships with co-workers and external parties is vital, while also negotiating and handling work problems without alienating people.

10. Compassion and sensitivity.

In our multicultural environment being able to understand and being genuinely interested in others is a core and valuable skill.

11. Straightforwardness and composure.

People respect others who are direct and honest, but also use fact-based arguments and do not blame others for mistakes. Troubled situations develop. How well can you deal with challenges that crop up suddenly?

12. Balance between personal life and work.

We are not automatons. We need to ensure there is a \triangleright

balance between work and our personal lives. Being exclusively a "work" person is regarded as somewhat warped by human resource experts.

13. Self-awareness.

Self-awareness is not the same as being self-obsessed. So often you will find working with staff difficult as your employee cannot take a step away from themselves to assess their successes and failures. Good leaders have an accurate picture of strengths and weaknesses and are willing to improve.

14. Putting people at ease.

You have heard that interpersonal skills and being able to display warmth and a good sense of humour are very important. It is said that those with a diminished intellectual ability have no sense of humour.

15. Differences matter.

This is so important as South Africa has so many different cultures. We need to demonstrate respect for varying backgrounds and perspectives while valuing cultural differences.

16. Career management.

One of the most telling skills is an ability to mentor other staff. We need to develop and maintain a professional relationship with coaching, feedback and an open door policy to discuss staff education needs. But what about weak leadership characteristics? The CCL research found that there are five main "derailment" factors that could cause some damage to government leaders and managers.

They are:

Problems with interpersonal relationships.

The main mistake made by leaders is being too closed off and unable to develop good working relationships with others. It is often said that the most successful people in both government and the corporate sector are those who have excellent interpersonal relationships.

2. Difficulty building and leading a team.

Can you select and then motivate an effective team?
Too often subjective analysis leads to hiring and promotion decision-making instead of looking at managing a team which includes various types of people.

3. Difficulty changing or adapting.

This includes actively opposing change and resistance to developing an ability to respond to mistakes. This area is possibly the most difficult for managers to cope with as government features systems which are historic and hard to change. Yet effective leaders always find a way to cope in this situation so it's no excuse for failing to change.

Failure to meet business objectives.

We are goal-orientated in government and finding it difficult to follow up on promises and completing a goal can damage your career. So much of what happens in government is linked to performance and service delivery.

5. Too narrow a functional orientation.

We all like to think we're experts at something; however, in government leadership, we often need to manage issues that are outside of our current function. Often we are called on to deal with issues that are related to what we do, but not directly our function. Too often the failure to do so has a knock-on effect throughout an organisation. Leaders who suffer from this often are a major problem inside an organisation or government.

So to sum up. An effective leader in government needs to apply him/herself to the top 16 skills and to approach each as honestly as possible, while avoiding the pitfalls of the five main mistakes that we make. Good luck.

For more on creative leadership patterns, visit the CCL's website at https://www.ccl.org

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SA calls in big shots to woo investors

overnment has launched an ambitious new investment drive that aims to bring US\$ 100 billion in new investments into the country over the next five years.

President Cyril Ramaphosa announced the initiative, which will culminate in an Investment Conference, on 16 April 2018.

"The Investment Conference, which will involve domestic and international investors in equal measure, is not intended merely as a forum to discuss the investment climate," said the President.

"Rather, we expect the Conference to report on actual investment deals that have been concluded and to provide a platform for would-be investors to seek out opportunities in the South African market. We are determined that the conference produces results that can be quantified and quickly realised," he said.

The Investment Conference is expected to take place in August or September 2018.

"We are aiming, through the Investment Conference, to generate at least US\$ 100 billion in new investments over the next five years. Given the current rates of investment, this is an ambitious but realisable target that will provide a significant

boost to our economy," added the President.

In preparation for the Investment Conference, President Ramaphosa appointed four special envoys on investment, who are expected to spend the coming months engaging both domestic and foreign experts on the opportunities that exist in this country.

"These are people with valuable experience in the world of business and finance and extensive networks across major markets," noted the President.

They are former Minister of Finance Trevor Manuel, former Deputy Minister of Finance Mcebisi Jonas, Executive Chairperson of Afropulse Group Phumzile Langeni, and Chairman of

Liberty Group and former CEO of Standard Bank Jacko Maree.

The President explained that the special envoys will travel to major financial centres in Asia, Middle East, Europe and the Americas to meet with potential investors.

A major part of their responsibility will be to seek out investors in other parts of Africa, from Nairobi to Lagos and from Dakar to Cairo.

"This is part of a broader push by government to advance economic integration in the Southern African region and across the continent," he said.

The President also announced Trudi Makhaya as his economic adviser.

He added part of Makhaya's im-







Public Sector Manager • May 2018

mediate responsibilities would be the coordination of the work of the special envoys and a series of investment roadshows in preparation for the Investment Conference.

"The engagements that we expect to take place will also be part of a process towards the establishment of a Presidential Council on Investment," he explained.

The President added that government is making progress in stabilising strategic state-owned enterprises, improving the functioning of key institutions like the South African Revenue Service, finalising a new Mining Charter through consultation with all stakeholders, processing legislation for the implementation of the national minimum wage and the promotion of labour stability, and launching the Youth Employment Service to increase the employability of first-

time job seekers.

"In addition, work is underway to rationalise and streamline investment regulations and reduce the cost of establishing and running businesses. Through the more effective use of industrial incentives, special economic zones and local procurement requirements, we aim to increase investment in manufacturing and related sectors," he said.

Government is also creating more opportunities for new market entrants through its competition policy, preferential procurement measures and expanded support to small and medium-sized businesses.

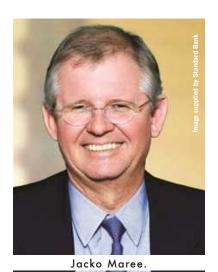
"After several difficult years, South Africa is emerging as an increasingly attractive destination for investment. We are encouraged by the growth in business confidence over the past few months, the strengthened rand and improved growth estimates," said the President.

He welcomed the recent assessment by Goldman Sachs that South Africa is at the top of the list of potential candidates to be the "next big emerging market story" of 2018. It notes that the growth cycle is picking up after an earlier downturn in investment growth. It says that improved confidence is likely to lead to a better outlook for growth and investment.

"This was confirmed by the South Africa Economic Update released this month by the World Bank. While the economy's performance is improving, it notes that higher growth will require ambitious structural policies. It estimates that a successful conclusion of the Mining Charter deliberations, for example, could increase investment in the sector by 25 percent," added President Ramaphosa.

He explained that it was for these reasons that government was embarking on an ambitious investment drive alongside the implementation of necessary economic reforms.

"South Africa has entered a new era of hope and confidence. The task we have now is to ensure that this becomes an era of investment, growth, job creation and meaningful economic transformation," said President Ramaphosa.





Phumzile Langeni.

Hydrogen Fuel Cell System Brings Power to **Rural School**



DST Minister Ms Kubayi-Ngubane addressing the audience at Poelano High School, Ventersdorp

The Minister of Science and Technology, Ms Mmamoloko Kubayi-Ngubane, launched a Hydrogen Fuel Cell System

at Poelano High School in Ventersdorp in the North West Province, to help solve the energy challenges.

Hydrogen fuel cells produce electricity through a chemical reaction, using hydrogen as the basic fuel and platinum-based catalysts. In order for this process to take place, solar photovoltaic panels have been installed at the school to capture and convert energy from the sun into electricity that is needed to produce hydrogen through electrolysis. Since water is needed to produce the hydrogen for the fuel cells, and there are water shortages in Poelano High School, DST installed a borehole to ensure the successful implementation of the project. The school now has a reliable water supply as well as a reliable power supply.

Hydrogen Fuel Cell Technology (HFCT) standby power solutions are efficient, safe and quiet, ensuring a non-intrusive standby and potentially primary power solution. The project also provides an opportunity to demonstrate to learners, teachers and the community that science can help solve socio-economic problems in rural areas. The project was implemented through the Hydrogen South Africa (HySA) Programme, a DST initiative promoting the use of local platinum group metal (PGM) resources to create knowledge and skills, and enabling the development of high-value commercial activities in hydrogen and fuel cell technologies. South Africa is endowed with about 75% of global PGM reserves, located in North West and Limpopo, and there are various initiatives aimed at beneficiating the resources.





Minister Kubayi-Ngubane, who addressed the launch, said the HySA Programme had huge potential for local manufacturing and mineral beneficiation. The Minister said that the beneficiation of South Africa's natural resources was one way in which the country would be able to expand its industrial base, creating jobs and reducing poverty and inequality.

The launch at Poelano High School included an exhibition showcasing a wide variety of HFCT and solar energy products. Learners from schools in the Ventersdorp area were able to learn about these alternative energy technologies, and had the opportunity to interact with the scientists involved in their development. These learners are experiencing first-hand the benefits of Hydrogen Fuel Cell Technology (HFCT) and learning about the technology. They also received information about the value of studying science, and were encouraged by the Minister Kubayi-Ngubane to consider the many career opportunities offered by science.

Learners Tshegofatso Motaung and Mantshonyane Keleabetswe, both in Grade 12, said that they welcomed the technology, as it ensured that the school always had power. Mantshonyane thanked the DST for the project. "I have learned that science and technology can help bring innovation to communities and this project has made life easier for all of us," she said. The Minister appealed to parents to protect the infrastructure that government had brought into the community for their children's benefit. The Principal of Poelano High School, Gerald Mhlanga, echoed the Minister's sentiments. "The most important thing for us is to make sure we maintain the project and benefit many generations to come," he said.





The onsite installation of the fuel cell and hydrogen gas cylinders at Poelano High School, Ventersdorp.



Ms Takalani Nethavhanani from SAASTA explaining the fuel cell technology to learners during the exhibition session.

In HySA Public Awareness, Demonstration and Education Platform (HySA PADEP) is an initiative funded by the Department of Science and Technology. Its main objective is to create public awareness, visibility and acceptance amongst the public, industries, entrepreneurs and key decision makers in South Africa about the challenges, benefits and safety of using hydrogen and fuel cell technologies in the alternative energy industry. Given the relative newness of this technology, it is HySA PADEP's intention to introduce this technology to the youth of South Africa to stimulate future careers in this field, showcase cutting-edge research and present new business opportunities that this technology offers to industries and entrepreneurs. For more details and contact information, visit: **www.hysa-padep.co.za** and **www.saasta.ac.za** or follow us on Facebook: www.facebook.com/HySA-Public-Awareness and on Twitter: @HySA_Outreach.









SA says YES to youth work experience



outh African youth are set to benefit from an initiative that aims to create over one million paid work opportunities over the next three years.

The Youth Employment Service (YES) that was recently launched by President Cyril Ramaphosa intends to prepare young people for employment and provide them with the technical skills needed to underpin the industrialisation of the economy.

"We see this initiative as one pillar of a broad and comprehensive national effort to create opportunities for young people. Another central pillar must be the development of the skills and capabilities of young people," said President Ramaphosa.

The initiative is a collaboration between government, labour and business.

Research undertaken by stakeholders indicates that one year of work experience on a CV and a letter of reference increases a young person's chance of finding employment threefold.

At the launch, President
Ramaphosa was introduced to the
first 100 youth, who will be employed by ABSA, Investec, Netcare,
Sasol and Unilever through the YES
programme.

Akani Mbondzisa, 26, a beneficiary of the initiative from Somerset in Mpumalanga, said he was particularly excited as he wants a job to support his daughter.

"I was unemployed for a year and whenever I applied for a job they said they

wanted

one

year's experience. Once I get experience, I will be able to work and support my daughter," he said.

According to YES CEO Tashmia Ismail-Saville, out of 15.5 million people in South Africa aged between 18 and 34, 5.8 million are unemployed.

The YES programme particularly aims to create opportunities for those who lack the necessary skills required for formal employment.

"YES aims to give that portion of our youth, which are largely overlooked by the country's current employment models, a crucial first chance to gain a decent qual-

ity, paid work experience.

Youth will not be excluded based on academic ability or the skills they

may or may not possess," said Ismail-Saville. He called on

small business-

es to play their part as they have

a huge employment base.

"Large businesses alone can-

not absorb sufficient youth. Over two-thirds of South Africa's employment base consists of medium companies and smaller, making it critical that small businesses are involved," said Ismail-Saville.

As an additional incentive for

small businesses, those which employ black youth, between the ages of 18 and 29, will be eligible for the Employment Tax Incentive which is equivalent to R1 000 per month.

Businesses will also qualify for a new Youth Employment Broad-Based Black Economic Empowerment initiative, which will be gazetted shortly.

Prior to joining the programme, businesses that sign up to YES will be screened to ensure that their proposed work experiences are good quality and that the youth will gain the relevant skills they need.

Youth who wish to take part in the programme will sign a contract committing to it and must comply with various requirements.

YES youth must be:

- Between 18- and 34-years-old.
- Unemployed for more than six months.
- Black people (African, Coloured or Indian).

Should companies wish to claim the Employment Tax Incentive, the youth must be between the ages of 18 and 29.

The salary is expected to be set at the national minimum wage of R3 500 per month, which includes associated training and support.

The average cost per annum is R55 000.

FEATURE Writer: Dale Hes

National Minimum Wage
Bill to be fine-tuned

he introduction of a National Minimum Wage Bill has been a key focus for President Cyril Ramaphosa, even before his inauguration.

Government has a constitutional obligation to respect, protect, promote and fulfil the rights of the Bill of Rights, which includes the right to fair labour practices.

While he was still Deputy President, Ramaphosa established minimum wage agreements in February 2017 after extensive consultations with labour federations, business and the community sector, under the umbrella of the National Economic Development and Labour Council (NEDLAC).

"The national minimum wage, which is a floor below which no worker may be paid, will significantly improve the lives of millions of low paid workers and begin to address the challenge of wage inequality. South Africa will join several countries around the world that have implemented a national minimum wage as an instrument of economic and social development," Ramaphosa pointed out after the signing of the agreements.

Cabinet approved the National Minimum Wage Bill in November 2017. The Bill proposes that most

CAN RESER

workers receive a minimum payment of R20 per hour from their employers. The minimum hourly wage for domestic and farm workers would be R15 and R18 respectively, but the aim is for these wages to be brought up to 100 percent of the national minimum wage within two years of the Bill coming into effect.

Where do we stand at present?

More than 40 public submissions were made during public hearings regarding the National Minimum Wage Bill, which has pushed back the original implementation date of 1 May.

"We know that these bills, like any matter that has to do with labour relations in SA, deal with highly contested policy propositions. We are aware of a number of important issues that are being raised which parliament will have to consider as part of concluding the bill," said Department of Labour Minister Mildred Oliphant in a media briefing in March, adding that the department would be ready to take instruction from the Parliament.

In April, Acting Chairperson of Parliament's Portfolio Committee on Labour Sharome van Schalkwyk MINIMUM WAGE CHANGES AHEAD

said that the Bill

would be

sent for redraft-

ing after consideration of the public inputs.

"The Department of Labour must take its time and rework the Bill for submission again to the committee. This piece of legislation is critical in our country, not only in fighting inequality, but also addressing abuse of the vulnerable workers in some sectors," she explained.

The committee had deliberated on the Bill clause by clause and made changes according to several concerns brought to its attention.

"This is a piece of legislation that will change the course of vulnerable workers in our country for a long time, and it ought to be close to perfection when it is tabled before the National Assembly," said van Schalkywk.

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Winnie Madikizela Mandela:

Community leader and activist

rior to our democratic breakthrough in 1994, life in South Africa was unbearable for the majority of the people. State- sponsored violence, torture and murder were common. Restrictive laws kept the majority of the population under subjugation. Being black in apartheid South Africa was a crime, and being a woman simply added another layer to the oppression.

At the time, thoughts of freedom and democracy seemed a far off yet, there were patriots who faced this tyranny head on. Winnie Madikizela-Mandela came to national prominence through sheer force of will. As the wife of arguably the most famous prisoner in the world and an activist in her own right, she faced constant harass-

ment and oppression. Yet she never wavered and stood strong as the public face of the struggle for liberation and freedom.

As a woman and mother, she must have faced untold pressures but she stood defiant nonetheless. She will forever be remembered as a firebrand leader, who despite constant harassment by the oppressive violent system of the time, remained unshaken until the end.

From an early age Mama Winnie wanted to help others and this drove her to pursue a career as a social worker. She excelled in her studies and was offered a scholarship to study in America which she never accepted, instead opting to take up a post as the first black medical social worker at Baragwa-

nath Hospital in Johannesburg.

While in Johannesburg, she met Nelson Mandela and they subsequently married in June 1958. The couple suffered constant harassment by the apartheid state. When Mandela was sentenced to life imprisonment in 1964, they already had two daughters, Zenani and Zinzi. From 1964 she was left to raise the girls on her own and create some semblance of normalcy at home for the children.

Faced with such harassment she might have sought refuge in the shadows away from the constant spotlight of apartheid tyranny. Instead, she took up the fight for freedom and democracy, and found strength in the belief that in her own small way she could help

others.

Words alone cannot do justice to the immense legacy and contribution of Mama Winnie to our struggle for freedom and democracy. Her personal circumstances never deterred her from her focus in the fight for justice. For many years she became a symbol of our resistance and often fought a lonely struggle. To her, constant harassment was part and parcel of her struggle to bring about change for the betterment of the people.

It was during these most dark days that she emerged as the "Mother of the Nation" due to her empathy for others and her devotion to keeping the flame of freedom alive. Her passion for community development and advocacy led to the establishment of a local gardening collective, sewing club, soup kitchen and mobile health unit while she lived under house arrest in Brandfort. Mama Winnie's love of the community also saw her establish an organisation for

orphans and juvenile delinquents and a day-care centre.

Twice she took up the leadership of the ANC Women's League, first in 1993 and then again in 1997. During this period she tirelessly advocated for the empowerment of women.

Following the dawn of democracy in 1994, she became a Member of Parliament and Deputy Minister of Arts and Culture; thereafter, she served as a Member of Parliament. When she left Parliament she dedicated her energy to working with different communities, especially people affected by HIV and AIDS, and poverty.

Her sad passing robbed our nation of a mother, grandmother and loving matriarch. However, her legacy has to live on in us. The struggle for the rights of women in South Africa has come a long way since 1994. We have worked to ensure that women enjoy the same rights as their male counterparts in education, employment,

property, inheritance and justice. There has also been much better female representation in politics, the judiciary, corporate boards and civil society in general. The promotion of gender equality and women's empowerment is central to our efforts to combat poverty and stimulate sustainable development. Government iintroduced the Women Empowerment and Gender Equality Bill to accelerate the empowerment of women and attain 50/50 gender parity for the country.

Legislation, policies and laws on their own are not enough. The empowerment of women is everyone's business and needs the support of government, business and civil society.

Our nation is crying out for self-less patriots like Mama Winnie to continue the fight for equality and women empowerment. Let us all work to remove the barriers which prevent women from entering and thriving in the labour market. Let us work to ensure that women and children are safe in their homes, communities, schools and places of work.

Together we can replenish the flame of freedom and justice which Mama Winnie lived and died for. Her long journey is now over, but ours is just beginning. We dare not fail and must remain resolute as we continue to move South Africa forward.



MINISTER JEFF RADEBE ON ENERGY EFFICIENCY



In the centre of the picture is Minister Jeff Radebe and to his left is Professor Thoko Mayekiso, Vice-Chancellor of the University of Mpumalanga. The Minister and VC are flanked by other UMP, Department of Energy and industry executives.

To kick off the annual Energy Month activities of the Department of Energy, Minister Jeff Radebe held a public lecture on energy efficiency at the University of Mpumalanga (UMP) on 4 May 2018. The event was attended by students and distinguished guests who included, among others, the Vice-Chancellor of the university, Professor Thoko Mayekiso.

ENERGY MONTH

The Department of Energy utilises the month of May (Energy Month) to create awareness of the need for energy efficiency and the challenges associated with the irresponsible use of energy, as well as an understanding that being energy efficient means being energy smart while still achieving the same output. Enhanced energy efficiency has a major role to play in meeting South Africa's local and international commitments to the reduction of fossil fuel emissions.

These Energy Month activities aim to educate people about the basics of saving energy. Some of the simplest savings strategies include switching off lights in spaces that are not in use at a particular time and using energy-saving bulbs, as well as buying energy-smart home appliances. "We have already started with our 'Standards and Labelling Campaign', where we remind people to always check for appliances that save energy when buying. This will help them make informed choices and help the entire country save electricity," said Minister Radebe.

The Minister took the opportunity to highlight some of the persistent barriers affecting the realisation of the full potential benefits of energy conservation and savings. However, he assured the guests attending the public lecture that it is the responsibility of his department, through implementation by the relevant energy entities, to ensure that the people have access to reliable and sustainable energy.

ENERGY-SAVING MEASURES

The Department of Energy has put a number of measures in place to promote energy efficiency. One of these includes programmes to improve the efficiency of street-lighting infrastructure, traffic lighting, and water pump and waste treatment plants.

Further to this, Minister Jeff Radebe mentioned that energy efficiency in everyday home appliances can save households significant amounts of money, as these appliances account for up to 30 percent of home energy usage.

The department has introduced an intervention measure in the form of the Minimum Energy Performance Standards (MEPS). This programme will be implemented in conjunction with various stakeholders and seeks to improve the efficiency of everyday household appliances.

On the issue of the cost of fuel, Minister Radebe recognised that the price of fuel has been on an upward trajectory since

April 2018 due to both local and international factors. The main contributing factors to the fuel price changes are the movement in the rand/US dollar exchange and the price of crude oil, which then impact the prices of finished products.

"Unfortunately, there is no crude oil in South Africa and, therefore, both crude oil and the finished products are imported, because our demand outstrips the supply from local refineries," said Minister Radebe.

TRANSFORMATION IN THE INDUSTRY

The Department of Energy, together with industry and respective associations, is also extensively engaged in unlocking impediments to find solutions to effect radical socio-economic transformation in the petroleum and liquid fuels sector.

The Department will complete a retail audit which aims to verify and measure the extent of Broad-Based Black Economic Empowerment (B-BBEE) at the retail level in the industry, as informed by the Petroleum Products Act of 1977 (amended in 2005), the Liquid Fuels Charter, and the Broad-Based Economic Empowerment Act of 2003 (amended in 2013) and revised Codes of Good Practice.

The Minister encouraged the private sector, which has larger procurement muscle, to embrace broad-based black economic empowerment by actively buying from black-owned companies and supporting SMMEs.

The Minister emphasised that his department is committed to the goals set out in the National Development Plan (NDP), which seeks to eradicate poverty in South Africa by 2030. Despite the challenges, the department will continue to promote a climate that is conducive to reasonable profits and sustained investments in the liquid fuels industry. The department will also continue to set margins in a fair and transparent manner in order to encourage investment in the industry and to ensure that the liquid fuels products are sold to the end user at the cheapest possible price.

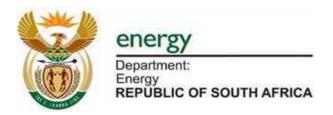
Following a robust and informative question-and-answer session with the audience, which included UMP students, Minister Radebe expressed his appreciation at the level of engagement from the participants and committed the department to future discussions focusing on matters of interest to the community.



Second from left is Minister Radebe with the Vice-Chancellor of the University of Mpumalanga to his left, together with other executives from the UMP, Department of Energy and industry.



A member of the audience engaging the Minister and department during the question-and-answer session.



FEATURE Writer: Dale Hes

Farewell to the mother of the nation



On 14 April, the mother of the nation was laid to rest at an official state funeral at Orlando Stadium. The admiration of the iconic and courageous Winnie Madikizela-Mandela was clearly reflected in the words, songs and tears of the thousands who attended.

President Cyril Ramaphosa joined family members and government leadership in paying powerful tributes to this one-of-kind woman.

President Cyril Ramaphosa

"Just as we are burdened by the sorrow of her death, so too are we comforted by the richness and profound meaning of her life."

President Cyril Ramaphosa delivered a touching eulogy to

Madikizela-Mandela, focusing on a life of service to all those around her

"She trained and worked as one who provides support and care and comfort to those most deeply affected by poverty, hunger and illness. Yet, like many of the great leaders of her generation, she understood that the suffering she encountered did not happen on the edges of society. Such suffering defined society."

Ramaphosa said that she had

been fearless in her conviction to fight for the oppressed.

"She saw for herself the deliberate intent of the apartheid rulers to impoverish the people of this country. Her conscience, her convictions, left her with no choice but to resist. She felt compelled to join a struggle that was as noble in its purpose as it was perilous in its execution. She felt compelled to pick up the spear where it had fallen. It was a spear that, throughout the darkest moments of our struggle, she wielded with great courage, unequivocal commitment and incredible skill."

Zenani Mandela-Dlamini

"She dared to take on one of the most powerful and evil regimes of the past century and she triumphed."

Speaking on behalf of the family, the daughter of Madikizela-Mandela and former President Nelson Mandela, Zenani Mandela-Dlamini, said that her mother had been a role model to all who witnessed her actions.

"For those of us who've been close to her, we have always appreciated just how much she meant to the world. But even we were unprepared for the scale of the outpouring of love and personal testimonies from so many. From the rising generation, which is too young to have been

around when my mother took on the Apartheid State, to those who hail from the African Diaspora, we have been reminded of how she touched so many, in ways that are so deeply personal," she said.

Mandela-Dlamini said that, even with the weight of a nation on her shoulders, her mother never forgot her family and her community.

"When we were with her, she did not even have to say anything: her love for us was written on her face. But because she had such a big heart, my mother could also love the community where she lived, no matter where that was. So that when she was banished to Brandfort, she immersed herself in the affairs of this little community and improved the lives of the people, who, in turn, received her with so much love," she added.

Zondwa Mandela

"She was one of us, she was one of you. She was one of the people. She was just a woman who dared to survive."

Delivering the grandchildren's message, Zondwa Mandela reminded every South African that his grandmother had become the force she was simply by being herself.

"The story of Winnie Madikizela-Mandela lives on in all the women who wake up every day carving out a life and a livelihood for themselves. It lives on in your stories. When we tell the story of her, I hope it is to remind our children that to be a hero, you only need to be yourself. She was, above all, remarkable herself," he said.

Mandela recalled how Madikizela-Mandela had always taught her family to stand tall.

"I grew up watching her unflinching courage in the face of confrontation. She did not give up, she did not cower away; she stood tall, she taught me and all her children to stand tall. We are all blessed to have had her wisdom and counsel – the void she leaves is gaping," he added.

Bathabile Dlamini

"She spoke the truth and remained the moral compass of our movement and our country."

Speaking on behalf of the ANC Women's League. Dlamini said that Madikizela-Mandela was one of the greatest heroines the world has ever seen.

"Mam' Winnie was one of the greatest liberators and hero-ines the world over and she will always be. South Africa will never have another Mother of the Nation. South Africa will never have a woman who sacrificed all she had – her beautiful daughters; her family; her heart; her everything to ensure that South

Africa becomes a better country and a better world." she said.

Gauteng Premier David Makhura

"We miss her warm embrace, her wise counsel, her loyal protection and compassion. We are weeping but we are not broken."

Premier Makhura said that Madikizela-Mandela's actions will echo on.

"She personified the true meaning of the phrase 'speaking truth to power'. She was never silent in times of challenge and controversy. Mama Winnie was the most authentic voice in the people's war against apartheid tyranny. Human mortality is too weak to put her down because a powerful and defiant voice still echoes today. Mama Winnie did not die but has multiplied," he said.

Makhura urged all South Africans to follow Winnie's example.

"Can we all multiply in our hearts and in our practical actions as we continue to strive for a deeper meaning of freedom and democracy in our country," he added.

Namibian President Hage Geingob

"A woman who did not choose to be larger than life, but through her selfless actions, became a towering figure in the liberation struggle." President Geingob said that Madikizela-Mandela remained firmly grounded despite her prominence.

"What distinguished her from her peers was that Comrade Winnie never elevated herself above the people. In her own words, 'I am the product of the masses of my country, and a product of my enemy'. She remained rooted to the people of South Africa, even when she



assumed higher responsibilities," he said.

President Geingob further invited Madikizela-Mandela's family to come to Namibia to accept "the country's highest civilian honour".

In the capital city of Windhoek, discussions are currently underway to name a street after Madikizela-Mandela.

Naomi Campbell

"She was always striving for equality and to keep South Africa at the

forefront of people's thoughts."

Campbell, who became a close personal friend of Madikizela-Mandela, spoke about the unforgettable images of Nelson Mandela's release after 27 years of imprisonment.

"Who does not remember the image of Winnie and Madiba hand-in-hand on that day? Every decent person in the world celebrated what was a new day for South Africa and a pivotal moment in world history. That victory against Apartheid was a new equality. Would it have been possible without Winnie? I think not," she said.

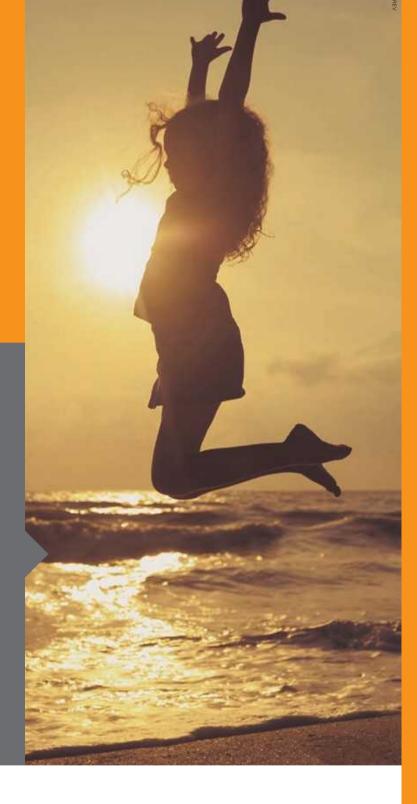
Campbell said that Madikizela-Mandela had taught all women to push the limits of what was possible.

"She taught us not to be limited in our thoughts, reminding us to always stay true to who we are. Winnie helped us overcome our fears, and gave us courage to dig deep, discover things about ourselves and always strive for freedom," she added.

As her coffin was carried out of the jam-packed Orlando Stadium to the chants of tens of thousands of people, no-one could possibly deny that Winnie Madikizela-Mandela was boundlessly loved, respected and admired. Rest in peace, Mama Winnie, South Africa will miss you.

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Alexander Forbes listed on the Johannesburg Stock Exchange on 24 July 2014. We are confident this will accelerate the growth of our business while providing for new investors to support us. The listing will serve to strengthen our pledge to create, grow and protect our clients' wealth and assets. We thank you for your support and remain committed to securing your financial well-being.



The legacy of Dr Zola Skweyiya

outh Africa is mourning the passing of another gallant human rights fighter and servant of the people of the country: Dr Zola Sydney Themba Skweyiya.

There is no doubt that the life of Comrade Zola is one of struggle, compassion and human conquest over adversity. Leaving his birthplace of Simonstown, not out of choice but due to evictions, he was to find a childhood home in what we now know as Nelson Mandela Bay. His quest and pursuit for education was to find him at that great fountain of knowledge of Lovedale, wherein he was to interact with many of our leaders including Oom Govan Mbeki.

His life is also one which is interwoven with our story of the struggle and is interspersed with the portraits of many of our struggle heroes and heroines including Chris Hani who he served with in the Luthuli Detachment, Florence Mposho who he worked with in the promotion of children's rights, Gertrude Shope who he worked with in Zambia, OR Tambo who he served under in various capacities including in the Legal Department and Nelson Mandela who he courageously served under in the CODESA negotiations and in his Cabinet, to name but a few.

What a giant. What a great man who selflessly sacrificed for us to

attain our democracy and secure a better-quality life for our people. What a privilege to have known him as a friend, comrade and colleague; to have learnt from him and to have sponged off his wisdom which he acquired over the years.

Lessons to learn

Reflecting on his life, I came across four profound "dangers" he highlighted during the Launch for A Safe South Africa Convention

"I believe that in this generation those with the courage to enter the conflict will find themselves with companions."

back in August 2008. Lessons which remain valuable for our journey ahead and towards economic emancipation for our people. He warned that: "We as South Africans need to safeguard against the dangers of futility, expediency, timidity and comfort."

The movement which we serve remains the leader of society. If marshalled well, in unity, we can make the requisite step change to bring about economic freedom and a

better quality of life for our people, especially those that continue to be marginalised especially the women, children, youth and people with disabilities. Through comrade Zola's leadership, the Department of Public Services and Administration was established uniting 14 public services at various stages of development and the ethos of Batho Pele, putting our people first in the delivery of services was established. It was through his leadership that social grant recipients moved from four million to just over 12 million, providing a lasting blow in our fight against hunger and poverty.

The second danger is that of expediency; of those who say that hopes and beliefs must be sacrificed before immediate necessities.

"Of course if we must act effectively we must deal with the world as it is. We must get things done. However, it is the belief that idealism, high aspiration and deep convictions are incompatible with the most practical and efficient of programmes - that there is no basic consistency between ideals and realistic possibilities - no separation between the deepest desires of heart and of mind and the rational application of human effort to human problems. Poverty is in itself a form of oppression and we are all too aware of the extent of poverty

in our society," he said.

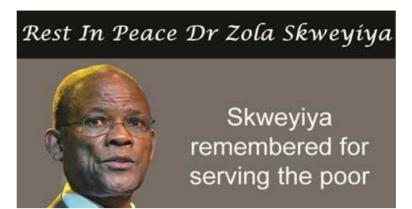
Improving lives

Indeed, many of us who have the privilege to serve our people often fall into the expediency mode and see the trees while forgetting the forest. The task that therefore lies ahead of us is one in which we must continue to improve the living conditions of poor, vulnerable and underprivileged South Africans.

Comrade Zola further warned us of a third danger, that of timidity. He said: "Few men and women are willing to brave the disapproval of their fellows, the censure of their colleagues, and the wrath of their society. It is as Aristotle put it '[it is not] the finest or the strongest men who are crowned, but those who enter the lists.' How often have we sat on the fence and cowered at the face of adversity? I believe that in this generation those with the courage to enter the conflict will find themselves with companions in every corner of the world."

It was with this outlook that comrade Zola applied himself especially when it came to his work in the constitutional Committee which was established to develop a position for our movement towards the Constitutional negotiations at CODESA.

The fourth danger is one of comfort, especially for those of us who are more fortunate. He said: "There is the temptation to follow



the easy and familiar path of personal ambition and financial success so grandly spread before those who have the privilege of an education – to hide behind our high walls and security estates."

Comrade Zola was steadfast in his belief that deployed cadres have a responsibility to ensure the the dignity of our people. As a government, we are proud that his legacy continues today.

A humble and dedicated leader

Throughout his long years in public service and the countless years that he spent fighting to bring about democracy and freedom, he always remained a humble and dedicated leader. By any measure his legacy is immense and will never falter.

What he and others of his generation achieved is truly inspiring. Isolated, constantly harassed or forced into exile, patriots like Dr Zola Skweyiya lived knowing that they might never see or taste the fruits of freedom. But they never

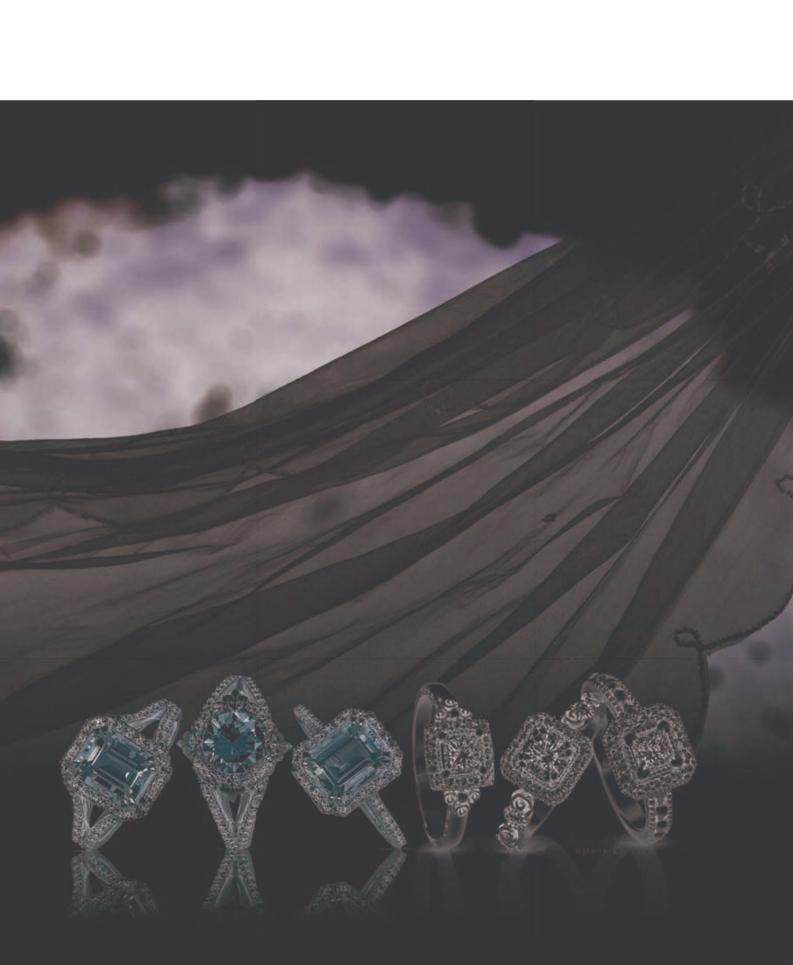
once took a step backwards, so strong was their belief in the unstoppable destiny of a free and democratic country.

It remains an indictment on all of us that millions of fellow South Africans still remain marginalised, poor and bereft of hope for a better future. This simply cannot be, certainly not in a country with our resources and economic, intellectual and social capital.

Our nation is undoubtedly poorer for Comrade Zola's passing, but not even death can erase his legacy; he lives in the hearts and minds of millions of our people especially those who are public servants and social grant recipients.

Hamba Kahle Comrade Zola, Qhawe lama Qhawe, may your soul rest in peace, confident in the knowledge that your legacy continues.

*Nkosazana Dlamini-Zuma, Minister in The Presidency for Planning, Monitoring and Evaluation.





JENNA CLIFFORD



Trudi Makhaya Economic adviser to President Cyril Ramaphosa

Economist Trudi Makhaya has been appointed as President Cyril Ramaphosa's economic adviser.

Prior to her appointment, Makhaya was a member of the Premier's Economic Advisory Panel, which oversees all economic and infrastructure plans in Gauteng.

Makhaya possesses an MCom in Economics, an Honour's degree in Economics and a BCom in Law and Economics from the University of Witwatersrand. She also holds an MBA and an MSc in Development Economics, which she achieved as a Rhodes Scholar at Oxford University.

Makhaya is the CEO of Makhaya Advisory and a former Deputy

Commissioner at the Competition Commission of South Africa.

As the President's advisor, some of Makhaya's duties include coordinating the work of the recently appointed investment envoys, which will be working to attract new foreign direct investment to South Africa over the next five years.

Advocate Seeng Letele Chief Ombud, Community Schemes Ombud Service

Advocate Seeng Letele has been appointed the Chief Ombud of the Community Schemes Ombud Service (CSOS). She holds BA (Law), LLB, LLM and MBA degrees.

Letele is an accredited commercial mediator who has a special interest in international law and human rights and has extensive experience in mediation and conflict resolution. She has previously worked as the Head of Public Law and a lecturer in Labour and Administrative Law at the National University of Lesotho, and has served as Acting Judge in labour courts in South Africa and Lesotho.

Letele was the Human Resources Manager at the National Union of Mineworkers; legal advisor to the Development Bank of South Africa; Acting CEO of the Social Housing Regulatory Authority and Chief



Director of Legal Services at the Department of Human Settlements. She has also worked as a mediator and arbitrator in her private capacity at various organisations and bargaining councils. Letele served as a judge at the 5th and 6th International Chamber of Commerce's Commercial Mediation Competition in Paris.

As Chief Ombud of the CSOS, her focus will be on making the service known, accessible and efficient.





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Get on top of dubious debit orders



nauthorised debit orders can cost you a lot of money so it is important to be aware of where the money in your bank account goes.

According to the Ombudsman for Banking Services (OBS), unauthorised debit orders are becoming an area of concern.

"The office is seeing an increasing volume of complaints related to unauthorised debit orders. What is really disturbing is the loss of income to banking customers and the emotional turmoil that it causes," said the OBS.

It advised people to start checking their bank statements and make sure they understand all the transactions.

"Make sure you authorised all the debit transactions that reflect as minus numbers," stressed the OBS.

It pointed out that an unauthorised debit order constituted fraud.

"If you suspect any unlawful transactions you should contact your bank immediately. The bank will be able to lodge a query by tracking the reference number recorded next to the transaction. All legal entities must comply with the rules set out by the Payments Association of South Africa, the organisation that determines the guidelines for service providers to collect monies via debit order," said the OBS.

DebiCheck is a new system that will be implemented in all the major banks which will process all debit orders. The agreement will be confirmed when a person signs a new contract and verifies their consent. It is thought that this will minimise the margin for error and help deal with unauthorised debit orders.

"Collectively banks in South Africa process millions of disputes per month," said the OBS.

When a dispute is raised and it

is determined that the debit order was unauthorised, it is reversed. Ideally the dispute must be logged with the bank within 40 days of the transaction.

"However, you cannot put a stop to debit orders because your budget is suddenly under pressure. You have to give your bank reasonable warning to change the debit order. If your bank objects, you may have recourse with the OBS. It will conduct a full investigation of both parties and determine an outcome," it added.

The services provided by the OBS are free of charge. •

How to complain

- Lodge a formal, written complaint directly with your bank's dispute resolution department.
- Ask for a complaint reference number from your bank.
- Allow the bank 20 working days in which to respond to your complaint.
- Obtain a written response from your bank.

The public can contact the office of the OBS on 011 712 1800 for assistance if they experience any banking problems or would like to lodge a complaint against their bank.

ALAÏA





Strong bones may decrease osteoporosis

ooking after your bones during your youth can help prevent sicknesses as you age. It is important to go for a check-up for osteoporosis to determine if your bones are healthy and strong.

Osteoporosis is a disease that occurs when the body loses too much bone, makes too little bone, or both.

How does this condition come about?

The bones in our body are not solid and unchanging. Every day there is a process of breakdown and rebuilding going on; the bones are being constantly remoulded.

Usually the two processes are in a state of balance and the bones maintain a certain thickness and strength. However, as we get older, an imbalance develops and there is more breakdown of bone than repair. The bones therefore become thinner.

The body needs calcium for the normal function of all the cells. The bones form a sort of calcium bank for the body. If there is a shortage, then calcium will be drawn out of the bones and the bones will remain lacking in calcium.

Why is this important?

The importance of osteoporosis check-ups lies in the fact that the condition may cause serious problems. It is much more common in women, especially in menopause. About one third of women over the age of 65 will suffer a fracture of a vertebra. Another common site of fractures in elderly women is the hip bone.

Risk factors

- Genetic factors.
- A family history of osteoporosis or a fracture due to osteoporosis.
- As women get older, the level of hormones, especially oestrogen, drops. This causes a decrease in the absorption of calcium and a tendency to osteoporosis.

Medical and surgical problems

Certain drugs cause loss of bone mineral. These include cortisone and anti-epileptic medication. Having a hysterectomy before menopause, especially if the ovaries are also removed, increases the risk of osteoporosis, as do overactive thyroid or parathyroid glands.

Lifestyle

Lifestyle plays a very definite role in the development of osteoporosis. It can increase the likelihood or aggravate osteoporosis. Smoking, alcohol intake, drinking a lot of tea or coffee, insufficient intake of calcium and lack of weight-bearing exercises are some of the factors.

How can osteoporosis be prevented?

Start by maintaining bone health in your youth. These same bones will then be able to better resist osteoporosis in middle and old age. Exercise regularly - walk or jog for an hour three times a week. Avoid or reduce alcohol, smoking and tea and coffee intake.

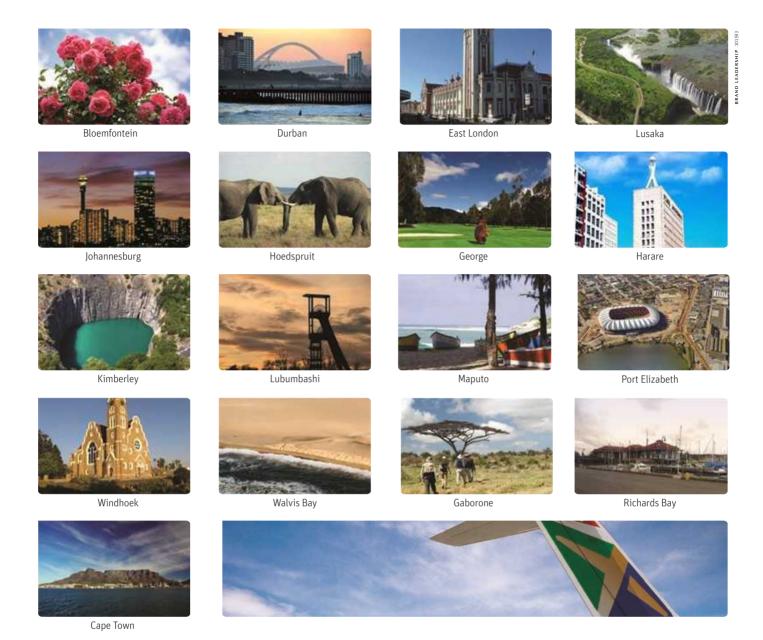
Diet and supplements

Increase your calcium intake by drinking milk and eating yoghurt and cheese. Calcium can also be taken in the form of a supplement, particularly for women who cannot tolerate dairy products.

Prevention is better than cure

Osteoporosis poses a real threat to the well-being and lives of millions of women. It is much easier to prevent it than to treat it. Lifestyle changes play as important a role in your bone health as all the medicines that are or can be used.





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All covered up



Winter is around the corner and to survive the cold you need to have the correct gear in your wardrobe.

From jerseys and coats to jackets, you need to have an array of options to not only keep warm but also look good.









- 1. Daniel Hector texture sweater, **R575**.
- Oak Ridge bomber jacket, R249.99.
- 3. David Jones chunky knit button down cardigan, **R705.13**.
- 4. The North Face Nuptse vest, **R1 600**.
- 5. Trenery wool blend overcoat, R3 327.93.







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Less is definitely more

hey say less is more and we totally agree. Using just a handful of ingredients, you can whip up these delicious meals. They are packed with flavour and require minimal preparation.

Lamb chops with rainbow carrots

Ingredients

6 lamb chops

200 g rainbow carrots

8 cloves of garlic

3 oranges

½ a bunch of fresh thyme Salt and black pepper to season

Directions

low pan on medium heat. Turn the chops occasionally until cooked to your desire. Add in carrots and garlic cloves and turn the carrots regularly.

Peel strips of zest from one orange. Sprinkle them into the pan with thyme and toss it all together for just 30 seconds to get the flavours going.

Remove the chops from pan and squeeze the juice from the oranges into the pan. Let the juice reduce until sticky. Add the chops, toss together and serve.

Creamy cauliflower soup

1 yellow onion, thinly sliced
Salt and freshly ground pepper
700 g cauliflower, cored, separated
into florets and cut into slices a
quarter of an inch thick
5 cups of water

Directions

Warm three tablespoons of olive oil in a pot over medium heat. Throw in the onion and sauté until tender. Add the cauliflower and a pinch of salt followed by one cup of water. Simmer until the cauliflower is tender and then add another four cups of water. Raise the heat to high and bring to the boil. Reduce the heat to maintain a low simmer and continue to cook for another 20 minutes. Let it cool slightly.

Purée the soup in a food processor or blender until smooth. Pour the blended cauliflower back into the pot and heat through over low heat. If necessary, thin the soup with water and season with salt.





Directions

1 red pepper

In a large pot, cook the pasta in salted water until al dente. Drain the pasta and place aside. Place a pan on high heat. Half the pepper, clean out the seeds and place in the pan to sear. Once the pepper is seared, remove from the stove. allow to cool and dice.

In a large salad bowl mix the arugula, mozzarella, pepper, basil pesto and pasta together. Serve as desired.

Peppermint tart

1 packet tennis biscuits 500 ml fresh cream 1 slab of mint chocolate (grated) 1 can caramel treat

in rows, covering the bottom of the dish.

In a separate bowl, add the caramel, cream and 3/4 of the grated chocolate.

Whisk together by hand or an electric mixer until smooth and stiff peaks form; do not over-whip.

Spread a generous amount of the mixture over the biscuits and spread evenly.

Add another layer of biscuits, followed by caramel mixture. Continue this process until the dish is full. Sprinkle the remaining chocolate over the top and place in the fridge for an hour to set.

White chocolate mousse

Ingredients

1 slab of white baking chocolate 500ml fresh cream

1 tablespoon castor sugar 3/3 1 teaspoon vanilla essence Berries

Directions

Combine the chocolate and cream in a saucepan and cook over medium heat until smooth, stirring continuously. Remove from the stove and transfer into a large bowl.

In a small bowl, beat remaining cream until it begins to thicken. Add the sugar and vanilla essence and beat until light soft peaks form. Fold ¼ of the whipped cream into chocolate mixture, then fold in the rest.

Spoon into dessert dishes. Refrigerate while covered for at least two hours. Top with berries of your choice before serving.



With the dry winter weather on its way, PSM takes a look at the must haves for your make-up bag and beauty arsenal.

1 If you love a quality nude nail colour, we suggest this one from Morgan Taylor. It's a salon quality colour with an equally cute name – Hey, Twirl-friend! – Warm Nude Crème, Takelot.co.za, R149.

2 Keep your lips moisturised with long-lasting, high pigment colours from the Beautiful Colour Moisturising lipstick range from Elizabeth Arden, Red Square, **R320**.

3 Put the moisture into your locks with this Kardashian Beauty black seed dry oil, Foschini, **R353**.

4 Nourish your skin with this Ethiopian honey deep nourishing mask. Its indulgent and soothing mixture is perfect for a DIY facial, The Body Shop, **R310**.

5 Treat yourself a little with this exotic, vibrant mix of tart blackberries and fresh bay leaves with the Blackberry & Bay Cologne from Jo Malone, **R2 700** for 30ml.

6 Protect and tint your lashes with this volumising mascara with ultra-black carbon pigments for a dramatic look, Yardley,

Red Square, R149.

7 Kerastase has selected the most luxurious oils at their highest concentration for this shampoo, Kerastase Bain Elixir Ultime, Everythinghair.co.za, R300 for 250ml.



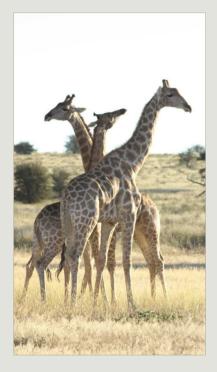






DESIGNED IN AMERICA FOR GLOBAL CITIZENS

Finding calm in the Kgalagadi



n the words of Ferris Bueller, "Life moves pretty fast. If you don't stop and look around once in a while, you could miss it". We decided to ditch work and school to heed the call of nature. We packed the camping gear, attached the trailer and filled two cars. Among the passengers were four excited kids below the age of six. Some may call it brave, others may call it crazy but we set off for a visit to the Kgalagadi Transfrontier Park. This is a large wildlife conservation

area which borders Namibia and spreads between Botswana and South Africa. It's a dry and sandy landscape and lives up to its name: "place of thirst" (Kgalagadi).

Sand angels and squirrels

It was a long drive and when the cars stopped, the energy-charged kids jumped out to lie down, making sand angels with their arms and legs. Not long after, they were in the bushes walking among Cape ground squirrels. Every now and then they would squeal with excitement as one popped its head out of its home in the sand to say "hello". From the top of the hill, we watched the sunset and did cartwheels in the dusk before

returning to light the fire. We slept very little as we were roused every so often by the lions roaring some distance away. Dawn approached and as we packed the car, the kids watched the birds hop around and peck at the braai grid in the hope of savouring some leftover flavours from the night before.

In the car, the kids competed to see who could find the most wild-life. We ticked off giraffes, gemsbok, jackals and birds as we drove along the dirt road to the inner part of the national park – Mata Mata. Halfway through our journey, we were forced to a sudden stop as we spotted a hyena and her cub feasting on the remains of what we assumed was a lion kill. A shout from one of the kids alerted





us to the fact that the hyena had company. It was sneaky jackal wanting to share the hyena's feast. We watched as the kids told stories about what they thought might unfold - an indication that they were learning about cause and effect and the laws of nature. Perhaps the kill had taken place here and the hyena and jackal stumbled upon it or maybe the hyena and the jackal were friends. The children's imaginations danced with ideas and sparkled with creativity. Despite their resistance, we finally drove away from this wildlife documentary that played out before our eyes.

Lioness on the prowl

We arrived at Mata-Mata Rest
Camp and established camp
along the fence that divides the
campsite from a large open plain.
A yellow mongoose stood on its
hind legs and watched us with
interest. As darkness approached,
we lit the fire and the kids packed
away their marble games and cars.

The water ran brown as we washed the Kalahari sand off their bodies. The second night we slept with the humming sounds of a lioness as she roared, near us, over the hill. A little while later there was a noise and we all pulled down the zips of our tents to explore in anticipation. There she was - walking just a few metres away from us, behind the fence along the plain. We watched the lioness as she moved in the direction of her cubs. She was hunting and the next day we discovered the nearby lion den with a number of cubs.

Our early morning drive took us along the path of a family of adolescent cheetahs. We travelled with them for several hundred metres as they strolled along to some unknown destination. We exchanged glances and time almost came to a standstill as we shared this moment. They were eventually out of sight and it seemed like a dream. Cuddling in the car, with blankets and enjoying rusks dipped in warm

What you need to know

Transport: It is best to have a 4x4 or a 4x2 vehicle when travelling around the Kgalagadi as many roads can be difficult to navigate without a high clearance vehicle. through SANParks (www. sanparks.org). The ultimate exbe as luxurious as you choose to make it. All accommodation in the Kgalagadi is booked at least a year in advance so it is best to plan ahead. The best time to go: It is a very hot and dry area, so travel is much more comfortable just after the rains between March and May. This is also when you have better wildlife sightings.



drinks, the kids were calm and captivated by the show.



Lexus makes a statement

he Lexus NX was Lexus' first foray into the compact premium SUV market. Featuring an angular design language, with strong body lines and prominent contouring – the NX certainly makes a statement. Underpinned by the iconic Lexus spindle grille, the NX is a prominent member in the Lexus family.

The NX300 F Sport, like its siblings, builds on the original model's strong design language. The cosmetic enhancements have freshened up the exterior appearance without altering its sporty and dynamic demeanour.

All models receive front styling refinements with new headlamps, a bold new front grille utilising a chrome frame, altered side grille, bumper and lower bumper elements.

Power and efficiency

The EX and F Sport derivatives retain the all-wheel drive configuration and six-speed automatic transmission. The established 2.0l turbocharged 'four-pot' engine remains intact on NX300 variations, serving up 175kW with 350Nm on tap between 1 650 and 4 000rpm. The engine utilises a combination of port and direct injection, known as D-4ST, along with Variable Valve Timing Intelligent Wide to optimise combustion in the pursuit of both power and efficiency. The twin-scroll turbocharger delivers a wide-spread of torque assisting with effortless acceleration.

Lexus has refined the suspension of the NX SUV range to further improve stability, body control and ride comfort. Refinements include a new calibration for the rear stabiliser bar and stabiliser bar bushing, as well as new front dampers with reduced friction.

The Adaptive Variable Suspension (AVS) on F Sport models has been upgraded to the latest iteration, as debuted on the LC premium sports coupé.

Both traditional spring and damper (on E and EX) and Adaptive variable suspension systems are designed and calibrated to maximise dynamic performance and cabin space, including separate spring and damper units at the rear, for a lower centre of gravity and minimal intrusion into the rear cargo area.

F Sport models have a unique suspension calibration and alloy wheel design. Rear stabiliser-bar stiffness on the refreshed NX has been increased to suppress roll angle and hence optimise vehicle turning posture.

Sporty appearance

In F Sport guise the NX packs an even greater visual punch. The spindle-grille 'frame' is finished off in a striking 'black chrome' effect which ties in with the dark 'F-mesh' grille.

The brushed-aluminium-effect lower apron runs the full length of the front and creates a sporty appearance and ties all the frontal design elements together. Graphite-coloured vent trim on the edges of the bumper accentuate the powerful stance and F Sport identity.

In terms of function, the Drive Mode Select feature on F Sport models comprise Eco, Normal, Sport, Sport + and newly-added Custom modes. Sport + works alongside the AVS to increase dampening and allow for more



dynamic handling.

The Custom mode allows drivers to personalise the powertrain, electric power steering, AVS and air conditioning settings. A key feature is the new 10.3-inch display audio screen with enhanced graphics and clarity-employed on EX and F Sport models equipped with satellite navigation. The NX interior overhaul saw special attention paid to the centre cluster, with the climate control panel refreshed and the number of switches reduced for ease of operation.

In addition, the button design has been modernised and the analogue clock redesigned with increased contrast between the hands and background for ease of viewing. The clock is now linked to the GPS function so the time is set automatically.

Air-conditioning switches have been grouped according to operations, while the overall panel layout has been made cleaner by revising the size of the switches. Metal toggle switches have been adopted directly below the LCD temperature/air volume and direction displays for improved operability and enhanced aesthetics.

The usual comprehensive active safety systems are on-board and include ABS, Electronic Brakeforce Distribution, Brake Assist, Traction Control, Enhanced VSC, Hill-start Assist and Trailer Sway Control. The F Sport model also includes Blind Spot Monitor and Rear Cross Traffic Alert.



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