

Public Sector MANAGER

THE MAGAZINE FOR PUBLIC SECTOR DECISION-MAKERS

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PSM

Flood relief

Govt digs deep to rebuild lives and livelihoods

Opportunity knocks

Investment drive gains pace

Freedom Month

Taking stock of democracy





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REPUBLIC OF SOUTH AFRICA

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Presidential Imbizo ensure citizens' voices are heard



Mondli Gungubele
Minister in The Presidency

A caring and responsible government is one that listens, responds and acts when citizens speak.

The recent Presidential Imbizo in the North West and Free State showed such a government in action.

It was also a follow through on President Cyril Ramaphosa's commitment in the State of the Nation Address that government will leave no-one behind as it works with all sectors of society to move the country forward.

President Ramaphosa and Cabinet Ministers, myself included, and representatives from provincial and local government visited the Ngaka Modiri Molema District and Mangaung Metro to hear firsthand about the service delivery challenges faced by communities.

We heard about the poor

state of roads, the lack of water and electricity, the support needed by farmers, the lack of job opportunities for the youth and the slow pace of housing projects, among others.

Accountability is one of the cornerstones of a successful democracy and during the Presidential Imbizo, the people of the North West and Free State exercised their right to enquire what was being done to better their daily lives.

We listened to the concerns raised and provided feedback about what government will do to address these.

Citizens also heard how the District Development Model (DDM) will speed up service and infrastructure delivery challenges in their area through the better integration of planning and budgeting across all three tiers of government.

This will give municipali-

ties access to the human capital and other resources they need to meet their delivery mandates and will result in more accountability and better development outcomes.

What is clear from our engagements in the North West and Free State is that izimbizo are an important tool in ensuring a more responsive government. Izimbizo should be happening at all tiers of government – but most especially at the local level, where municipalities have the biggest short-term, direct impact on the quality of life people enjoy.

Izimbizo are intertwined with South Africa's promotion of active citizenry. They promote two-way communication between the public service and the people we serve.

As government works

to give life to Vision 2030 – encapsulated in our National Development Plan – it is up to the public service to ensure the those we serve are taken along for the ride.

Community walkabouts, stakeholder engagements and community meetings are needed to ensure this happens.

Just as all levels of government are uniting through the DDM, so too must the public service bring all levels of public society together to work alongside government.

I urge every public servant to follow the President's lead and also take the time to listen to the people you serve. We should never assume that we know is best for citizens, without first understanding the problems they face. ○

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Freedom Day:

A time for recommitment



Phumla Williams,
GCIS Director-General.

Freedom Day is an opportunity – but also a necessity – for South Africa's more than one million public servants – to reflect on how we exercise our freedom and value our democracy in our own lives.

Do our values and behaviours correspond with the missions of the departments and entities in which we operate, or is there a disconnect between how we conduct ourselves per-

sonally and the missions of the departments or entities we represent?

For leaders in the public service, Freedom Day is a day of recommitment to building a capable and ethical state, and a day of recommitment to serving the people of our nation with enthusiasm, pride, efficiency and effectiveness.

Freedom is in our hands in the sense that withholding services from citizens,

or presenting services sloppily or uncaringly means we are undermining the values and objectives of our Constitution and we are violating the essence of the public service call to action – Batho Pele – People First.

Freedom is hollow when we make people feel we are doing them a favour when we deliver services or access to facilities; when we are spurred into action by protest and public violence, or when we cook the books or undertake unethical and corrupt actions that undermine our integrity as the state, or the impact of our implementation.

For public servants, honouring our freedom means fighting corruption with the same level of perseverance shown by the liberation struggle stalwarts, because it threatens to derail government's efforts to deliver decent housing, schools, healthcare and other basic rights.

It means standing up for good governance, professionalism and ethics, trans-

parency and accountability, because a lack of these is as damaging as corruption.

At the same time, Freedom Day is also there for us to celebrate that overwhelming number of public servants who are guided by their conscience and their competence, and are delivering services, amenities and infrastructure that are growing South Africa.

This is the cohort of public servants who give meaning to the freedom of all South Africans and whose dedication is changing lives for the better, and creating the conditions for economic reconstruction and recovery.

This is the cohort of public servant on whom 12 million unemployed South Africans and people who may be waiters, sales assistants, spaza shopkeepers, entrepreneurs or educators depend for better prospects.

This is the cohort of public servant who must speak out and act against incompetence, laziness and corruption in their midst. ○

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health

Department:
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VACCINATE TO SAVE SOUTH AFRICA

TOGETHER WE CAN BEAT CORONAVIRUS



A large crowd of people, mostly women and children, are gathered outdoors. In the foreground, a woman with a white headwrap is being comforted by another person. President Cyril Ramaphosa is visible on the left, looking down at the crowd. The background shows more people and some buildings.

President Cyril Ramaphosa meets with residents affected by the recent floods in KwaZulu-Natal.

All hands on deck as govt supports flood victims

Government has adopted a phased approach to help South Africans recover from the recent floods that ravaged KwaZulu-Natal and the Eastern Cape.

President Cyril Ramapho-

sa said government will respond to the disaster in three phases.

"First, we will focus on immediate humanitarian relief, ensuring that all affected persons are safe and that their basic needs are met.

"Second, we will focus on stabilisation and recovery, rehousing people who have lost homes and restoring provision of services," said the President, in a recent address to the nation.

The third area of focus will

be on reconstruction and rebuilding.

"This will not only involve the construction and repair of major infrastructure. It will also involve the construction of houses in suitably-located areas and

measures to protect the residents of these areas from such adverse weather events in the future," he added.

Cabinet recently declared a National State of Disaster in response to the floods.

More than 400 people lost their lives in KwaZulu-Natal, and a number of people are still missing or unaccounted for. One death has also been reported in the Eastern Cape.

Approximately 4 000 homes were completely destroyed and over 8 300 homes were partially damaged. It is also estimated that more than 40 000 people have been displaced by the floods.

The President described the floods as a humanitarian disaster that called for a "massive and urgent relief effort."

"The lives, health and well-being of thousands of people are still at risk. The floods have caused great economic and social damage," he said.

Coordinated effort

Several national govern-

ment departments are working with their provincial and local counterparts to ensure an effective response in the allocation of financial resources and technical expertise to the emergency.

The President said the South African Police Service and the South African National Defence Force (SANDF) have been leading search and rescue efforts.

This includes the deployment of SAPS personnel, diving teams, canine units and various vessels, helicopters and fixed-wing planes to the most affected areas.

"Aircraft from the SANDF have been used both for rescue and for the delivery of relief supplies – such as food, water, tents and blankets – to people in inaccessible areas.

"I have authorised the SANDF to bring in more personnel, water storage and purification supplies and engineering teams to assist with electricity and water restoration," he said.

In addition, government departments at national and provincial levels; municipal-

“

The lives, health and well-being of thousands of people are still at risk. The floods have caused great economic and social damage.

”

ities; non-governmental organisations and businesses have been distributing basic relief materials such as food, blankets, mattresses, clothing, chronic medication, toiletries and cooking utensils.

Solidarity Fund

The President met with the leadership of the Solidarity Fund "to ask that it makes its capacity available to confront this dire emergency".

The board of the fund agreed to assist with humanitarian and other forms of relief in partnership with government, the private sector and various other non-governmental and community-based organisations.

"The National Treasury will make an initial amount

of funds available as part of our efforts with the Solidarity Fund to implement these support measures.

"The Solidarity Fund has effectively managed the resources that government, the private sector and many South Africans made available to manage the COVID-19 effort as well as the July 2021 unrest assistance measures," the President said.

The fund will set up a separate bank account for the flood disaster that can be used by South African and foreign donors who want to contribute to relief efforts.

R1 billion allocation

"The Minister of Finance has said that R1 billion is immediately available, and

will be approaching Parliament for the appropriation of additional resources," added the President.

He is also expected to approach the Presiding Officers to request a Joint Sitting of Parliament to ensure that the elected representatives are directly involved in oversight of the work that is needed to provide relief and rebuild.

"A comprehensive assessment of the economic cost of these floods still has to be made, but it is clear that it will run into billions of rands for the rebuilding of infrastructure and loss of

production," the President cautioned.

No room for corruption

He warned that there will be no room for corruption, mismanagement or fraud.

The President stressed that all the resources mobilised must be used for its intended purposes and reach the intended recipients.

"Learning from the experience of the COVID-19 pandemic, we are drawing together various stakeholders to be part of an oversight structure to ensure all funds disbursed to respond

to this disaster are properly accounted for and that the state receives value for money," he added.

Water, housing and roads

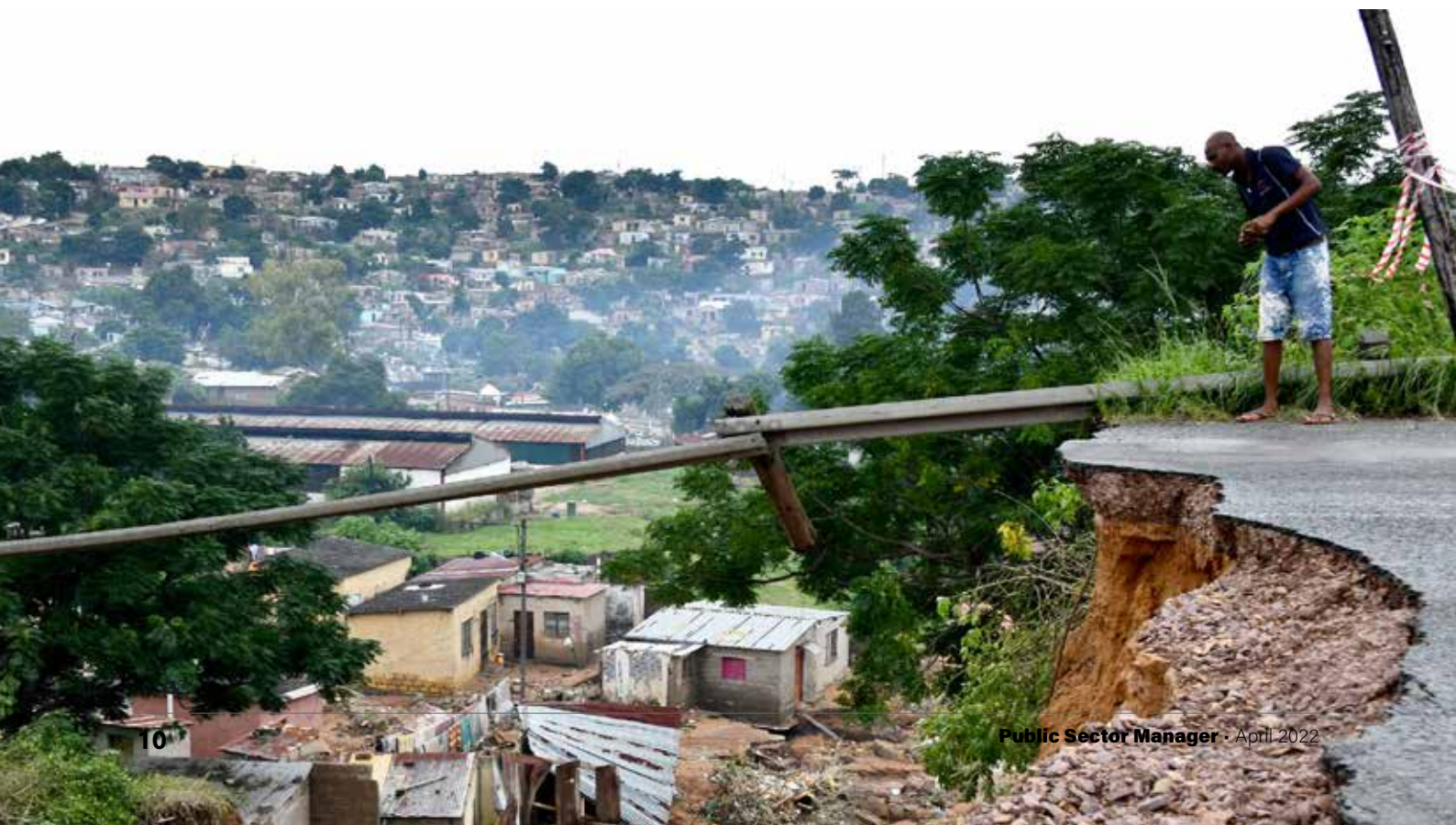
In a bid to ensure the supply of clean water in the affected areas, the Department of Water and Sanitation is leading efforts to restore water supply to areas of eThekweni that were affected by the damage to infrastructure.

"Areas without water are being supplied by water tankers, with the municipal fleet being comple-

mented by an additional 100 tankers. Most areas that experienced electricity disruptions, particularly in eThekweni, are now back to full service."

The Department of Human Settlements has begun an assessment of damages to houses across the province, and has determined initial requirements for the provision of temporary accommodation, repairs to damaged houses and the replacement of destroyed houses.

Preparations are underway to provide temporary residential units, with



construction expected to start soon.

“Financial assistance through a voucher system is being made available to assist households to rebuild partially damaged houses.

“Infrastructure South Africa is also working with relevant departments in all spheres to provide technical support for the repair and rebuilding of infrastructure, including roads, bridges and schools that have been damaged,” said the President.

The South African National Roads Agency is the lead agency on the extensive work required to repair roads in the province, starting with an immediate focus on the N2 and N3 highways.

“To date, around 1 300 road repair projects have been identified by the agencies involved. Progress has been made in restoring operations at the Port of Durban, opening alternative routes for trucks to access the port terminals and clean up debris in the harbour,” the President said.

The Department of Small Business Development is also mobilising funds to assist small businesses that



have been affected by the floods.

Businesses and infrastructure

The President noted that the damage caused to businesses in the area has not been fully quantified, but assessments so far suggest that the eThekweni metro accounts for nearly half of all the reported damage.

There has been extensive damage to public infrastructure, including schools, health facilities, police stations and magistrates' courts. It is estimated that over 270 000 learners have been affected and over 600 schools were damaged.

“Sixteen of these schools cannot be accessed due to damage to connecting roads and bridges. We are saddened by the reports that a number of learners and at least one educator have died.

“Sixty-six public health care facilities have been affected, although there has been minimal disruption to health services in most affected districts,” President Ramaphosa said.

Helping others

The President commended the many individuals and organisations that have taken the initiative to provide humanitarian assistance to

those most affected.

He expressed his appreciation to the emergency service personnel, including health care workers, police and defence personnel, municipal workers, volunteers and community members who spent many hours, at great risk to themselves, saving lives and providing support.

“We are a nation united in our determination to assist those who have lost their homes and possessions, and who are in desperate need of food, water and shelter,” the President added. ○

Freedom Month:

Reflecting on SA's democratic gains

Minister of Sport, Arts and Culture Nathi Mthethwa has called on the nation to use Freedom Month to reflect on the country's democratic gains as the dignity of millions of South Africans continues to be restored.

Addressing the launch of Freedom Month recently, the Minister said this year's commemoration will be used to take stock of the constitutional democratic project.

"Inherent, therefore in Freedom Month 2022's

theme is our conviction that besides the many challenges that have threatened to stymie this important constitutional democratic project, there are gains that we ought to safeguard," Minister Mthethwa said.

This year's Freedom Month, marked every year in the month of April, will be celebrated under the theme: "Consolidating Our Democratic Gains". This year marks 28 years since the dawn of democracy in 1994.

Provision of basic services

The Minister noted that one of the enduring sins of apartheid was the neglect of black communities, even in terms of the provision of basic services, which impugned on their human dignity.

"It therefore stands to reason that the provision of basic services such as electricity, clean running water as well as provision of other basic infrastructure to previously disadvantaged communities was at the

very core of the first development blueprint, i.e. the Reconstruction and Development Plan.

"In giving meaning to freedom, successive democratic administrations since 1994 have had to intensify efforts in making sure that the most basic of services are delivered to the people," he said.

The 2019 Baseline Survey of the Foundation for Human Rights is one of the most reliable pieces of empirical data that offers a glimpse of South Africa's progress since 1994 into some of these most basic of human needs.

According to the survey, in terms of housing, 82% of the adult population live in formal housing, although increased migration from the rural hinterlands into the major urban centres threaten to derail some of the gains in this regard.

In addition, increased



immigration into South Africa by persons who boast no special or scarce skill, and who are principally economic migrants, has also put further strain on the housing statistics.

"Sanitation, water and electricity are important sets of indicators in tracking the nation's progress since the dawn of democracy in 1994.

"According to the 2019 Baseline Survey of the Foundation for Human Rights, progress has been impressive in this regard, considering the fact that clean running water and electricity were a novelty for many communities during apartheid," said Minister Mthethwa.

He added that survey shows that only 10% of adults reported to have access to water outside of their yards or their places of dwelling.

"With regards to electricity, an overwhelming majority of 92% have access to electricity. A resounding success compared to the esti-



mate of only 53.6% in the October Household Survey of 1994," he said.

The Minister also acknowledged the role of the Presidential Youth Employment Intervention, which has enabled young people to access opportunities.

He added that through the National Student Financial Aid Scheme, government has made it possible for a vast majority of the black poor youth to access higher education, which remains one of the foremost channels to break the cycle of generational poverty.

"Of course, as we learned our lessons from the Fees-Must-Fall phenomenon, not every

deserving student has had the necessary financial assistance they require – but government has since been exploring other more efficient avenues for assistance in closing this gap."

Heritage landscape

There has also been much transformation with regard to heritage.

"For our part, transformation of the heritage landscape, which had largely remained white, has been key. This is our own way as a sector in bringing meaning to freedom. In ensuring that the many unearthed and untold stories are given the platform through the national oral

history project that we support," the Minister said.

Through the geographical names project, government has also deliberately set the country on a path towards healing by changing names of towns and cities, which have unsavoury colonial and apartheid connotations.

"In doing so, we have always sought to consult widely in ensuring that the affected communities are part of the name-change process. Despite occasional litigation by disgruntled parties, this process has had resounding success and it thus remain work-in-progress.

"He stressed that symbolism is extremely important. It is also through symbolism that people feel part of a community and the broader society and geographical name change is one of those potent assistive we have available as a department in effecting the desired social change," the Minister said. ○

President commits to fast-track change in Mangaung



President Cyril Ramaphosa addresses citizens during a Presidential Imbizo Mangaung Metro, Free State.

Lack of service delivery, corruption, inadequate housing and crime – these are some of the challenges President Cyril Ramaphosa said government will address in Mangaung Metro, Free State.

He recently led a Presidential Imbizo to engage Mangaung residents on the challenges they face daily. The imbizo was part of the District Development Model, which is being rolled out to improve the quality of life for citizens.

It was the second post-State of the Nation Ad-

dress (SONA) Presidential Imbizo where engagement with citizens is themed on the President's SONA call to action, Leave No One Behind.

"We have heard your concerns and as government, we are going to address them," President Ramaphosa said during the community engagement at the Dr Molemela Stadium in Bloemfontein.

Cabinet recently approved an intervention by the national executive in the governance of Mangaung Metro, in terms of Section

139(7) of the Constitution.

President Ramaphosa assured residents of the Free State and Mangaung Metro that the national intervention is directed at relieving the dire financial position of the municipality and addressing issues affecting communities.

He added that government is dealing with corrupt officials and that services will be delivered to the people of Mangaung.

"Change is here ... and change is going to continue being present here," President Ramaphosa said.

Keen to make their voices heard, residents sent over 3 000 WhatsApp messages to the Presidency. President Ramaphosa committed that Minister in the Presidency Mondli Gungubele and his staff will look at the concerns raised and respond to them.

Residents speak out

During the mass interaction at the stadium, residents from all parts of the metro were given the opportunity to comment openly and to put questions and com-

plaints to the President and other leaders.

The President then invited Ministers to respond to residents on the issues they had raised.

He welcomed community members' outspokenness, saying the imbizo would assist government in ensuring adequate and sustainable delivery of basic services.

"We are honoured that you have heeded our call to become part of the solution," said the President.

In his response to concerns about crime, Police Minister Bheki Cele assured the community that he will visit the area again in three weeks' time.

Minister Cele said police will arrest criminals, regardless of their nationality.

"We arrest first then ask later where you come from," he said.

Water and Sanitation Minister Senzo Mchunu responded to concerns about blocked sewage pipes, saying his department will fix all worn out pipes.

With regard to the province's roads, Transport Minister Fikile Mbalula said his department has set aside R1.4 billion to fix the roads.

The Minister said the South African National Roads Agency has been asked to assist with repairing roads in the Free State.

President Ramaphosa said the imbizo must result in the resolution of the service delivery problems raised by the community.

As part of the imbizo programme, the President visited the Vereeniging Interchange, following the extension of Vereeniging Avenue and the construction of a bridge over the railway line. This infrastructure project was initiated for spatial integration and to alleviate traffic congestion.

The President also visited the Motheo TVET Artisans College, where he held conversations with young men and women who are receiving artisanal and

entrepreneurship training in areas such as visual arts, beauty technology and jewellery design.

The college is one of the four public Technical Vocational Education and Training [TVET] colleges in the Free State. It comprises six campuses, including a Centre for Entrepreneurship, Rapid Incubator and an artisan academy.

The President encouraged students to follow their passions and pursue entrepreneurship as a means of sustaining themselves and contributing to economic growth. ○



Mangaung residents inundated President Cyril Ramaphosa with complaints about how government has failed and frustrated them.

Improved tax revenue

supports recovery and growth

Recently, the South African Revenue Service (SARS) announced in its preliminary tax revenue collection outcome that it had collected over R1.5 trillion between April 2021 and March 2022.

This is a 25% improvement over the previous year and a 15% increase over the last year prior to the COVID-19 pandemic.

Over the same period, SARS also paid out its highest amount in tax refunds since it was estab-

lished 25 years ago.

A competent tax revenue collection agency is at the heart of building a capable state.

Tax revenue propels our nation's development. The money collected by SARS finances service delivery and infrastructure.

Through the R17.8 trillion that SARS has collected since its establishment in 1997, we have been able to build more social infrastructure like clinics, schools and hospi-

tals, upgrade and build new roads, and support society's most vulnerable through social grants and other measures.

When tax revenue collection systems and their supporting legislation are efficient, uncomplicated and equitable, it incentivises greater compliance.

Restoring stability and credibility in SARS was among my foremost priorities when I was elected President in 2018.

Like a number of other

key institutions, SARS had suffered from the ill-effects of state capture, with political meddling, mismanagement and other factors seriously affecting its efficiency. This had the direct consequence of not only undermining taxpayer morality, but also loss of business confidence in the organisation.

In 2018, I appointed a commission of inquiry into tax administration and governance at SARS chaired by retired Justice Robert Nugent. The commission delivered its final report by the end of the same year.

Four years later, SARS has implemented nearly all of the 16 recommendations and 27 sub-recommendations to restore stability to the organisation.

SARS has driven a focused turnaround strategy to position itself at the forefront of efficiency and service excellence. It has a concerted programme to promote tax morality and compliance.

Current high commodity prices, resulting in increased corporate income tax revenues, have

contributed to the latest revenue collection windfall. What has also played a role are the steps SARS has taken to improve its information technology and other infrastructure, modernise customs, recruit skilled staff, and combat tax avoidance and criminal activity.

One of the recommendations of the Nugent Commission was that SARS re-establish capacity to monitor and investigate illicit trades.

The Illicit Economy Unit that was reconstituted in 2018 has notched up a number of successes in combating illicit economy trades, including through a focus on customs non-compliance.

Tax collection from JSE

listed companies, multinationals and high net worth individuals is now more effectively managed through its Large Business Unit, which was relaunched in 2020.

As a result of SARS' turnaround there has been improved compliance in personal income tax, cor-

SARS is taking the wind out of the sails of tax dodgers, beneficiaries of the proceeds of crime, and those involved in corrupt activities. It is well-established that 'the taxman' is one of the most efficient tools to combat corruption.

In cases where an indi-

to learn from what SARS has achieved in a relatively short space of time.

When state institutions are well-run and efficient, when they demonstrate credibility and fairness in their operations, this contributes to increasing levels of trust in government. Business and investor confidence also improve, encouraging greater investment and economic growth.

The leadership and the staff SARS are to be congratulated on its performance. Thanks must go to the loyal South African taxpayer. Without their cooperation, the latest revenues would not have been possible.

That SARS has expanded the tax base with 1.8 million new registrations over the past year is another sterling achievement.

We can only rebuild South Africa if we continue to meet this shared obligation, and if we intensify the work currently underway to ensure that these taxes are used wisely and efficiently. ○

“ When state institutions are well-run and efficient, when they demonstrate credibility and fairness in their operations, this contributes to increasing levels of trust in government. ”

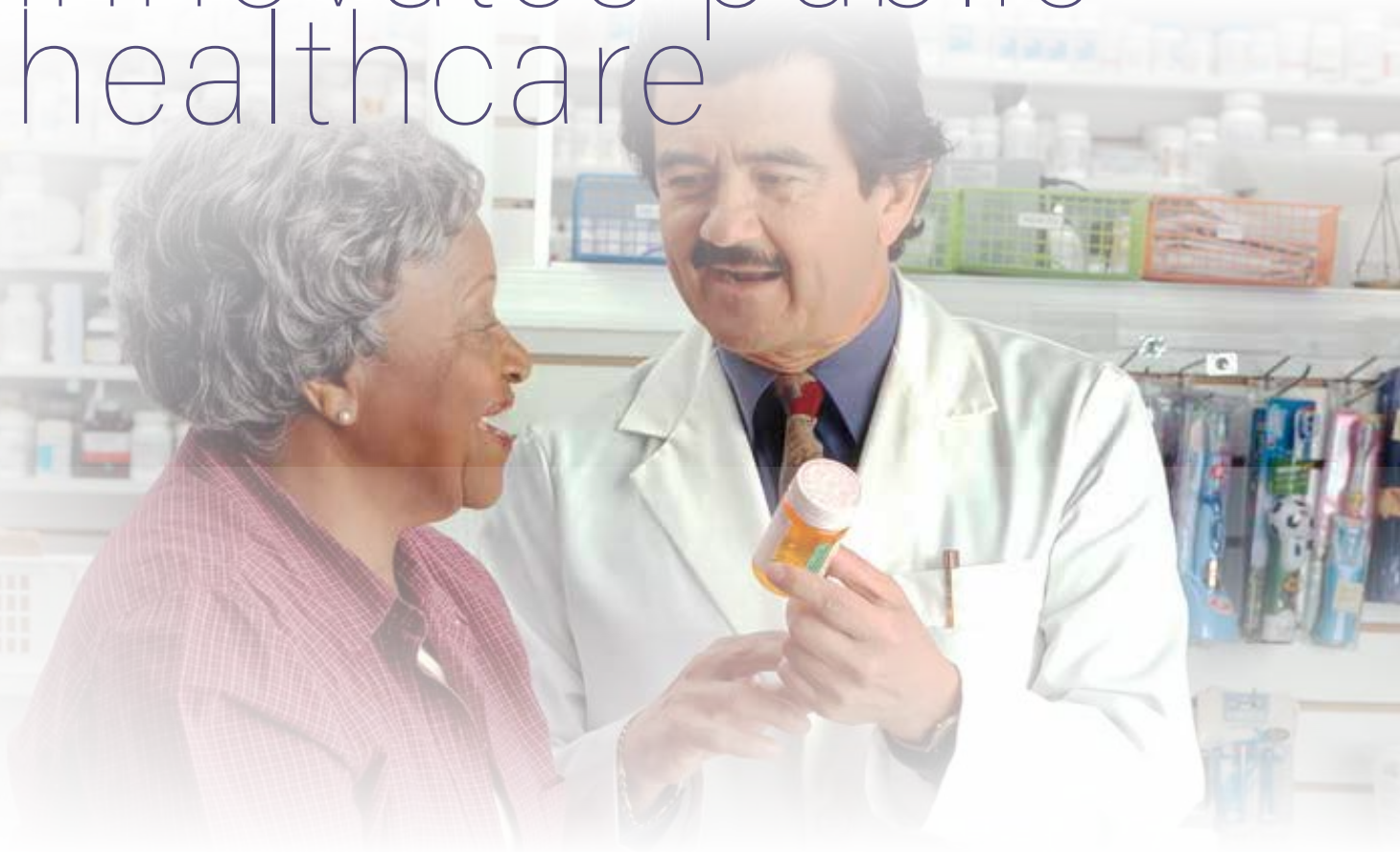
porate income tax and Pay as You Earn.

vidual's lifestyle does not match what they declare, SARS has been conducting lifestyle audits. In the last year, SARS has completed lifestyle audits that resulted in the collection of a further R474 million.

As we forge ahead with efforts to strengthen the capacity of the state and rebuild institutions that were systematically weakened by state capture, we have much



NHI programme innovates public healthcare



Over five million South Africans no longer have to travel great distances or stand in long queues to get their monthly chronic medication, thanks to an innovative National Health Insurance (NHI) pilot programme.

The Central Chronic Medicines Dispensing and Distribution (CCMDD)

programme, known as Dab-lapmeds, won the Public Sector Innovator of the Year award at the recent Public Sector Innovation Awards. It also won other award categories.

According to Maggie Munsamy, NHI Technical Specialist: Contracting, Head: CCMDD, the programme was launched

by the National Department of Health in 2014, due to unprecedented growth in patients requiring access to long-term therapies.

"South Africa introduced universal access to antiretroviral (ARV) therapy, and there has been a steady increase in non-communicable diseases requiring chronic therapy. This

changing epidemiological profile led to an overextension of public sector health-care facilities", explains Munsamy.

This resulted in enormous strain on available resources and contributed towards medicine shortages and challenges in the quality of care provided.

In addition, hospital

patients experienced protracted waiting times, congested dirty facilities, poor staff communication, poor health outcomes and stock outages.

"They [patients] had to return to the health facility, incurring significant transport costs. As a result, some patients never returned," says Munsamy.

Easy access

The CCMDD programme provides an alternative mechanism to facilitate access to medicine for stable chronic patients.

"Traditionally, healthcare is rendered from a health facility, hospital or doctor's room. Healthcare rendered from any other place, for example, a greengrocer, beauty or general store, was inconceivable.

"But imagine if you are out shopping for groceries and at the same time you could pick up your medication – no waiting in long lines, no spending the entire day at a health facility, do one trip and save transport costs," says Munsamy.

She adds that by implementing a disruptive strategy, positive change was brought into the public

and private sector.

The programme consists of central dispensing operations that obtain electronic or manual prescriptions for stable chronic patients from health facilities; dispenses medicines and delivers patients' medicine parcels to the facility where they are registered.

Medicine parcels are also delivered to an external pick up point (PuP) for collection.

External PuPs provide patients with a more convenient option, closer to their home or workplace, to collect their repeat medicine. There are over 2 800 PuPs contracted, of which 1 158 are pharmacies.

"Patients are given an appointment card, with their medication collection due date on it. They can also choose the time they want to collect, as most contracted PuPs are operational

on weekends and public holidays," says Munsamy.

"Patients can also choose an unaided PuP. For example, a smart locker. Then they receive an SMS and OTP to open the locker. Only patients who have a cellphone can use this option," she adds.

NHI innovation

The programme has strengthened health systems and generated improvements for a wide array of stakeholders, says Munsamy.

Besides improved access to chronic medicines, it also decreased the stigma for HIV patients; improved the quality of care, service delivery and patients' experience.

It has also ensured decongestion of health facilities; improved the availability of reliable data to inform decision making; and improved

supply chain processes.

"Only stable patients are registered on the programme, giving them an incentive to remain adherent to their treatment," says Munsamy.

Those on the programme only have to visit the clinic twice a year, as opposed to those who are not on the programme, who have to visit monthly.

According to Latasha Treger, the Principal Investigator for BroadReach Health Development, patients can also nominate someone to collect their medication on their behalf.

BroadReach Health Development has been the national CCMDD support partner, assisting with implementation since October 2021

"Another benefit is that a variety of medications (for different conditions) can be delivered to one patient, in

“ But imagine if you are out shopping for groceries and at the same time you could pick up your medication – no waiting in long lines, no spending the entire day at a health facility, do one trip and save transport costs. ”

one parcel, as opposed to multiple health facility visits.

"It also benefits health facilities and their staff as it lessens their workload, enabling healthcare workers to spend more time with patients who are sick or unstable," says Treger.

The CCMDD has also contributed to job creation, as the PuPs have employed additional staff from communities, creating over 2 800 jobs, says Munsamy.

"Home delivery by bicycle is also being promoted for unemployed youth. Approximately 740 staff are employed by the two service providers," she adds.

Private sector partners

The CCMDD is considered one of the National Department of Health's most successful NHI pilot interventions.

"It is an innovative approach to strengthening health service delivery by addressing key bottlenecks and challenges within the health system," says Treger.

BroadReach is responsible for providing administrative and financial technical support to the programme, through the secondment of four finance/admin officers who oversee all aspects of pro-

gramme implementation.

BroadReach also provides support to the provincial CCMDD programme, providing ongoing coordination and technical assistance.

"This is done by programme coordinators, who work with provinces to facilitate implementation, including supporting them to develop CCMDD annual plans, monitoring implementation and addressing challenges and bottlenecks on the ground," Treger explains.

Other programme partners include Health System Trust (2014 to 2021), the previous national support partner, which still supports the CCMDD electronic system SYNCH; and Project Last Mile, which provides technical assistance.

CCMDD growth

The programme started in the 11 NHI districts, with ARVs. It was then rolled out to eight provinces, all 46 districts (except the Western Cape, which has its own programme) and over 3 587 public health facilities, in a phased approach, with the inclusion

of other non-communicable diseases, says Munsamy.

In March, TB medication was added to the programme for stable TB patients.

During COVID-19, facilities were able to provide 12-month scripts to stable patients, enabling medication to be dispensed for a full year without the need to go into a health facility.

"While this returned to six months in September 2021, based on the COVID-19 experience, it is evident that 12-month dispensing works well for stable patients," says Treger.

As for future growth, Treger expects an increase in the number of patients in the programme, and expansion of dispensing for other chronic health conditions.

"The department is very proud that the initiative was embraced by clinicians, patients and communities. We are pleased to be honoured with the title 'Innovator of the Year', as this recognises our continuous quest to better the lives of the people in SA and create a healthy life for all," says Munsamy. ○



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health

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Government

departments must pay suppliers on time

The Public Service Commission (PSC) has warned government departments that they risk being exposed to costly litigation due to the late and non-payment of suppliers.

"Late and non-payment of suppliers can expose departments to costly litigation including being ordered to pay interest on late payments resulting in the already scarce financial resources being diverted from priority areas," said PSC Commissioner Anele Gxoyiya.

Government departments are required to settle all contractual obligations and pay all monies owed, including intergovernmental claims, within the prescribed 30 days from receipt of an invoice or, in the case of civil claims, the date of settlement or court judgement.

Releasing the PSC's Pulse of the Public Service



Commission report for the period 1 October 2021 to 31 December 2021, Gxoyiya added that the non-payment or late payment of suppliers also impacts the financial health of businesses.

Compliance

The PSC is monitoring compliance with the 30-day payment provision of invoices of suppliers.

"The PSC has made several recommendations taking into consideration the reasons provided by national and provincial departments, such as misfiled, misplaced or unrecorded invoices that are rooted in the lack of internal controls measures, which refer to not only the systemic issues but also human resources shortcomings," Gxoyiya said.

He added that PSC supports the action taken by President Cyril Ramaphosa to address the issue of late and non-payment of supplies.

In his State of the Nation Address, the President announced the current Chairperson of the Small Business Institute will head a unit in the Presidency to identify priority reforms for the year ahead, including

mechanisms to ensure government departments pay suppliers within the required 30 days.

Gxoyiya said there has been an improvement in the payment of suppliers by the national departments during the third quarter, despite the late submission of information to the National Treasury.

According to the report, the Department of Water and Sanitation, excluding its trading entity, owed a significant number of invoices for the period -199 invoices at a cost of R266 729 456 compared to 169 invoices at a cost of R351 373 606 at the end of September 2021.

The report also noted

a significant increase in the number of invoices at the Department of Public Works and Infrastructure's Trading Entity (PMTE), which recorded 356 invoices despite the lower cost of R49 233 as at the end of December 2021 compared to 23 at the end of September 2021 at a cost of R 4 343 261.

The PSC expressed concern over the persistent late or non-submission of exception reports to the National Treasury from a number of government departments.

Corruption

With regard to cases of alleged corruption received by the PSC through the

National Anti-Corruption Hotline (NACH), Gxoyiya said 24 650 cases of alleged corruption were reported as at 31 December 2021 since the inception of the NACH in September 2004.

During the third quarter of 2021/2022 financial year, the PSC recorded a total of 347 cases. This is slightly higher than 337 cases received in the second quarter and 282 received in the first quarter of 2020/2021 financial year.

"During the first, second and third quarter of the 2021/2022 financial year, 32 feedback of alleged corruption relating to national departments were

submitted to Complaints and Grievance Panel for the determination of the closure.

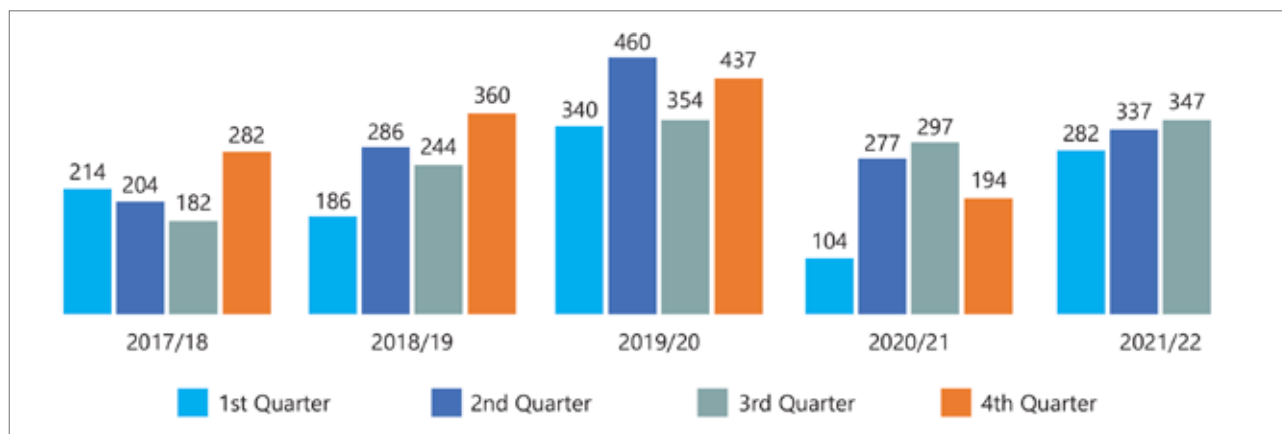
"Sixty-five feedback of alleged corruption relating to provincial departments were presented to the provincial panels and closed through early resolution," he said.

According to Gxoyiya, all the 65 cases relating to provincial departments were unsubstantiated.

"The PSC encourages members of the public and whistle-blowers to provide full detailed information to enable investigators to make informed conclusions," he added.

For the full report, go to www.psc.gov.za ○

Trends analysis of cases received during the 2017/2018 to 2021/2022 financial years





Government's Batho Pele Revitalisation Strategy, which encourages public servants to strive for excellence and continuous improvement in service delivery, presents an opportunity to focus on the state of the public service in South Africa, while planning for the future.

Cabinet recently approved the Batho Pele Revitalisation Strategy, which forms part of government's efforts to professionalise the public service.

"This strategy will give effect to the strengthening of a capable, ethical and developmental state, which remains a critical intervention in serving the citizens of South Africa.

"It will also strengthen the implementation of the eight principles of Batho Pele [People First] and drive behavioural change within the

public service," explained former Minister of Public Service and Administration Ayanda Dlodlo.

The revitalisation strategy seeks to re-affirm the significance of Batho Pele in transforming public service delivery, while securing maximum benefits for citizens in line with their constitutional rights to be treated with dignity and courtesy, and to receive quality and sustainable public services.

"The operationalisation of the Batho Pele Revitalisation Strategy will bring about a public administration that personifies the

democratic values and principles enshrined in the Bill of Rights, and a timeous response to the voices of citizens calling for a public administration system that puts their needs and aspirations first," she said.

Revitalising implementation

Since government's adoption of the White Paper on Transforming Public Service Delivery (WPTPSD) in 1997, public service delivery transformation programmes have been citizen-centred, as required by the Constitution.

Commonly known as

the Batho Pele Policy, the WPTPSD requires public institutions to ensure that citizens' needs become the main focus of public service delivery and that all citizens have equal access to public services of the same high quality.

Between 2005 and 2009, the Public Service Commission (PSC) conducted eight studies to assess the level of compliance with the implementation of the Batho Pele Policy in public institutions.

The findings confirmed the significance of the Batho Pele Policy in transforming public service de-

Focus on putting people first

livery, and pointed towards the public service's failure to implement the Batho Pele Policy.

This was due to a lack of skills, the absence of Batho Pele standards, and a general failure to link Batho Pele with organisational strategy.

In 2012, the PSC released the 'Report on the Assessment of the Effectiveness of the Batho Pele Policy in Public Service Delivery.'

It went beyond Batho Pele compliance issues, and examined whether the implementation of the Batho Pele Policy had made a difference in citizens' lives. A key finding in the report was that it had not.

As a result, the recommendations of the PSC report and similar studies specifically referred to a need to re-design, strengthen and revitalise the Batho Pele implementation approach.

A programme is revitalised when it's considered essential, but has reached maturity and lost its impact.

Based on empirical evidence from the PSC assessments and other research studies, the Batho Pele programme that

emerged from the 1997 Batho Pele Policy had reached maturity after 24 years of existence (1997-2021), and the programme's impact had fallen significantly.

The Batho Pele Revitalisation Strategy is therefore a re-designed implementation approach to the Batho Pele Policy.

The five pillars

The Batho Pele Revitalisation Strategy is underpinned by five inter-connected pillars, namely:

- Taking the lead, by building capacity and learning from past and current Batho Pele implementation practices.
- The development of context-specific Batho Pele standards and communication approaches, in consultation with a diversity of stakeholders.
- Fostering compliance with agreed to and publicised Batho Pele standards, through appropriate monitoring of compliance tools.
- Reinforcement of Batho Pele standards

through appropriate measures where there is evidence of poor or non-compliance with publicised standards.

- Redress for citizens who are the centre of government's constitutional obligations.

Each of the pillars will be implemented through various programmes designed to generate positive service delivery experiences and outcomes for citizens.

Batho Pele principles

The revitalisation strategy also seeks to strengthen the implementation of the eight Batho Pele principles, to drive behavioural change in the public service.

All public servants are required to practice the eight Batho Pele principles, namely: consultation, service standards, courtesy, access, information, openness and transparency, dealing with complaints and giving best value.

Expected outcomes

According to the strategy document, the implementation of the Batho Pele programmes within each

pillar is expected to achieve the following outcomes:

- Visible leadership by the Department of Public Service and Administration and expert technical assistance on the operationalisation of Batho Pele.
- Greater awareness of the Batho Pele Policy and its benefits for citizens and other service recipients.
- Increased compliance with the constitutional principles of public accountability and transparency.
- Targeted capacity-building (and other interventions) in accordance with the needs of institutions.
- An accessible and cost-effective platform for acknowledging public service delivery innovations and other good practices.
- Improved citizen trust in government service delivery and a decline in the cost of service delivery through reduced spending on complaints and appeals handling. ○

Investing in SA

President Cyril Ramaphosa's ambitious R1.2 trillion investment drive is 95% complete, just a year short of its five-year target.

With 80 investment pledges – totalling R332 billion – unveiled at the fourth SA Investment Conference (SAIC) recently, President Ramaphosa said with investments from previous

conferences, the drive had reached R1.14 trillion.

“With just one year left to go, we have now reached 95% of the ambitious target we set four years ago. What this means is that we are now only R60 billion short of our target.

“I expect that by next year we will not just reach our target – we will exceed it,” said the President.

He added that the willingness to invest in South Africa, showed that investors believe South Africa is on the right track, despite all the challenges.

Open for business

He said the value of such conferences is that it makes people realise that South Africa is an investable desti-

nation open for business.

The President saluted the fact that the commitments came from companies from all corners of the globe.

With a large amount of investment commitments in the mining sector, President Ramaphosa said this was testament that the sector was not a sunset industry as many had suggested.

“Mining in South Africa is on the resurgence and it is a sunrise industry. It is pleasing that there are several investments in metal fabrication as we saw in other manufacturing.

The investments to add value jobs that would oth-



President Cyril Ramaphosa addresses the fourth SA Investment Conference.

erwise have gone to more industrialised countries."

He also hailed the investments in the film, design and other creative industries, where he said there is huge potential.

The export potential of the country's automotive sector and of its continued contribution to developing emerging businesses through its value chain was also highlighted through the investments in the sector.

"We welcome that investment in infrastructure and logistics and property and telecommunications, which will help expand the capacity of our economy and improve its competitiveness.

"We have seen investment in agriculture - our oldest industry - and investment in the digital economy - our newest," added the President.

Global commitments

Commitments were made by companies from South Africa, Belgium, Canada, China, Czech Republic, Finland, France, Germany, Ireland, Mauritius, Norway, Pakistan, Sweden, Turkey, United Arab Emirates, United States and the



United Kingdom.

The African Development Bank pledged R42.5 billion over the next five years, to support public and private sector investments in the priority areas of agriculture, renewable energy, transport, youth employment, health and vaccines manufacturing, among others.

"We know South Africa is bankable," said African Development Bank Group President Dr Akinwumi Adesina.

South African Breweries (SAB) pledged a further R920 million into its Prospecton and Ibhayi breweries, ramping up its total commitment to R4.5 billion.

"These investments will give us the capacity to not only contribute to the economy, but also to be able to contribute to job creation, tax, excise and procurement spend," said SAB Chief Executive Officer Richard Rivett-Carnac.

President Ramaphosa said commitments were made for renewable energy projects, and plants based in South Africa will build some of the components to be used in these projects.

"From biogas to solar, from wind to battery storage, these investments are at the cutting edge of one of the most important growth industries in South Africa."

Several investments were also made in metal fabrication and steel, vanadium, aluminium and other manufacturing plants.

"These contribute to our ongoing effort to add value to the minerals that we mine and to create jobs that would otherwise have gone to more industrialised countries."

Other investments include those to produce vaccines and other pharmaceuticals, both for South Africa and the continent; infrastructure and logistics; property and telecommunications; agriculture and the digital economy. ○

Transforming

the marketing, advertising and communication sector

In an effort to match the success of other countries in redressing economic imbalances in a digital and multiplatform environment, government recently launched the Marketing, Advertising and Communications (MAC) SA Charter Sector Council.

According to Minister in the Presidency Mondli Gungubele, through the MAC Charter Council, South Africa will focus its attention on economic growth and the key problems affecting the economy.

Addressing the launch of the council in Pretoria, the Minister said the coun-

cil has been tasked with broadening the meaningful participation of black people, women, youth and people with disabilities in the sector - not just as consumers but also as entrepreneurs.

The council will monitor transformation of the sector by facilitating the implementation of the Broad-Based Black Economic Empowerment (B-BBEE) sector code.

"Although we have made great strides since the advent of our democratic dispensation, we still do see sexism, racism and other offences of the Constitution rearing their

head from time to time in ways that set back the way South Africans feel about themselves and the way in which we relate to one another as citizens of this country," he said.

Progressive partnerships

The council is tasked with building progressive partnerships that will unleash the creative abilities of professionals and technically skilled people in this sector and change the sector and society for the better.

"This is the transformation agenda for the MAC sector - alongside its potential to contribute to

the investment drive led by the President [Cyril Ramaphosa] with a target of R1.2 trillion in domestic and international investment in a five-year period that began in 2018," Minister Gungubele said.

The council has representatives from academia, the regulator, marketers, women, youth, and people with disability, public relations institutes, organised labour, outdoor media, industry associations and interactive marketers.

It functions independently and the annual transformation report it produces is processed through the Government Communi-



Minister in the Presidency Mondli Gungubele and GCIS DG Phumla Williams with members of the Marketing, Advertising and Communications SA Charter Sector Council.

cation and Information System (GCIS).

Review of the 2016 MAC sector code

"One of the first duties of the council is to review and align the 2016 MAC sector code based on the new requirements issued by the Department of Trade, Industry and Competition (the dtic) in 2019.

"I want the council to complete this by no later than January 2023," the

Minister said.

The revised code will ensure that the sector can be measured with yardsticks that apply to MAC, instead of the generic code.

"The advantage of a sector specific code is that it brings regulatory certainty and enables the sector to maximise its transformative impact by focusing on opening up participation in the sector for designated groups that include women, youth and

people with disabilities," he added.

The Minister said the gazetting of the code will be a monument to the sterling work that the council is expected to do as it contributes in making the future work.

"We expect young South Africans – who are worst affected by unemployment - to benefit from the Enterprise and Supplier Development element of this Code. South Africa does not have a shortage

of young entrepreneurs who are pursuing their dreams by establishing MAC businesses.

"Young people in all provinces need a hand up and it is for this reason that this council includes four young people with suitable qualifications who will serve as alternative members," Minister Gungubele said.

He added that composition of the council speaks to the goal of inclusivity and transformation. ○

Majestic and magical Matroosberg



Matroosberg is a mountain with a certain air of mystery and magic. As one nears the mountain along the N1 highway a sailor (matroos in Afrikaans) and his ship seem to emerge from the rock formation, hence its name.

At 2 249m, it is one of the highest mountains in the Western Cape and attracts adventurers from all walks of life.

Hiking, abseiling, fishing and trail running are all part of the adventure package in the summer months.

However, it was the winter adventure that gripped our attention, having seen pictures of this icy wonderland from years gone by.

Weather reports indicated an approaching cold spell. With plenty of rain and -12°C predicted on the Matroosberg summit, we went in search of snow.

Cold front

One of the fiercer cold fronts ripped through the Western Cape, but we were ready with our thermal gear, tents and ski pants. The car was packed with enough cold-weather gear (and treats) to survive whatever conditions the mountain would throw our way.

As we headed through the valley, our windscreen wipers screeched into overdrive, and tried its best to repel the relentless downpour that battered our car and added to the nervous energy exhaled from inside onto the rapidly fogging windscreen. But then there was silence. We ascended another corner and the pelting rain transformed to candy floss, tossed about by the swish of the blades confirming we had timed this adventure perfectly.

At the front gate, we were greeted by a sign

that read: "Peak of Adventure". There was no other car in sight.

The receptionist, surprised by our enquiry to camp, tried in vain to point us in the direction of some quaint cabins, but recognised we were dressed for adventure and wished us well.

By now, the usual hiking pathway to the summit was covered in snow so we elected to take the wider 4x4 path. It was steep and rocky but the fresh covering of powder and continued snowfall reminded me of past European snow adventures, as the trees stood covered in their best white suits.

Snow continued to fall as we made our way up towards the summit. It was tough going; the depth of snow climbed towards our knees, and it was evident that a hike of 7km was going to take us far longer than anticipated.



We collapsed in the snow to devour some lunch and took in the glory of this magical winter wonderland. It was an extended break, as time seemed to slow down just for us to enjoy views back down the valley. Yet, it felt all too temporary,

which was testament to our toil. Back on our feet, we trudged along the contour, leaving nothing but a path-way of footprints.

The fading winter light mimicked our energy levels and we compiled. We stopped immediately to set

up camp for the night on the path, about 700m short of the summit. With a bit of protection from the wind, a flat surface and incredible views, this was the spot we called home for the night.

The blustery wind dropped a little, but so did the temperature, and those earlier predictions of -12°C degrees felt very accurate.

A warm concoction of cheese, noodles and salami helped a little but even that body warmth soon wore off as the reality of sleeping on a giant ice block set in.

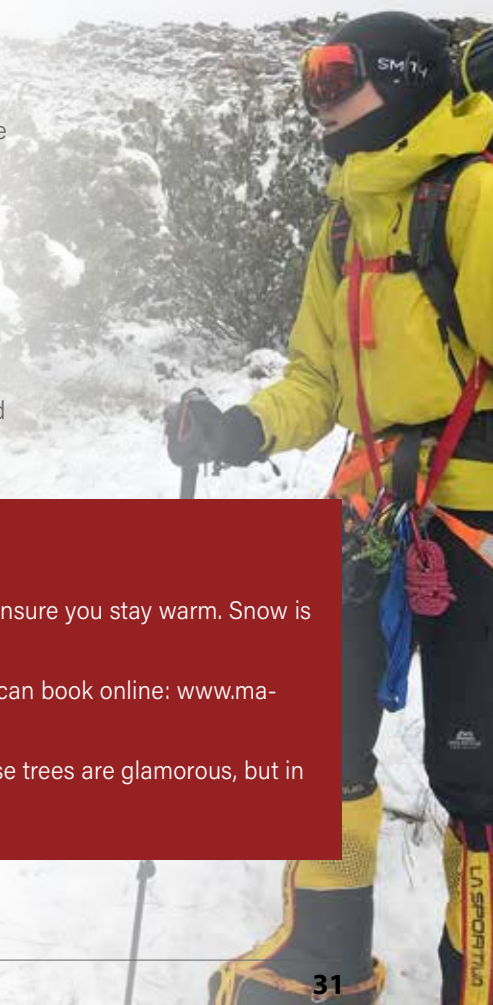
It was a bitterly cold and long night which stretched late into the morning.

Neither of us dared to move from the tent until the midmorning sun breached the mountain tops and the thin film of ice began to thaw from our flysheet.

Freshly brewed coffee finally encouraged me out of the tent and in to a world

transformed overnight by the heavy snowfall. I stood, mouth agape, at the beauty which was below.

It was not long before we heard two snowboarders gearing up to take on the slopes. Just below us was the Ski Club of South Africa, whose members have been skiing on Matroosberg since 1935. It was evident that the news of snow hit Cape Town as we packed up and began the arduous journey back to reception and in the opposite direction of the crowds flocking towards the summit.



KNOW BEFORE YOU GO:

- It can get cold; really cold. Make sure you pack enough thermals and snow gear to ensure you stay warm. Snow is wet, we sometimes forget that, so a change of clothes is very important.
- There are numerous accommodation options for those who visit without a tent. You can book online: www.matroosberg.com.
- Klondyke Cherry Farm is just outside the Matroosberg reserve, covered in snow these trees are glamorous, but in cherry season they are dotted with cherries ripe for the picking.

Fashion flashback:

Retro style pieces making a comeback

Fashion has a way of reinventing itself and evolving, borrowing silhouettes from bygone eras and reimagining them as contemporary fashion pieces that embody a sense of classic style. Have your eye on what's on trend this year? You may be pleasantly surprised to see a few golden oldies on our list.



The return of the denim dungaree

Denim dungarees were a closet staple in the 70s, but it's 2022 and they're back for their share of the spotlight.

This year you'll find long-sleeved versions, cropped styles and full-length renditions kitted out with pockets, mini belts and shirt-style collars.

If you're not a traditionalist when it comes to trends, you'll find alternatives like cotton overalls and linen jumpsuits on shelves this year.

The bottom line is that one-pieces are back and they're here to stay. Dress them up, dress them down, but whatever you do, get the trend – it's bound to keep reappearing. One-piece Suit Gillian – Open Blue, MANGO at Superbalist, **R1 499**.



Clogs – but more contemporary

Clogs have a bulky silhouette that keeps reincarnating itself through the years.

In the 90s we saw the return of conventional clogs in leather and suede. In the noughties, we saw them return with studs and embellishments.

And this year, we're getting a whole new perspective on this footwear trend, reimagined by Crocs in a patented material called Croslite™. With these clogs, you get the best of both worlds – the height and the bulkiness that is oh-so-in-fashion as well as the lightweight form and a key comfortability factor. Coca-Cola Crocs Bae Women Clog, Crocs South Africa, **R1199.95**.

* Prices correct at the time of publishing.



Who doesn't love a scrunchie?

Before there were butterfly clips, there were crocodile clips, and before those, there were scrunchies.

In the 90s, you'd find scrunchies in a range of different fabrics from satin and silk, to canvas and cotton. Today, there are several ways to get your hands on one (or two) of these retro hair accessories.

The great thing about scrunchies is that most of them are machine washable. They're also kinder on hair and help to prevent frizz and split ends.

Keep your eyes open for local artisans and seamstresses who are making their mark in the fashion space with the introduction of their own take on this classic accessory.

Nuvé, scrunchie, **R50.**

Say hello to bucket hats

Bucket hats are back. And thank goodness for that. South Africans have laid their own claim to these fashion must-haves, which make popular streetwear accessories.

Due to its flexible shape, a bucket hat is an accessory that you can really make your own. Flip it up at the front, flare the rim out, add a brooch or pin. There are so many ways to customise this vintage favourite.

The limited edition we've chosen is sustainably handmade in South Africa and made from hand-painted, 100% cotton canvas. Water colour bucket hat:

Limited Edition, FREYA HATS, **R499.**



** Prices correct at the time of publishing.*



Cargo pants are back in action

Military-style cargo pants were all the rage in the 90s. In 2022, we see cargo pants returning but with a somewhat more subtle aesthetic.

Feel free to go camouflage, but if you're into keeping things understated, there are a few options that say "utilitarian, but with an edge." The more zips, pockets and embroidered detailing, the better.

You can wear your cargo with a casual shirt or keep it classic with a white T-shirt. Add a neck or arm accessory and you'll be ready to conquer the crowds. Zippy cargo relaxed tapered pants,

G-STAR RAW, **R4 199.**



Bell bottoms; or are they?

It's very rare to find someone who hasn't owned a pair of bell bottoms – or a variation on this evergreen trend.

Bell bottoms take us way back to the 70s, where the "bells" kept getting bigger. In 2022, we're seeing this trend re-emerge but in a slightly more subtle way.

You won't find the word, "bell bottoms" used too often, but you will find "fit-and-flare," or "flare" jeans that pay homage to this funky silhouette. It's the next evolution of the 70s bell bottom and it's staking its claim to fame on runways across the world. If you can get a pair that's high-waisted, that's a double win. ZW The '90s Wide-Leg Jeans, Zara South Africa, **R799.**

Puffer jackets have come around again

Heading into the colder months, fashion is getting bigger and bulkier. If you have an old puffer jacket hanging in your closet, now's the time to dust it off and put it on.

Puffer jackets are super warm and comfortable, but also lightweight, which makes them perfect for outdoor adventures.

Puffers have come a long way over the past decade or two. Now you'll find puffer jackets crafted by advanced technology to provide insulation without adding bulk or weight, making them weather-ready and perfect for fireside chats. Paris Saint-Germain men's puffer jacket, Nike South Africa, **R3 699.95.**



** Prices correct at the time of publishing.*

WHAT WILL THE NEIGHBOURS SAY?



There is no excuse for abuse.
People can only help if they know.
TELL SOMEONE.

Police: 10111
Stop Gender Violence: 0800 150 150
Childline: 0800 055 555

Violence and abuse are poison to society. Let's make it stop.



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