

PublicSector

MANAGER

Chair of G20 Startup20

leading Africa's
voice in the global
startup arena

Mandela Month

honouring Madiba
by living his values of
service and integrity

Matthew Chetty

driving public sector
innovation through smart,
integrated digital systems



2025 Tax

Filing Season opens



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REPUBLIC OF SOUTH AFRICA

Reimagining local government:

Why the White Paper review matters more than ever



We have begun with a comprehensive review process of the 1998 *White Paper on Local Government*.

The review of the White paper demonstrates our collective commitment to addressing the challenges facing local governance and shaping a future that aligns with the aspirations of all South Africans. The significance of the Local Government White Paper Review process is multifaceted, impacting various aspects of governance, community engagement and socio-economic development. This review is a crucial indicator of government's commitment to improving local governance structures and service delivery, both fundamental to effective

democracy and citizen satisfaction.

To understand this process fully, it is essential to consider the historical context of local governance in South Africa. The *White Paper on Local Government*, adopted in 1998, established the foundation for developmental local government as a key pillar of South Africa's democracy. This policy framework not only expanded access to basic services for millions but also defined the local government sphere as one that operates at the forefront of service delivery, working closely with citizens and other societal entities to address social, economic and material needs while improving the quality of life. The original White Paper was

visionary, introducing a developmental model that emphasised collaboration and community participation.

Since the end of apartheid, local governments have played a crucial role in transforming communities, ensuring equitable service delivery, and fostering democratic participation. However, this journey has come with significant challenges. Many municipalities have struggled with inefficiencies, corruption and neglect, leading to public disillusionment and a lack of trust in local governance systems.

On 19 May 2025, we officially launched a review of the White

Paper, emphasising that local governments must adapt to a changing world characterised by urban growth, climate challenges, youth unemployment and digital transformation. Without this evolution, municipalities risk becoming irrelevant and obsolete. Central to the review is the need to restore public trust, which has been eroded by the issues and failures present in some municipalities. Rebuilding this trust is crucial and begins with accountability and the willingness to confront past mistakes. The review poses the following challenging questions:

- How can we ensure that councillors and municipal

managers are qualified, accountable and focused on service delivery?

- How can we restore fiscal discipline so that ratepayers' money is used for delivery instead of waste?
- How can we empower traditional leaders and rural communities without undermining constitutional principles?

We all agree that the rationale for this review is both urgent and strategic, as South Africa's socio-economic landscape has shifted dramatically. The population has grown, and poverty and inequality remain deeply entrenched. Political instability, skills shortages and revenue shortfalls have weakened municipal performance.

In response, the review must address these and many other challenges by proposing structural changes that enhance accountability and efficiency. Additionally, the review aims to promote greater accountability and transparency in local governance.

By emphasising a participatory approach to governance, the review seeks to empower communities to engage actively with their local institutions. It aims to enhance transparency through measures such as open budgeting processes and public consultations, ensuring that municipal leaders are held accountable for their decisions

and actions. This shift towards transparency is crucial for rebuilding trust between government and communities, allowing citizens to have a voice in the decision-making processes that affect their lives.

A key principle of the review recognises that meaningful community engagement is not just beneficial but necessary for effective governance. To this

rectify historical imbalances by ensuring that all voices are heard, particularly those that have been silenced in the past. It calls for inclusive engagement, reaching beyond the usual voices, and providing marginalised communities (such as informal traders, women, youth, traditional leaders and rural communities) the opportunity to participate. We

real-time data systems.

- New funding models that incentivise ethical leadership and penalise mismanagement.
- The professionalisation of local government, establishing minimum qualifications and ethical standards for officials and councillors.
- Climate resilience strategies that future-proof infrastructure and services against environmental risks.
- Improved intergovernmental coordination, particularly through the District Development Model, to streamline planning and reduce duplication.

Consultations already underway across provinces are shaping a framework and roadmap that is practical, coherent, and values-driven. They reflect the spirit of the Constitution and the realities of 21st Century South Africa while being both inclusive and practical.

The outcome should be a modernised local governance structure that characterises and defines a new era of capable, developmental, ethical and innovative municipalities, ultimately improving lives, rebuilding communities and restoring the resilience of our democracy.

Every municipality must work, not just in theory, but in practice, and for everyone. ♦



end, the White Paper calls for the establishment of forums, workshops and other platforms that allow citizens to express their concerns and suggestions. Such engagement serves two purposes: it empowers communities and helps local governments make informed decisions that truly reflect the needs of their constituents.

The review processes aim to

emphasise this because real change must be rooted in lived experiences and supported by evidence.

This review presents an opportunity to rewrite the rulebook and introduce bold, forward-thinking reforms, including:

- Smart governance tools that track performance and improve transparency through

Mandela Month 2025: It is in our hands to combat poverty and inequity

The Struggle stalwarts of South Africa played a crucial role in the fight against apartheid and the journey towards democracy. Their sacrifices, bravery and determination paved the way for a more just and equal

society. We recognise that their legacy continues to inspire and motivate us to build a better future for South Africa.

Each year in July, we pause to commemorate and celebrate the life of our iconic founding democratic President, Tata Nelson Rolihlahla Man-

dela. We honour his legacy through acts of service, reflection and renewal.

Although 18 July is globally recognised as Nelson Mandela International Day, we carry the selfless spirit of Tata Nelson Rolihlahla

Mandela throughout our daily lives with citizens and institutions extending continuous acts of human kindness, inter-

connectedness and respect in the spirit of Ubuntu which contributes to lasting impact in the development of our communities.

Mandela Month is a national moment of reflection and renewal – a time to remember that Nelson Mandela's legacy is not just to be celebrated, but to be lived. This year's theme: "It's still in our hands to combat poverty and inequity," calls us to recommit to the values that Tata embodied. It serves both as a reminder – that while progress has been made, the work is far from finished – and as a challenge, urging us to act with urgency, compassion and integrity.

As we observe Mandela Month, we are reminded of his powerful words: "Like slavery and apartheid, poverty is not natural. It is man-made, and it can be overcome and eradicated by the actions of human beings".

These words serve as a clarion call, urging us as public servants to act with urgency, empathy and resolve.

Despite the progress made by government since 1994, poverty remains a persistent and painful reality for millions of South Africans. According to the World Bank, 63.5% of our population is projected to live in poverty in 2025, based on the upper-middle-income poverty line. This places us among the most unequal societies in the world, despite our economic potential.

According to Statistics South Africa, the unemployment rate stood at 32.9% in the first quarter of 2025, with youth unemployment at a staggering 46.1%. The informal sector accounts for 19.5% of total employment, highlighting the precarious nature of work facing many South Africans.

These are not just statistics – they represent families struggling to put food on the tables, young people losing hope and communities being left behind. They reflect how the triple challenge of poverty, unemployment and inequality continue to define our national struggle. Through targeted programmes which respond to the needs of citizens government remains committed to ensuring that citizens are empowered to better build their lives and



Nomonde Mnukwa, GCIS Acting Director-General.

that of their communities. In his 2025 State of the Nation Address (SoNA), President Cyril Ramaphosa emphasised that the Government of National Unity will place inclusive growth at the centre of the national agenda.

In line with Priority 2 of the Medium-Term Development Plan – Reduce Poverty and Tackle the High Cost of Living – since 1994 government has used various mechanisms to redistribute resources to the poor. In addition to social grants, the government has provided free basic services, healthcare, education and subsidised housing to poor South Africans, to dismantle the structural barriers that keep people trapped in poverty.

As President Cyril Ramaphosa affirmed in his 2025 SoNA:

“Today, we spend around 60% of our national budget on the social wage: on health, education, social protection, community development and public employment programmes. Through these programmes, we are alleviating the worst effects of poverty. We are providing the means through which South Africans can rise above the poverty that has been passed down from one generation to the next”

South Africa’s Presidency will be the first time an African

country has presided over the G20. South Africa has adopted the theme ‘Solidarity, Equality and Sustainability’ for its G20 Presidency. This underscores the importance of solidarity in creating an inclusive future that upholds the best interests of those who are at the greatest risk of being left behind. Further, promoting equality, ensures fair treatment and equal opportunities for all, thereby breaking divisions of economic status, gender, race, geography or any other. The inclusion of Sustainability emphasises that in meeting the needs of the present we cannot compromise the future generations.

If there is one lesson we should take from Former President Mandela’s legacy, it is that leadership is not about position, but about purpose.

As public servants, we are the stewards of that purpose. The success of government’s anti-poverty programmes rests on empowering citizens as active participants in our development democracy. To ensure success, leaders, managers and officials in the public sector must:

- ensure that resources are used optimally with the purpose of reaching the intended beneficiaries without delay,
- monitor and evaluate pro-



Image: GCIS

gramme outcomes to ensure purposeful implementation of programme that address a need of the citizens, and rooting out corruption both in the public service and in our communities,

- collaborate across departments and spheres of government to deliver integrated services, and
- listen to the needs of communities and adapt interventions to respond to the needs of citizens.

Let us honour Madiba, not only with words but with our

actions. By asking ourselves: what is in my control? what can I do, in my role, to ensure that our policies translate into real, measurable change? – so that each of us contributes towards building a public service that is ethical, responsive and committed to the people we serve.

Let us ensure that the fight against poverty is not just a policy goal, but a lived reality for every South African. Because poverty is man-made – and so are the solutions. ♦



Vuyani Jarana puts African startups on global stage

In a milestone appointment that signals South Africa's growing influence in global entrepreneurship, seasoned Business Executive Vuyani Jarana has been named Chairperson of the StartUp20 for South Africa's G20 Presidency.

The appointment comes as South Africa holds the G20 Presidency, marking the third year of StartUp20's existence since it was launched in India in 2023 and expanded in Brazil last year.

StartUp20 is one of the official G20 engagement groups – born out of the B20 – that focuses on fostering a global startup ecosystem. The platform unites policymakers, investors, entrepreneurs, and ecosystem enablers with a single aim: creating an

enabling environment for startups to thrive across G20 nations and beyond.

Pan-African

In an exclusive interview with *Public Sector Manager* magazine, Jarana outlined an ambitious vision that extends beyond South Africa's engagement to encompass the African continent's broader participation.

"StartUp20 is an engagement group, a pillar of B20. We are in the third year of it now," said Jarana. "Its focus is on promoting global entrepreneurship by ensuring that G20 leaders create an environment where startups and entrepreneurship can thrive. This includes looking at areas like

accelerators and incubators – how do we invest in these platforms so that startups can mature in a productive environments? We are building an ecosystem that enables startups to drive value through a comprehensive value chain."

According to Jarana, the value chain support structure is essential: "It is about creating a conducive environment for startups in different countries to succeed. You have to look at policy enablement and things like access to finance, access to markets, inclusion and sustainability."

For South Africa, Jarana emphasises that inclusion must go beyond buzzwords: "In South Africa's case, inclusion means bringing more young people, women, and

township and rural enterprises into the mainstream economy. We have specifically addressed this through a task force in the South African Charter."

The South African agenda seeks to institutionalise these goals beyond the summit. "We want to create an institutional base that enables ongoing coordination and shines the spotlight on startup issues, especially for the continent," Jarana explained.

Five strategic task forces

Under Jarana's leadership, the StartUp20 Engagement Group has established five task forces designed to tackle the most pressing issues in the global startup ecosystem:

- **Foundation and alliances:**

This task force focuses on policy frameworks to enable the foundations of entrepreneurship. "It is about looking at what policy framework needs to be put in place so that startups have the right conducive environment to thrive and grow at the foundational level – covering accelerators, incubators, and the broader ecosystem," he explained.

- **Access to finance and**

investment: In this regard, he said the question was: "How do we ensure that startups, that often do not have strong balance sheets and any collateral, still have access to finance?" He said the point was not to lament

what was not happening, "but for the task forces to find fresh ideas around balancing risk and opportunity in providing investment."

- **Market access and trade:**

"This is not just about South Africa or Africa. We are looking at international corridors to that products from startups and small businesses can use for exports. The question is: are there specific trade arrangements that global leaders could agree upon, focusing on products from startups and SMEs?"

- **Inclusion and sustain-**

ability: This workstream will discuss how countries can get more of the youth involved. "How do we get

women involved? How do we get people with special needs involved? This work group has to examine all the barriers and explore new ideas for actually addressing these barriers to entry."

- **Township and rural enterprises:**

"While this workstream falls under inclusion, we decided to make it a standalone to ensure we do not compromise either the youth, women, and disabilities agenda or the township and rural enterprises focus."

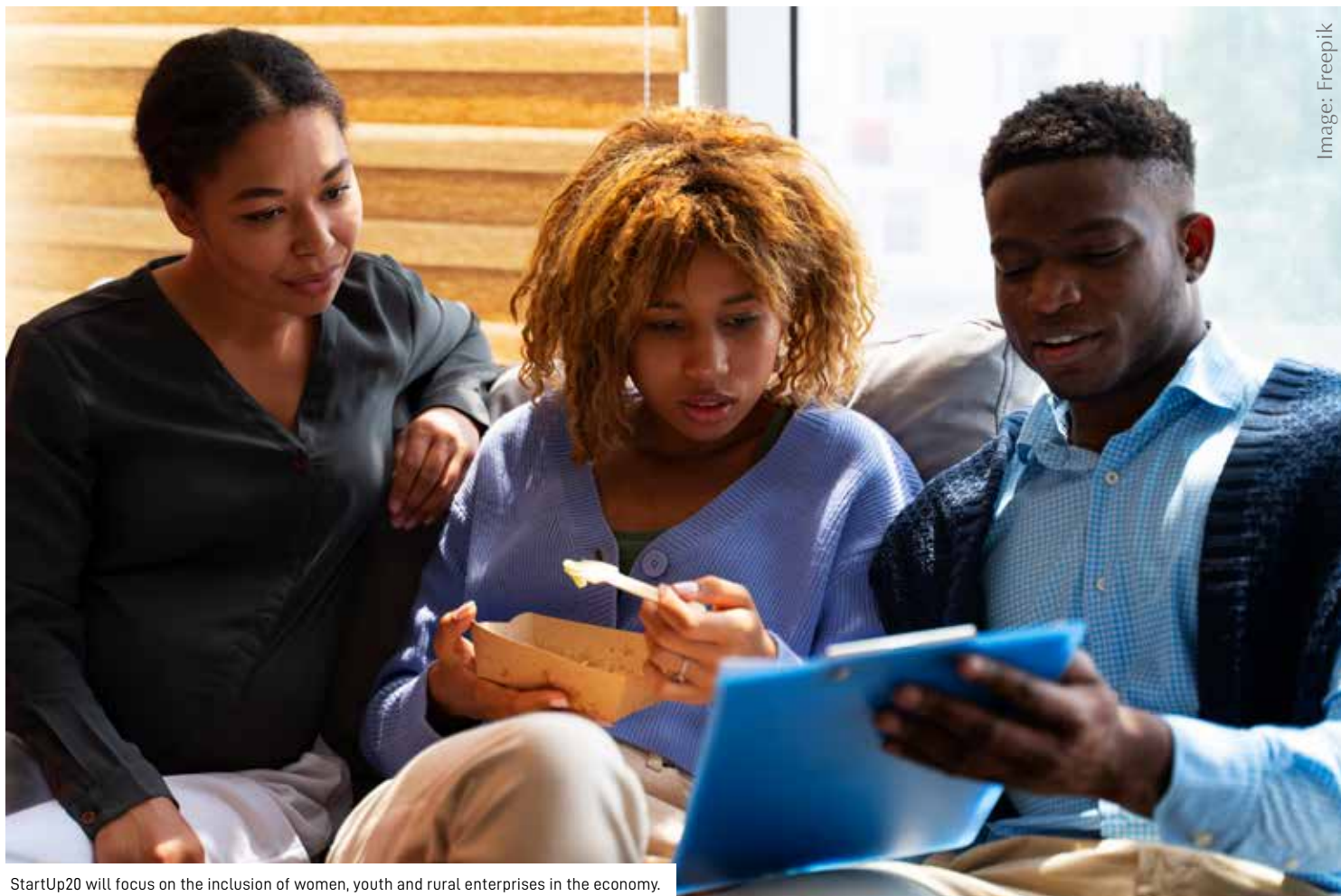
Continental impact

Jarana was emphatic that StartUp20 South Africa is not a domestic initiative, but needs to must reflect the ambitions and aspirations of the entire African continent.

"Top of mind is to ensure that it is not just a South African thing. The continent must be involved. But the other 17 G20 countries also have to be actively involved to ensure we can actually set the agenda."

There are already plans to collaborate with the African Union (AU), which is now a G20 member. He also hinted at potential Southern African Development Community (SADC) regional engagement platforms: "We think there is an opportunity to do something for

"Top of mind is to ensure that it's not just a South African thing. The continent must be involved. But the other 17 G20 countries also have to be actively involved to ensure we can actually set the agenda."



StartUp20 will focus on the inclusion of women, youth and rural enterprises in the economy.

the region, with the possibility of incorporating SADC engagement into the different summits we want to hold.”

A lasting institution

Looking ahead, Jarana wants StartUp20 to become a lasting institution.

“The first thing that is important is to examine the five themes and develop concrete recommendations from each one, building on the work done in India and Brazil.”

But it is not just about policy documents. “What we want to do as South Africa is institutionalise the StartUp20 Engagement Group – create an institution behind it – so that it is not ad hoc. As the G20 Presidency moves from country to country, we need to constantly be part of the agenda and shape topics as they evolve.”

A major part of the South African strategy involves mobilising participation across ecosystems. South Africa has also



G20 SOUTH AFRICA 2025

launched an open call for applications to join the task forces, ensuring global representation.

A digital collaboration platform is also being developed to connect startups, investors, development finance institutions and ecosystem enablers worldwide.

Small Business Develop-

ment Minister Stella Ndabeni’s decision to appoint Jarana as Chairperson reflects not only confidence in his leadership but also recognition of the need for serious, experienced oversight in positioning startups at the centre of the continent’s economic future.❖

A photograph of two young children, a boy and a girl, making peace signs with their hands. The boy is in the foreground, smiling, and the girl is behind him, also smiling. They are both wearing white t-shirts. The background is a textured, orange-brown wall.

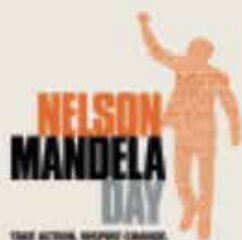
LET'S GET INVOLVED

NELSON MANDELA DAY

18 JULY

#

MANDELADAY



**IT IS STILL IN OUR HANDS TO
COMBAT POVERTY AND INEQUITY.**

#ItIsInYourHands

#MandelaDay2025

From clean water to clean audits

Sibongile Motloun's role as Group Audit Executive at Rand Water allows her to influence change in ordinary South Africans' lives through audit reports that drive improved service delivery.

As the largest bulk water utility in Africa and one of the largest globally, Rand Water

provides bulk potable water to more than 11 million people across Gauteng, parts of Mpumalanga, Free State and North West.

Driven by a passion for creating societal change through her work, Motloun took up her current role in October 2022.

Her job involves ensuring an agile internal

audit unit that adds value to the organisation. The unit supports senior management and provides advice on Rand Water's projects.

"We do not want to perform an audit at the end of the project. Instead, we continuously advise senior management when we

Sibongile Motloun is Rand Water's Group Audit Executive.



identify gaps during various project phases. This approach also applies to tender processes,” she explained.

Professional journey

Motloun is a certified internal auditor with a Bachelor of Commerce and Honours Degree in Commerce from the University of South Africa. She also holds a Post-graduate Diploma in Management with GIBS and recently completed an Executive Development Programme at Wits University.

She boasts over 20 years’ working experience as an internal auditor in the private and public sectors, having established her career at Anglo-American. She started as a human resources officer at the company and was appointed as a trainee internal auditor 18 months later.

“I instantly fell in love with the internal audit profession because I could see its impact on the professional environment and how it affects all other units,” she explained.

Before joining Rand Water, Motloun worked for various accounting firms and served as the Chief Executive of Internal Audit at the Wholesale and Retail Sector Education and Training Authority.

“Providing water to citizens is a responsibility that cannot be ignored, and delivering internal audit services within the utility makes the role even more dynamic.”



Joining Rand Water presented a different challenge for Motloun due to its much larger portfolio compared to her previous roles and the utility's mandate, which she considers a responsibility of national significance.

“Providing water to citizens is a responsibility that cannot be ignored, and delivering internal audit services within the utility makes the role even more

dynamic. Our unit is aligned to the organisation's strategy,” she said.

Clean audits

To contribute to the smooth running of the utility, Motloun's team reviews and validates reports submitted quarterly to the board chairperson before they go to the Department of Water and Sanitation (DWS).

The unit also employs a risk-

based approach across various utility areas to assess processes and identify risks, ensuring that relevant employees implement necessary control measures to mitigate those risks.

Motloun added that the unit also collaborates with the Auditor-General of South Africa (AGSA) during audits and follows up on any findings issued by the AGSA to enable senior management to implement cor-

rective measures and prevent recurring shortfalls.

Because of this proactive approach, Rand Water has continued to maintain clean audits for years, keeping it in good books with the AGSA.

Motloung attributes this success to the utility's staff, including the highly knowledgeable finance team.

"This has been happening even before I joined the utility, and it was strengthened when Rand Water restructured and placed compliance officers in various units to ensure they verify transactions," she said.

Additionally, Motloung said adhering to policies and legislation is paramount to ensuring that utility employees comply with requirements and deliver on their duties, which ultimately leads to achieving Rand Water's overall mandate.

Innovations

Among the initiatives that help the unit to function effectively is the integrated audit method, which brings together different types of auditors to form one team.

Traditionally, the utility would have information technology (IT) auditors just focusing solely on IT, while business auditors worked separately, which could result in working



in silos. To address this, the unit employs the integrated audit method to achieve better audit outcomes.

"This also helps colleagues transfer skills among themselves and continuously engage with the units we are auditing. Last year, we developed a data analytics strategy, which we are currently implementing. There are certain business areas where we run automated scripts and simply work with the results they produce.

"We also handle certain areas on behalf of the AGSA and simply hand over the files after-

wards. This eases the business workload and helps complete yearly audits more quickly than before," she explained.

Rand Water is also exploring the use of Artificial Intelligence (AI) as part of a three-year internal audit strategy that was approved in 2024 and is expected to be effective from July 2025.

She believes that auditors can no longer ignore AI, as it is already a reality. Embracing it and adapting to the changing times has not only become a necessary but is the right course of action.

"We must acknowledge the utility's position on AI because we cannot introduce our own tools that are not acceptable under the organisation's policies, but we must embrace it. The internal audit function must be future-ready and tech-savvy," she said.

For service delivery to improve across the country, Motloung advised public servants to always work according to policies and comply with legislation, describing this as the bare minimum they need to do. ❖

POST-CABINET HIGHLIGHTS

Minister in The Presidency, Ms Khumbudzo Ntshavheni



2a

National Convention towards the National Dialogue

70 years after the adoption of the Freedom Charter and acknowledging that the challenges still facing our country require meaningful input from all of us, South Africans from all walks of life are invited to participate in a National Dialogue that will determine the future of the South Africa we want. Like the adoption of the Freedom Charter, the National Dialogue will follow an extensive consultation process including at district and provincial levels.

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REPUBLIC OF SOUTH AFRICA



Matthew Chetty leads efforts to modernise SA healthcare through ICT

Matthew Chetty is at the forefront of modernising South Africa's public sector through the development of smart, integrated digital systems, particularly in healthcare.

A trailblazer in digital transformation, Chetty serves as the Impact Area Manager for e-Government at the Council for Scientific and Industrial Research (CSIR), an entity of the Department of Science, Technology and Innovation (DSTI).

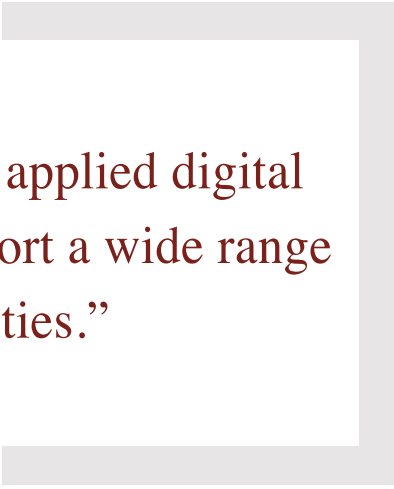
Chetty believes that technology should serve people, enhance service delivery, ensure accessibility, and promote equity.

He says e-government initiatives are not only intended to meet current challenges, but also to anticipate future needs, moving South Africa towards an era wherein technology,



Image: The CSIR

Council for Scientific and Industrial Research (CSIR) Impact Area Manager Matthew Chetty.



“The CSIR has over the years applied digital technology innovations to support a wide range of government priorities.”

governance and service delivery converge to create meaningful change.

“Our unit seeks to leverage digital technologies to support the development of a capable state and to improve service delivery, thereby driving socio-economic transformation, which is one of the organisation’s key strategic objectives,” he explains.

Using digital technology to support government

He adds that the CSIR has over the years applied digital technology innovations to support a wide range of government priorities.

His role involves setting the group’s overall strategy, stakeholder engagement and management, leading business development, securing sufficient sales to

ensure the group’s sustainability and growth, and ensuring delivery on various client contracts.

Through his work, the CSIR supports the implementation of the National Health Insurance (NHI) by developing some of the required technology. The NHI aims to provide universal health coverage in the country.

“We have been supporting the Department of Health since 2011 in the developing of national foundational digital health systems. We have the Health Patient Registration System, which is deployed in more than 3 000 clinics in the country and serves as the national authoritative source of patient demographic information,” he said.

The system also generates the unique patient identification number, which is critical for patient identification and interoperability across the health

sector.

Data-driven decision-making

By creating a unified digital identity for each beneficiary, Chetty says the system ensures the continuity of care and strengthens data-driven decision-making.

Another initiative is the Electronic Vaccine Data System (EVDS), which was used in the private and public health sector for managing the national COVID-19 vaccination programme.

“At the peak of the vaccination programme, EVDS was used by more than 4 000 vaccination sites in the country. The system facilitated real-time scheduling and tracking of millions of vaccine doses, proving that large-scale digital health solutions are both feasible and effective in South Africa,” he said.

Other initiatives championed by Chetty and his team include Master Health Facility List, which provides a national database of healthcare-related facilities in the country along with their service offerings, and the Health Normative Standards Framework, which provides a prescriptive set of technical standards and profiles to facilitate interoperability between diverse health information systems.

“These foundational digital systems and national databases are critical for implementing universal health coverage initiatives in the country, notably in establishing the information platform required for the NHI,” he says.

He adds that the National Electronic Health Record System revolutionises how patient information is stored, accessed, and shared across the healthcare network, facilitating the seamless and secure flow of person-centred healthcare information across institutional and provincial boundaries.

“These systems are critically important in the context of our health environment, especially as we transition towards NHI,” Chetty explains.

Career journey

Chetty completed a Bachelor of Science Degree in Electri-

cal Engineering from the then University of Durban-Westville in 1996. He also holds a Master of Science Degree in Management of Technology and Innovation from the Da Vinci Institute, which he completed in 2018. He also completed the CSIR's Executive Development Programme with the University of Cape Town in 2024.

Early in his career, after a stint at the CSIR as a network planning engineer, he worked for the then New Partnership for Africa's Development (NEPAD) (now African Union Development Agency-NEPAD) and later for the Advanced Micro Devices Foundation.

"These roles allowed me the opportunity to implement various information communication technology for development initiatives across the African continent, notably the NEPAD e-Schools initiative that introduced technology assisted learning in close to 100 schools across 16 countries in Africa," he explained.

He rejoined the CSIR in 2011 as Competency Area Manager for Integrative Systems, Platforms and Technologies. With the implementation of CSIR's synapse strategy in 2018, a new Impact Area called e-Government was established, and he was appointed Manager of the



The CSIR is developing foundational digital tools for the public health sector.

e-Government Impact Area.

Taking technology to the marginalised

He says providing communities in deep rural areas with access to digital technologies and the opportunities they offer has been a long-standing objective of the CSIR e-Government Impact Area.

"For more than 20 years, we have worked with government, notably the Department of Agriculture, Land Reform and Rural Development, and the DSTI, to implement various rural ICT access technologies – from rural ICT centres to school ICT laboratories to Digital Doorways.

"The Digital Doorway initiative provides communities with

access to computers and the internet in fully self-contained containers. Through these initiatives, we estimate that more than a million children across the most rural areas in our country have been able to teach themselves vital computer skills," he explains.

Another area of critical importance is the monitoring of our oceans and coasts. Under the leadership of the Department of Fisheries, Forestry and the Environment, the CSIR has developed the Oceans and Coasts Information Management Systems (OCIMS).

OCIMS uses satellite imagery for real-time monitoring of South Africa's vast coastline. "The National Sea Rescue

Institute uses the system to plan rescue operations for people lost at sea. It can also detect harmful algae bloom in the ocean, allowing for proactive measures to be taken to protect our fisheries, and detect ships engaged in illegal fishing activities," he explains.

Given the increasing threat of cyberattacks on information systems, Chetty believes that securing information systems is of paramount importance. "We work closely with information security experts at the CSIR to continuously build diverse safeguards into the development and operation of information systems. We continuously monitor threats and potential vulnerabilities," he concluded. ❖

OPERATION VULINDLELA

Supporting
the Implementation
of Priority Structural Reforms



OPERATION VULINDLELA PHASE II

A second wave of reform for more rapid
and inclusive economic growth



National Treasury
The Presidency



Sustainable economic empowerment calls for innovative policy solutions



President Cyril Ramaphosa addressing Microsoft South Africa's Investment Launch of R5.4bn to expand its cloud and AI infrastructure in South Africa in March 2025.

Amongst the most salient features of our country's empowerment laws are their practicality, feasibility and responsiveness to economic conditions without deviating from the objective of redressing the economic injustices of exclusion of the past.

This stems from the need to meet two separate but interdependent objectives. The first is to achieve substantial change in

the racial composition of ownership, control and management of the economy to overcome a history of exclusion. The second is to achieve growth that is not only inclusive but sustainable in the long-term, by broadening the economic participation of enterprises owned by black South Africans, women and young people.

The Broad-Based Black Economic Empowerment (B-BBEE)

legal framework applies to all companies wishing to invest in and do business in our economy, whether they are local or foreign. Empowerment laws are not unique to South Africa. These laws are often referred to as indigenisation or localisation measures. They exist in various forms in other emerging market economies with similar histories of race-based economic exclusion such as India, Zambia,

Indonesia, Nigeria, Malaysia and Brazil.

A number of these jurisdictions compel foreign investors or multinationals who wish to invest in the economies of those countries or in certain sectors of their economy to fully set aside equity stakes in their companies to local entities as a prerequisite for operating in the country.

This can serve be seen as a barrier to entry for investment in certain environments.

However we have found that many would be investors do embrace these measures as they enhance inclusiveness, lead to broad acceptance of their companies and tend to grow market share.

South Africa's empowerment laws are distinct in that our empowerment or indigenisation measures are practical and innovative. In addition to having a pure equity participation measure we have introduced the

By way of example, last year IT giant Microsoft announced a R1 32 billion investment over ten years in skills and supplier and 4IR research and development – under the EEIP.

Equity Equivalent Investment Programme (EEIP).

It was created to accommodate multinationals whose global practices or policies prevent them from complying with the B-BBEE ownership element through the 'traditional' sale of equity or shares. It allows multinationals to invest in socio-economic, skills and enterprise development in South Africa without selling equity in their local subsidiaries.

Some in the public space have recently sought to suggest that the EEIP represents a circumvention of B-BBEE laws – and that it is a response to the conditions of a particular company or sector.

Neither are factually correct. Firstly the EEIP is not new and has been in existence for a decade. It is firmly embedded in our laws and is not an attempt to 'water down' B-BBEE. Secondly there are stringent requirements for multinationals to participate.

All EEIP initiatives must be

aligned to government's economic policies and strategic goals.

There is firm government-backed oversight over EEIP programmes that must be broad-based in terms of impact. Since its inception, the EEIP has encompassed a broad range of sectors and onboarded some of the world's leading multinational firms such as Hewlett-Packard, Samsung, JP Morgan, Amazon, IBM and automotive firms such as BMW, Volkswagen, Nissan and Toyota.

By way of example, last year IT giant Microsoft announced a R1 32 billion investment over ten years in skills and supplier and 4IR research and development – under the EEIP.

These firms have leveraged the EEIP to direct investment into local development, to incubate black, youth and women-owned businesses, and to fund skills development. This has in turn assisted government in achieving a number of policy

and also infrastructure goals.

Equity Equivalents have been proven to be a practical B-BBEE compliance tool for multinationals operating in South Africa, and we will continue to leverage them in pursuit of economic growth and job creation.

Not only do we have to move away from the perception that we must make a choice between growth and transformation – we also have to shift the mindset that compliance with B-BBEE is punitive or burdensome.

By supporting firms with compliance they are able to embrace empowerment as a meaningful investment in South African's long-term economic stability. This is a sound strategy that recognises that a transformed South African economy is one in which their investments are safe and guaranteed. Just as our economy has evolved since our B-BBEE laws were first conceptualised, so has the playing field.

The emergence of new industries, whether it is digital technology, advanced manufacturing, AI or renewable energy – means South Africa must actively position itself to attract greater foreign and domestic investment in these sectors or risk being left behind. As a country we have had to adapt and evolve in response to these economic trends, and continue to do so.

We are clear that our empowerment laws remain central to our goal of economic transformation in South Africa and are here to stay. As business and industry, as labour, and indeed as all of society we should remain firmly behind these laws that are integral to undoing the injustices of the past.

Our focus going forward must remain creating an enabling policy environment, driving key structural reforms, supporting innovation, and reducing regulatory barriers to harness the potential of emerging industries and support existing ones.

Beyond the spirited and often heated debates currently underway around B-BBEE and the EEIP, the pursuit of inclusive economic growth that creates jobs and improves the lives of our people remains our overriding goal.

***This message was first published on 30 June 2025.**



SAPS Constable
Monica Delport
of Zamdela
Rural Safety in
the Free State.

Young constable plunging deep waters to deliver solace

Often, the South African Police Service's (SAPS) Research and Rescue Unit has the unenviable duty of retrieving dead bodies from some of the murkiest of waters, delivering a devastating blow to a family's flailing hopes of their loved one's survival.

While the task may seem daunting to many, it is a dream job for a young community safety officer and part-time diver who is passionate about helping families get closure in their time of loss.

Born and raised in the Free State 28 years ago, Constable

Monica Delport has become one of the most dependable helping hands in some of the province's most heartbreaking moments – search and recovery missions, following drowning incidents. In the cold, murky waters of the Vaal Dam and surrounding rivers, her role is clear: bring closure to those left behind. Speaking to *Public Sector Manager* (PSM) magazine, the confident constable who is based at Zamdela Rural Safety, explores the profile of her role in community safety.

The Sasolburg descendant explains that her foray into the

police was a life-long dream inspired by her father, a respected police officer, and her aunt, a member of the elite K9 Parliamentary Unit in Cape Town. "I joined the SAPS in 2019. I have always wanted to be in search and rescue," she said.

A shining star

Delport did her training at the Graaff-Reinet Training College, where she stood out, not just for her determination, but for her discipline. She was awarded Best Overall Student and named the Fittest Female Recruit in 2019, achievements that would

lay the foundation for the challenging path ahead.

After handling community complaints firsthand at the Zamdela Community Service Centre, Delport felt a strong calling to do more – to venture where few others dared. In 2021, she enrolled in an Open Water Diving course, and the following year, she achieved advanced diving certification. It was during an endangered species operation at the Vaal Dam in 2022 that she crossed paths with the SAPS Diving Unit and expressed her keen interest in joining their ranks.

But she did not stop there. Determined to support every aspect of water-based operations, Delport pursued training to earn a skipper's licence, and since March 2025, she has been authorised to operate SAPS vessels during search and rescue missions. "Within rural safety, on a day-to-day we do farm visits, inspect cattle, conduct night patrol operations with the farmers because we work hand-in-hand to keep the farming community safe. We also do awareness campaigns in the surrounding communities. When there are problems, we work with the provincial government on how we can solve them and generally assist when there are challenges," she told PSM. Her diving work is carried out on an ad hoc basis. "When there is a scene on site, we get called in. We first assess the scene and then take it from there and do what is expected. If it is a drowning or disaster, we approach it from that angle.

We get a profile of the person and then we do what is called duck-diving." Duck-diving is when water rescuers get into the water without scuba equipment. "You get into the water and you duck dive until you find the body. If you do not find the body, then the search and rescue team proceeds to the actual scuba-diving," she explained.

Hope for grieving families

Although this aspect of her work is often traumatic, Delport finds solace in being able to offer grief-stricken families the much-needed closure they seek. "If we were to

talk about challenges, it would be mostly that the water in this environment is not always the cleanest, so there are safety measures that we have to take when we take on these operations. The weather conditions are at times also a challenge," she added. She described the job of an SAPS diver as a "blessing". "After working on scenes, retrieving the bodies and everything that comes with it, it does not affect me that much emotionally. I have a way of shutting down. I believe I was called for this job. The only difficulty is seeing what the families have to go through [after retrieval]. You sympathise with them but you try not to be too emotionally attached," she said. "When you are working with families, it is always important to do the operation as quickly as

possible for them we try to find their loved ones as quickly as possible so that they can get that closure. It is heartbreaking when you witness the moment. "When you are down there and you actually find what you are looking for, it is emotional, but it is also a kind of peace. You know you have done something that truly matters." The driven Constable now aims to join the SAPS K9 Search and Rescue Unit, where she hopes to blend her diving expertise with the incredible abilities of K9 tracking to save more lives – or help those who are lost. ❖

***Additional information from SAPS Free State Communication Unit.**



Delport and members of the SAPS diving unit on site during a mission.

Mandela Day 2025:

Uniting to Combat Poverty and Inequity

The Nelson Mandela Foundation has launched Mandela Day 2025, a call to action under the theme: "It's still in our hands to combat poverty and inequity." As we celebrate Nelson Mandela's birthday on July

18, 2025, a day that the United Nations (UN) declared Nelson Mandela International Day, we are rallying individuals, organisations, and communities worldwide to take a stand for justice and make a lasting impact where they are.

"This year's theme is both a challenge and a call for solidarity. We are inviting the world to respond with action, to tackle poverty, fight inequity and build a society grounded in dignity, justice and shared humanity," said Nelson Mandela Foundation Chief Executive Officer, Dr Mbongiseni Buthelezi.

As part of the campaign, we are proud to announce that the Mandela Day 2025 website is live. It is a dynamic platform that continues to serve as a central hub for individuals and organisations to connect, get inspired and share their Mandela Day projects. Whether you are planning a community initiative, a workplace activation, or a personal act of service, this is your space to honour Madiba and his legacy while making a difference.

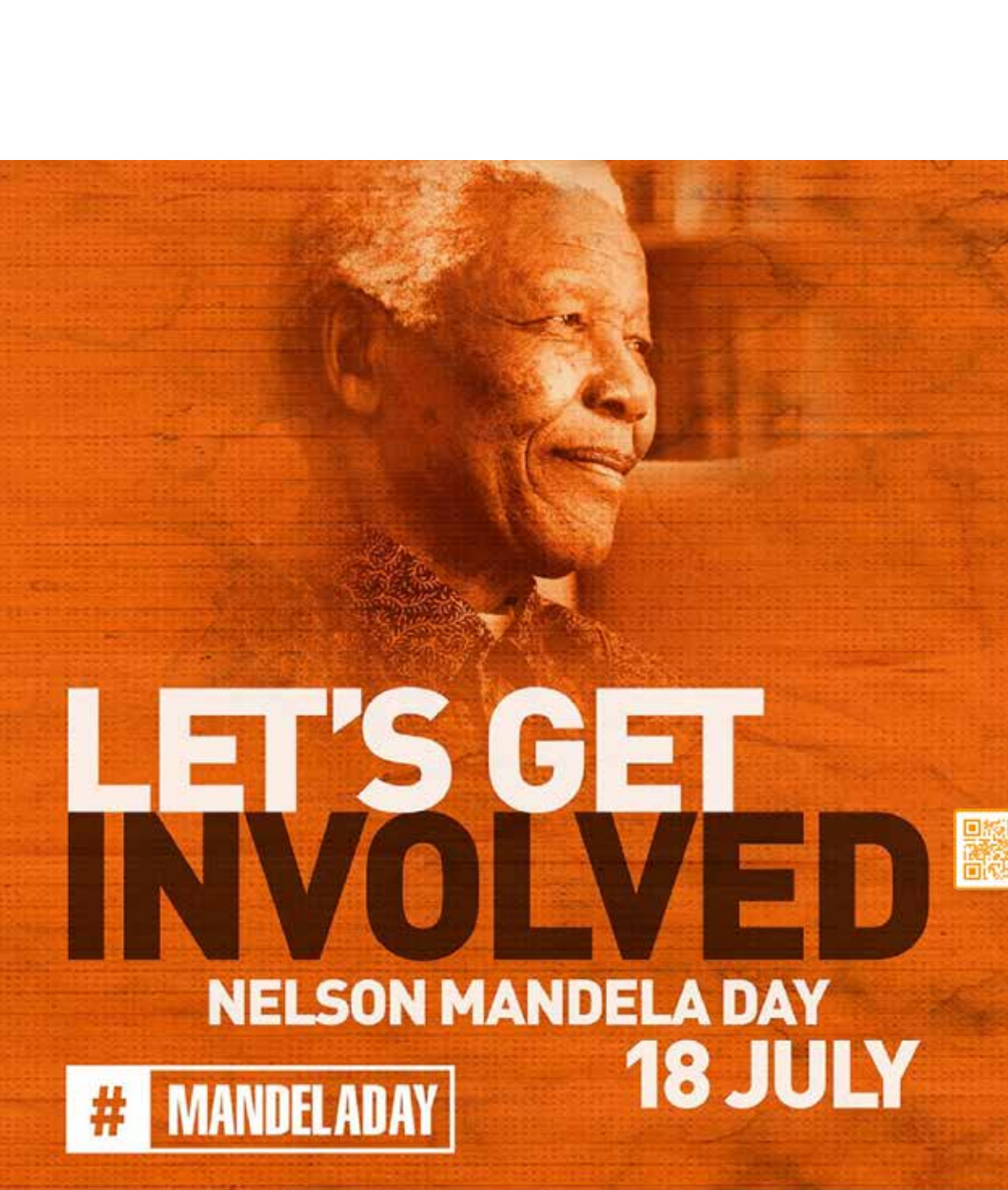
Partnering in honour of Madiba

"BP is proud to stand alongside communities in celebrating Madiba's legacy through the Mandela Day Walk & Run. This event embodies the values of unity, resilience and active living that he championed. We are excited to contribute to an initiative that not only promotes health but also inspires collective action for a better tomorrow", said BP Southern Africa representative Eva Khosa.

One of the key events for Mandela Day is the Annual Mandela Day Walk & Run, taking place on 19 July at the scenic Bullring, the DP World Wanderers Stadium in Illovo, Johannesburg. This event is expected to attract 10 000 participants and will feature a 5-km walk, along with 10 km and 21 km runs. It is supported by BP

CEO Dr Mbongiseni Buthelezi at the launch of Mandela Day 2025.





LET'S GET INVOLVED

NELSON MANDELA DAY

18 JULY

MANDELADAY



South Africa, Balwin Properties and other partners, including Mahindra, DP World Wanderers Stadium, Lion's Cricket, and Bloomberg.

Ryan Kalk, Balwin Properties added: "At Balwin Properties, we are honored to be part of the Mandela Day Walk and Run, an

event that embodies the spirit of unity, service, and community upliftment that Madiba championed. We believe in building more than just homes – we are building communities that thrive on compassion, kindness and collective action. By joining this initiative, we are committed to

making a meaningful difference in the lives of those around us, one step at a time".

More options to take part

Registration is now open at www.mandeladay.com with race pack collection scheduled

for July 17 and 18 at the Nelson Mandela Foundation. Join us in honouring Nelson Mandela's enduring legacy and making a positive impact on our communities.

As in the past, the Nelson Mandela Foundation is excited to open registration for the Virtual Mandela Day Walk & Run, allowing people across South Africa, Africa and the globe to participate in this event.

For those unable to attend the Walk & Run in person, this presents a wonderful opportunity to engage in the celebration virtually by supporting the cause through a donation on our Fundnation page: www.fundnation.org/nelsonmandela

By making a donation of your choice and printing the designated virtual ID race number to proudly display on a shirt on Saturday, 19 July, 2025, individuals can show their support for our global icon and participate in the walk or run from anywhere in the world.

Join us in commemorating Mandela Day 2025, a day dedicated to honouring Nelson Mandela's legacy of unity and social justice. Let us unite against inequality and create a lasting impact with the support of esteemed organisations like the UN and the Nelson Mandela Foundation. ❖

2025 Tax Filing Season opens:

What you need to know

The South African Revenue Service (SARS) has officially opened the 2025 Tax Filing Season, announcing key dates and procedures to streamline the process for millions of taxpayers. The season runs from 7 July to 20 October 2025 for most individual taxpayers, with staggered dates for provisional taxpayers and trusts.

In a continued effort to simplify tax compliance, SARS will once again implement its Auto Assessment system. Starting 7 July, selected taxpayers will receive SMS and email notifications informing them that their tax returns have been pre-assessed using third-party data from employers, banks, retirement fund administrators and medical aid schemes.

Taxpayers eligible for Auto Assessment do not need to file a tax return unless they identify discrepancies in their assessment. The revenue authority emphasised that those satisfied

with their auto-assessments can consider their filing complete. However, individuals who spot missing or incorrect information must manually file a return by 20 October 2025 via eFiling or the SARS MobiApp.

"Taxpayers must ensure that their banking details are correct and updated, enabling efficient processing of refunds. To change bank details, taxpayers should first check that their security contact details (email and cell phone number) are up to date on SARS eFiling," stated the revenue authority.

Auto assessment

"In line with our strategic objective to make it easy for taxpayers to comply, taxpayers whose tax matters are less complicated are auto-assessed by SARS. Taxpayers who are auto-assessed do not have to file a tax return," it explained.

Taxpayers eligible for automatic assessment are not required to take any action if their assessments are accurate. However, those who believe that the revenue authority may have omitted necessary information may update their

tax returns and submit any missing details via eFiling by 20 October 2025.

For those who are owed a refund, the SARS will process payment within 72 hours, provided all information is correct. Taxpayers with outstanding amounts should settle their dues through their respective banks.

SARS encourages all taxpayers to review their assessments carefully and ensure compliance with filing deadlines.

The process:

- Starting 7 July, SARS will notify eligible taxpayers via email or SMS that their assessments have been automatically calculated.
- Refunds for qualifying taxpayers will be deposited directly into their bank accounts within 72 business hours of the notification. Those who owe tax must make payments via online





Image: Freepik

banking, eFiling, or the SARS MobiApp by the prescribed deadline.

- Taxpayers can access their auto assessments through SARS's platforms, including eFiling and the SARS MobiApp.
- Those who are satisfied with the assessment do not need to take any further action.
- Taxpayers who identify missing or incorrect information – whether related to income or expenses – must submit a tax return through the normal filing process to declare the necessary details.
- Taxpayers are urged to verify their assessments promptly and take appropriate action if required to avoid delays or

compliance issues.

- Non-provisional and other taxpayers
 - Taxpayers with more complex tax matters should start filing tax returns from 21 July 2025 to 20 October 2025.
- "With the exception of Trusts, Provisional taxpayers can submit returns from 21 July 2025 until 19 January 2026. Trusts can start filing tax returns from

20 September 2025 until 19 January 2026," stated SARS.

The revenue authority has also included several improvements to its support services, ensuring a smoother tax filing experience for taxpayers in 2025. They include:

- More information on SARS's interactive channels.
- Extended customer service hours.

- Updated online filing platforms for easier submission.
- Comprehensive guidance and resources available on our website.
- Increased security measures to protect sensitive information.

"We remind taxpayers that their submissions must comply with regulations and deadlines to avoid penalties". ♦

Platforms to use for more information:

- SARS Website: visit www.sars.gov.za and click on the "Individuals" tab.
- SARS Online Query System: <https://tools.sars.gov.za/soqs>.
- SARS WhatsApp: send "Hi" or "Hello" to 0800 117 277.
- AI Virtual Assistant: available 24/7 on the SARS website to answer your queries.
- Dial *134*7277#: to access SARS services.
- SARS YouTube: visit @sarstax for how-to videos.

The revenue authority notes that there is no need to visit a SARS branch but if need arises taxpayers should book appointment. to avoid long queues.

Cyril Ramaphosa addresses the inaugural Africa
Green Hydrogen Summit in Cape Town.



President Ramaphosa

rallies Africa behind
green hydrogen at
inaugural summit

President Cyril Ramaphosa has called on African countries to seize the opportunity presented by green hydrogen as a catalyst for industrial transformation, energy security and inclusive economic growth across the continent.

Delivering the keynote address at the inaugural Africa Green Hydrogen Summit in Cape Town, President Ramaphosa positioned the continent as a key player in the emerging global green hydrogen economy.

“Our beloved continent Africa, the cradle of humanity, is uniquely positioned to become a major player in green hydrogen because it has abundant renewable resources manifested in high solar irradiance, strong winds and hydropower potential.

“The vast land our continent has lends itself to large-scale renewable energy projects. We are, therefore, perfectly placed to leverage the global shift towards cleaner energy sources for our collective advantage,” the President said.

Originally launched in 2022, as a South African initiative to articulate its national vision, the summit has now evolved into a continental platform to harness Africa’s green hydrogen potential.

Held under the theme: “Unlocking Africa’s Green Hydrogen Potential for Sustainable Growth”, this innovative summit convenes African energy Ministers, policymakers, investors, developers, technology partners and research institutions to shape the continent’s emerging green hydrogen sector.

New energy could spark millions of jobs

President Ramaphosa noted that over 52 large-scale projects have been announced

across the continent, including South Africa’s Coega Green Ammonia project, the AMAN project in Mauritania and Project Nour in Morocco.

The target, as articulated through the Africa Green Hydrogen Alliance (AGHA), is to produce 30 to 60 million tons of green hydrogen annually by 2050.

It is estimated that this could create between two and four million new jobs in alliance member states by 2050.

The AGHA brings together a number of African nations, including Egypt, Kenya, Mauritania, Morocco, Namibia and South Africa.

“To make use of these opportunities, we need to establish appropriate policy and regulatory environments. We must continue to move as a continent to develop regional certification schemes, hydrogen corridors and green product export platforms.

“We commend the work of countries like Mauritania, which has taken early steps on certification. It will be critical that we learn from one another and converge on standards that work for Africa,” the President said.

He acknowledged the critical need for regulatory certainty, robust certification systems, and market access, stressing that investment and offtake agreements would be key to unlocking Africa’s green hydrogen future.

“We cannot close that gap with potential alone. We must match it with demand signals, regulatory certainty and project preparation support. We need to ensure that there is sufficient and growing demand. This includes building domestic demand in African countries,” the President said.

In this regard, the President noted that the launch of green hydrogen production for mobility in Sasolburg and policy enablers for domestic offtake are important foundational steps.

“As we explore these exciting opportunities, we must work to address the impediments to the growth of this industry,” he said.

International support

President Ramaphosa also acknowledged Germany’s continued support through the H2Global mechanism, which has allocated one of its bidding windows to Africa and praised ongoing bilateral cooperation with the European Union on green hydrogen projects, including Sasol’s HySHiFT sustainable aviation fuel initiative. The H2Global mechanism is opening its second bidding window, with one of the four lots allocated to Africa.

“The African lot, which is funded by the German government, will guarantee offtake for successful projects on the continent.

“A Joint Declaration of Intent with the German government focuses on market access, offtake opportunities and value-additive benefits in the production of green steel and green fertiliser. We commend the German government for its commitment to African supply,” the President said.

Localising hydrogen production

At home, South Africa is accelerating efforts to localise hydrogen production and industrial use. The country has invested R1.49 billion in its Hydrogen South Africa programme, launched new wheeling regu-

lations, and initiated pilot projects, such as green hydrogen mobility in Sasolburg, and advanced planning for the Coega project.

In addition, the South African Renewable Energy Masterplan has been launched to integrate renewable energy and hydrogen into broader industrial development goals.

President Ramaphosa acknowledged the many challenges facing the sector, including high capital costs, global investment gaps, and stiff competition from fossil fuels but urged unity and urgency in building an African-led hydrogen economy.

"Tempered by these realities, this sum-

mit must not only be a platform of ideas. It must be a platform of commitments. We must put the African voice at the centre of global energy rulemaking. We must be authors of our own future," he said.

G20 Presidency

South Africa, which currently chairs the G20, has chosen just energy transitions as a key theme for its presidency, placing green hydrogen at the heart of its climate resilience and industrialisation agenda.

"The Africa Green Hydrogen Summit is an important part of that vision. Hydrogen is a

bridge to a new export industry for African countries. It is an enabler for Africa's energy independence and climate resilience," he said.

More importantly, the President framed green hydrogen as more than an energy source, describing it as an "anchor for industrial transformation and infrastructure investment".

"We are called upon to join hands to build this bridge together as Africans, as partners and as builders of a green, prosperous and inclusive future," the President.

– **SAnews.gov.za**



GEPF IVR Self-Service Benefit – Available 24/7

GEPF members can access their documents, such as Benefits Statement, Pension Increase Letter, Tax Certificate, Annual Increase Letter, by calling **0800 117 669** outside of business hours.

 **0800 117 669**

Self-Service Process



Members will be prompted to enter their 13-digit South African ID number for validation



If the ID number is valid, the system will present a menu of available self-service options



Members can select their preferred option, and the system will process their request, sending the relevant document to the email address registered on the system



If the ID number is incorrect, the call will be automatically disconnected

Further Assistance

Should members require additional help or wish to speak with an agent directly, they are encouraged to call during business hours or visit their nearest walk-in center.

Recognising and responding to mental health challenges in the workplace

As South Africa observes Mental Illness Awareness Month in July, the timing could not be more critical for addressing a crisis that often goes unnoticed in the workplace, including the public sector. Mental health breakdowns cost employers millions in lost productivity, sick leave and staff turnover. This highlights the urgent need to equip managers with skills to recognise the warning signs and respond appropriately.

According to workplace mental health experts, warning signs may include an employee who suddenly starts arriving late every day, a once high-performing worker whose quality of work has declined significantly or a team member who has become irritable and withdrawn.

"Usually when we talk about mental health, people immediately think about mental illness. Yet we all have mental

health, which is the state that determines if we are well or unwell," explains Anele Ndlovu, a mental health advocate who runs workplace mental health seminars called Tea With Anele for organisations and individuals across South Africa.

Ndlovu points out that the World Health Organisation defines mental health as a state of mental well-being that enables people to cope with stresses of life, realise their abilities, learn well and work well.

"Mental health is a basic human right. And it is crucial to personal, community and socio-economic development," says Ndlovu in an interview with *Public Sector Manager*



Busisiwe
Mzandolo.

Anele Ndlovu.

magazine. "If our mental health is stable, we are more productive and efficient. If it is not, our performance suffers."

For public sector managers already stretched by budget constraints and service delivery pressures, understanding this foundation is crucial to maintaining departmental effectiveness.

Understanding mental health

Mental health challenges are often misunderstood as performance issues. Through her seminars, Ndlovu has identified five main issues affecting workplace mental health: ineffective communication, sexual harassment, financial concerns, bullying and lack of trust between teams and management.

"When we see someone not performing at their best, we shout, point fingers, blame," she says. "But if someone has always performed well and suddenly is not showing up as their best, that is a sign something is wrong".

Therapist Busisiwe Mzandolo, who runs a private practice specialising in workplace issues, sees the mental health consequences daily. "The common challenges are burnout due to workload,



work stress because there is no growth, anxiety and depression because employees feel their value is not recognised," she explains.

"Early warning signs can show privately at first," Ndlovu notes. "When I am stressed, I want to sleep more and spend time alone. In work settings, this becomes public through late ar-

rivals, calling in sick more often or productivity drops".

Creating a healthy workplace

When managers sense that a team member may be facing challenges, the way they handle the first conversation is crucial as it lays the foundation for all that follows. "Sit down with

them and ask what is happening in their lives that is impacting work," advises Ndlovu. "Be kind, compassionate and listen with empathy. You want them to open up so you can help them return to producing excellent work."

The staff member can then be encouraged to seek professional support, such as through an Employee Assistance Programme

"If our mental health is stable, we will be more productive and efficient at work. If it is not, our productivity and efficiency will be compromised."

(EAP). This should be followed by regular weekly check-ins, focusing on their mental wellbeing rather than job performance.

While some managers may feel that supporting struggling employees could place additional pressure on the rest of the team, both Ndlovu and Mzandolo recommend involving the whole team in offering support to affected colleagues.

“Encourage the team to fill gaps without divulging what the person is struggling with. We underestimate how kind and understanding people are if we just talk to them,” says Ndlovu.

Building systematic support

Effective mental health support requires systematic approaches, however, Ndlovu notes that many workplaces still have a long way to go. “This is due to lack of understanding and compassion. Because we cannot always see that someone is mentally unwell, employers may think someone is lazy and does not want to cooperate.”

“One way to introduce mental health discussions at work is to incorporate them into wellness day activities,” she adds.

Many government departments already have what experts consider essential

infrastructure in place, including functional EAPs with guaranteed confidentiality, regular mental health training and clear harassment reporting policies. However, trust remains a significant barrier. “Employees do not trust that EAP discussions remain confidential. They fear information will be used against them. This is a genuine concern as it has happened to many employees,” Ndlovu warns.

Distinguishing normal stress from mental health crisis

Not every deadline constitutes a mental health emergency. Understanding the difference is crucial for appropriate response.

“Work will be busy and pressure will be there, but it cannot

be ongoing for days on end,” Ndlovu clarifies. “We all know when the busiest times occur – audit periods, festive seasons in retail. But auditors are not there every day for 12 months. When employees face pressure for extended periods, burnout, depression and anxiety become prevalent”.

Protecting your own mental health

Managers supporting struggling staff often overlook their own well-being, which can create a harmful cycle. “The manager needs to seek professional help and talk to their superior as their team members talk to them,” Ndlovu emphasises.

“Practise mindfulness and meditation at the start of your

day. Do breathing exercises throughout the day, take regular breaks and set boundaries around working hours.”

Her practical self-care advice to managers includes: “Once a month, take one day off just to be at home and recover.”

Mzandolo encourages employees to cultivate enjoyable hobbies that create a life beyond work.

Mental health is fundamental to running effective organisations; it is not a luxury add-on to management responsibilities. As Ndlovu reminds managers: “Mental health is a basic human right crucial to personal, community and socio-economic development. You have the power to create environments where staff thrive.” ♦





SCHOOL

Holiday

TIME FOR A
BREAK.



“

DON'T
FORGET

Remember,
safety **FIRST**,
safety **ALWAYS!**

”



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A call for skills over cement as infrastructure and climate resilience crumbles



Lesego Gaegane:
Senior Project Manager
from the WRD.

South Africa is building for a world that no longer exists. Drainage systems cannot handle the influx of rain. Dam storage capacities cannot hold all the water due to sedimentation. Roads and bridges fall apart within years. The country's infrastructure is collapsing because the skills behind it have not changed.

"We need infrastructure that is able to adapt, that can mitigate the impact of climate change. Our current urban drainage systems are not adequately able to do that," said Water Research Commission (WRC), Senior Project Manager Lesego Gaegane.

Gaegane said many engineers, artisans and planners are trained

in systems that do not match what is needed on the ground. They need to be reskilled and upskilled on incorporating climate resilience in their work.

"Although the country may have had heavy rainfalls, we are not able to store as much water as we can because the dams are not at their full capacity due to sedimentation. I am managing a programme on dam siltation management – sedimentation builds up due to poor land use amongst other factors and reduces how much water dams can store. And as a country, we have not had an optimal approach to this."

The problem is not just techni-

cal. It is about systematic planning for the long haul.

"When we build infrastructure, not enough thought is given to what happens afterwards. That is why we see new buildings falling apart in five years, unfortunately there is no proper plan to maintain them," she added.

Skills transfer

The answer is not new policies. It is practical skills.

"If you are building a dam or a power plant, skills development must be included in these contracts, bring in young engineers. There must be a skills transfer. You cannot just build and walk away. You have to pass

on the knowledge. If we do not integrate skills development into project delivery, we risk building infrastructure that fails prematurely due to poor maintenance or lack of operational expertise. This leads to higher costs, service disruptions, and even reputational damage. That is how we build sustainability," explained Gaegane.

The country needs occupational training that fits the work for each specific sub-sector.

Water and energy systems are inseparably linked. Water is essential for energy production, particularly in hydropower and cooling systems, while energy is critical for every stage of the

water cycle, from abstraction and treatment to distribution and reuse. To ensure sustainability, efficiency and long-term economic value, South Africa must cultivate cross-sector competencies that reflect this interdependence.

For example, energy auditing within water utilities helps reduce operational costs, while understanding water footprints in energy production supports more efficient resource use. These skill sets must be embedded across engineering, planning and operations curricula. Building expertise at this intersection is not only important – it is urgent.

"That is how you make sure the current workforce is equipped and that the next generation is ready." This is not optional.

"Skills development is not a nice-to-have. It is what stands between us and collapse. You cannot have infrastructure without skills. And you cannot have resilience without both."

Embedding skills development in the fine print

Speaking at the recent DEVAC Infrastructure Summit held in Johannesburg, Gaegane called for developments to be planned in tandem, with training requirements integrated directly into infrastructure contracts while

driving and championing local innovations.

"TVET colleges must be central to this effort, recognising that Africa's infrastructure future relies not solely on the expertise of engineers and scientists, but also on the competence of technicians and artisans," she said.

Innovative solutions

The WRC's projects modelled on these principles have proven to be a success.

"Among these is the Giyani Local Climate Resilience Programme. By deploying solar-powered boreholes in the region, we simultaneously invested in training local communities in the management of both water and energy infrastructure. This dual-skilling approach has demonstrably improved operational reliability, reduced costs, and generated sustainable employment opportunities at the local level," said Gaegane.

Under Gaegane's leadership, the National Siltation Management Programme (NatSilt) has

pioneered the first occupational-based skills programmes in South Africa, focusing on dam siltation, ecological restoration and catchment rehabilitation.

These training programmes have been developed with a recognition of prior learning framework for experienced individuals with no formal qualifications and have secured accreditation from the Quality Council for Trades and Occupations. The WRC has partnered with the University of Johannesburg to mainstream Dam Siltation Management short learning programmes for sector-wide upskilling.

"We must champion local innovation, recognising that African solutions, rooted in local knowledge, will yield the most resilient outcomes. But importantly, we must not overlook the vital role of ecological infrastructure – our natural buffers are essential complements to engineered systems," said Gaegane.

The summit's broader discussions echoed the sentiment that Africa's infrastructure must

be both climate-resilient and people-resilient.

KwaZulu-Natal MEC for Public Works and Infrastructure, Martin Meyer, stressed the continental significance of regional infrastructure, stating, "If KwaZulu-Natal ports fail, South Africa and Africa fail."

Deputy Minister of Electricity and Energy Samantha Graham-Mare advocated for policy reforms that champion localisation. Namibia's Minister of Works and Transport, Veikko Nekundi emphasised the critical need for genuine cross-border collaboration.

"Our collective challenge and indeed our profound opportunity lies in transforming the continent's infrastructure pipeline into a dynamic platform for skills, innovation and inclusivity. It is essential that the people of Africa, particularly women, youth and rural communities, are placed firmly at the heart of this transformative journey," concluded Gaegane. ♦

“Skills development is not a nice-to-have. It is what stands between us and collapse. You cannot have infrastructure without skills.”

Putting the “rapid” back in bus rapid transit

When the City of Johannesburg launched Rea Vaya in August 2009, it marked a historic moment – not just for the city, but for the entire continent. As the first full Bus Rapid Transit (BRT) system in Africa, Rea Vaya was a bold, visionary step towards transforming public transport into a modern, inclusive and efficient service for all.



Since then, Rea Vaya has grown from a single trunk route into a vital public transport artery that connects thousands of Joburg commuters to work, school and opportunity. It has stood as a flagship of the city's commitment to spatial transformation, economic empowerment and climate-conscious development.

The road so far

The awarding of the 2010 FIFA World Cup event to Johannesburg stimulated an intense interest in improving the transport system. Phase 1A, launched in 2009, introduced 25 km of dedicated trunk route for 18-meter articulated buses and served areas between Thokoza Park in Soweto and Ellis Park in Doornfontein.

The phase included 30 stations, three complementary and five feeder routes, and deployed 143 Euro IV buses. It created over 6 000 short-term jobs and 830 permanent employment opportunities, setting the stage for a reimagined public mobility experience.

In October 2013, Phase 1B expanded the system with 18 km of dedicated trunk route, 18 more stations and 134 cleaner Euro V buses. It introduced routes stretching from Thokoza

Park through Noordgesig, Westbury and Auckland Park, eventually reaching Library Gardens in the central business district, and delivered over 9 200 construction jobs.

ous areas, including Hillbrow, Yeoville, Orange Grove, Wynberg, Marlboro, Sandton and Greenstone.

Work is already visible across the city. "The Sandton

maintain the growing fleet. The newly established Alexandra Bus Company will operate services for Phase 1C (a), ushering in a new era of community-driven transit enterprise.

"At its core, Rea Vaya is about more than buses. It is about a vision of inclusive, connected and climate-smart cities"

Today, Rea Vaya has grown to include 48 stations across Phases 1A and 1B. And now, with Phase 1C (a), the city is once again scaling up – faster and smarter.

Phase 1C: A new era for Joburg commuters

The Johannesburg Development Agency (JDA) is actively fast-tracking the delivery of Phase 1C (a), the third trunk route in the Rea Vaya network. This phase promises to bring 141 low-entry buses, 13 new stations and safe, affordable public transport to more than 40 000 passengers across vari-

ous areas, including Hillbrow, Yeoville, Orange Grove, Wynberg, Marlboro, Sandton and Greenstone. Work is already visible across the city. "The Sandton

and Gandhi stations are each 55% complete, while Katherine Street station, a prototype inspired by the low-floor design of the Johannesburg Art Gallery station, showcases the innovation behind this rollout, said JDA Chief Executive Office (CEO) Themba Mathibe.

"Road construction is also advancing: Edith Cavell Street (15%), Rivonia Road (5%), and Katherine Street (30%) are all undergoing upgrades to support dedicated BRT lanes," he added.

Technology meets convenience

Phase 1C is not just about hardware, it is about smart systems too. The city is transitioning to an account-based ticketing (ABT) system, replacing the old automated fare collection model. Rolled out through the Metropolitan Trading Company (MTC), this digital leap will simplify how commuters access and pay for services.

Adding to this modernisation is the launch of Joburg Free WIFI across Rea Vaya stations, also powered by MTC.

"With this initiative, introduced on 31 March 2025, commuters can connect, plan trips via the Rea Vaya app, and even load funds onto their ABT travel cards – all while waiting for their next bus," said MTC CEO Thedi Moropa.

Why Rea Vaya still matters

At its core, Rea Vaya is about more than buses. It is about a vision of inclusive, connected and climate-smart cities. The

system plays a critical role in:

- Reducing traffic congestion and vehicle emissions.
- Making public transport accessible, safe, and affordable.
- Supporting economic growth and job creation.
- Transforming the minibus taxi industry into formal, prosperous transport businesses.
- A Future in Motion.

Key features that distinguish BRT from regular bus services

- **Dedicated lanes:** BRT systems often have dedicated lanes that are separate from regular traffic, allowing buses to avoid congestion and maintain consistent speeds
- **Priority at intersections:** BRT buses are given priority at traffic signals, reducing delays caused by other vehicles.
- **Off-board fare collection:** Passengers pay their fares at the station before boarding, which speeds up the boarding process and reduces delays.
- **Platform-level boarding:** Stations are designed with platforms at the same height as the bus floor, making it easier and faster for



passengers to board and alight, including those with disabilities.

- **Enhanced stations:** BRT stations are often more substantial than regular bus stops, providing amenities such as seating, lighting, and real-time information displays.
- **Empowering small, medium and micro enterprises (SMMEs):** supporting taxi associations and community support.

Economic empowerment

One of the standout successes of the Rea Vaya project has been its impact on SMMEs. The construction and operational phases of the BRT system created numerous opportunities for local businesses.

Contracts for bus stations and other infrastructure were awarded to local SMMEs,

boosting their growth and sustainability in regions. Additionally, the project facilitated training and development programmes, equipping entrepreneurs with the skills needed to thrive in a competitive market.

The integration of taxi associations into the Rea Vaya system has been another significant achievement. Initially, there were concerns about how the BRT system would affect the livelihoods of taxi operators.

However, through extensive consultations and negotiations, the City of Johannesburg Transport Department ensured that taxi associations were not only included but also benefited from the project. Many taxi operators were offered shares in the bus operating companies, providing them with a stable income and a stake in the new transport system.

This collaboration has

helped to reduce competition and foster a more cooperative transport environment in Johannesburg.

Beyond economic empowerment, the Rea Vaya project has brought numerous benefits to the broader community.

For Lutando Maboz, the Executive Director at the City of Johannesburg's Transport Department, "The BRT system has improved accessibility to essential services, such as healthcare, education and employment, particularly for residents in previously underserved areas. The reduction in traffic congestion and pollution has also contributed to a cleaner and healthier urban environment"

As the JDA accelerates Phase 1C (a), it reflects the City of Johannesburg's unwavering dedication to creating a liveable, competitive and equitable city. ♦

“PUBLIC ANNOUNCEMENT” EXTENSION OF SUBMISSIONS:

FROM 30 JUNE 2025 to 31 JULY 2025

Minister Velenkosini Hlabisa, announce the extension of the submission deadline for inputs into the Discussion Document on the Review of the White Paper for Local Government (WPLG).

The extension follows requests from stakeholders to be afforded more time to make submissions.

We encourage all stakeholders to take advantage of this extended period to share their valuable insights and recommendations. Your contributions are vital in shaping the future of local government.

FOR WRITTEN SUBMISSIONS:

WPLG26@cogta.gov.za
RichardP@cogta.gov.za
MaphutiL@cogta.gov.za

BY POST:

The Minister of Cooperative
Governance and Traditional
Affairs:

Attention: Project Manager,
Mr Thabiso Richard Plank
(WPLG26 Policy Review).

Private Bag X802,
PRETORIA, 0001

OR BY HAND:

The Minister of Cooperative
Governance and Traditional
Affairs.

Attention: Project Manager,
Mr Thabiso Richard Plank
(WPLG26 Policy Review).

87 Hamilton Street,
Arcadia, PRETORIA 0001

For more information, please visit the following website:
<https://www.cogta.gov.za/index.php/wplg-page>

Keep warm with Chepa's new collection



Winter is upon us, with cold fronts and snow regularly hitting various parts of South Africa from time to time.

In this edition, *Public Sector Manager* magazine features items that you may want to add to your winter wardrobe from Chepa Streetwear new collection.

Men's Berani Winter Parka Jacket- Orange: R2 800

Men's Mamello Winter Parka Jacket – Black: R2 800

The Mamello Parka is built for warmth, comfort and everyday utility. Designed with long sleeves and inner ribbed cuffs, it offers added protection against the cold.

The jacket is fully padded with quilted batting, including the hood, to ensure maximum insulation.

Functional details include two waist pockets, two chest pockets, and a concealed zip pocket on the sleeve, perfect for keeping essentials close. Finished with a durable polyester outer and a soft inner lining, this parka is a practical yet stylish winter staple.

* Prices correct at the time of publishing.



Women's Berani Winter Parka Jacket – Black / Navy: R 2 800

The Berani Black Parka is designed for both function and warmth. It features long sleeves with inner ribbed cuffs for added comfort and wind protection.

The jacket is padded with quilted batting throughout, including the hood, for maximum insulation. With two waist pockets, two chest pockets, and a concealed zip pocket on the sleeve, it offers both practicality and style.

The durable polyester outer is complemented by a soft inner lining for extra warmth. Finished with the Chepa Streetwear signature logo in navy cotton embroidery, this parka is a bold and versatile winter essential.

GROOMING AND STYLE

Women's Izimbali Winter Parka Jacket: R2 800

Made to handle the cold with ease, the Izimbali Parka is your go-to for warmth, function, and everyday wear. Its padded design, from hood to hem, keeps you fully insulated, while inner ribbed cuffs add an extra layer of comfort.

Thoughtfully designed with multiple pockets, at the waist, chest, and sleeve, it keeps essentials within reach. With a durable cotton outer and soft lining inside, this piece delivers an understated style.

Women's Vuyelwa Winter Hoodie Jacket: R1 900

The Vuyelwa Winter Hoodie Jacket brings bold character to colder days. With its padded warmth, ribbed cuffs and hooded silhouette, it is made to move with you. Inspired by African symbols and reworked with a modern edge.

Details:

- ◉ Ribbed cuffs and hem
- ◉ Full-length zipper
- ◉ Side pockets and hood
- ◉ Signature branding
- ◉ Limited edition

** Prices correct at the time of publishing.*



About Chepa

Chepa Streetwear is a Johannesburg-based fashion brand that manufactures Afrocentric garments for the young and old. It aims to promote a post-modern, Afrocentric culture within people to foster an appreciation for casual, modern, African-print clothing. For more information, visit: www.chepa.co.za

Tell: (011) 568 3789

Whatsapp: 0699743520

Email: info@chepa.co.za



NELSON MANDELA
TRANSFORMED THE WORLD
CELEBRATE HIS LIFE
AND VALUES

4 NOVEMBER 2009 NELSON MANDELA
HAD A LEADING ROLE IN AFRICA'S
STRUGGLE FOR LIBERATION AND UNITY
HE CONTRIBUTED TO THE CREATION
OF A NON-RACIAL, NON-SEXIST
DEMOCRATIC SOUTH AFRICA
HE DEDICATED HIS LIFE
TO THE SERVICE OF HUMANITY
IN THE FIELDS OF CONFLICT
RESOLUTION RACE RELATIONS
THE PROMOTION AND PROTECTION
OF HUMAN RIGHTS RECONCILIATION
GENDER EQUALITY THE RIGHTS
OF CHILDREN AND OTHER
VULNERABLE COMMUNITIES
WE CONTRIBUTED TO THE STRUGGLE
FOR DEMOCRACY & A CULTURE OF
PEACE THROUGHOUT THE WORLD
AND THE PROMOTION OF A CULTURE
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UNITED NATIONS RESOLUTION
4 NOVEMBER 2008 CELEBRATE
HIS LIFE AND VALUES

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 CELEBRATE HIS LIFE
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EDUCATION AND LEADERSHIP
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UNITED NATIONS RESOLUTION
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 HIS LIFE
 AND VALUES

Hearty warmth *for winter nights*



When winter nights bite deep, Chef Tefo Mokgoro likes nothing more than to make a nutritious and hearty dish made of braised ostrich neck with steamed dumplings and pan-grilled vegetables.

Mokgoro takes lean ostrich neck and transforms it through slow cooking until it falls apart at the touch of a fork. The meat develops those deep, rich flavours that only come from taking your time, the kind that make you close your eyes on the first bite.

Braised ostrich neck

Ingredients:

- ⦿ 2.5 kg ostrich neck, cut into 4 cm pieces.
- ⦿ Sea salt and freshly-ground black pepper.
- ⦿ ½ cup flour (for dusting).
- ⦿ ½ cup olive oil.
- ⦿ 2 medium onions sliced lengthways.
- ⦿ 5 pickling onions peeled (optional).
- ⦿ 5 carrots, chopped.
- ⦿ 2 teaspoons thyme leaves, chopped.
- ⦿ 4 bay leaves.
- ⦿ 3 sprigs fresh thyme.
- ⦿ 4 sprigs parsley.
- ⦿ 12 white peppercorns.
- ⦿ 4 tablespoons red wine vinegar.
- ⦿ 1 bottle full-bodied red wine.
- ⦿ 2 celery stalks, chopped.
- ⦿ 4 to 5 garlic cloves, finely sliced.

Method:

- **Marinate:** Place ostrich neck in a large bowl with red wine, vinegar, garlic, celery, onions, carrots, bay leaves, thyme, parsley, and peppercorns. Cover and refrigerate overnight.
- **Sear:** Remove meat from marinade,

pat dry, season, and dust with flour. Heat olive oil in a large pan and sear the meat in batches until browned.

- **Slow cook:** Transfer meat to an ovenproof dish. Sauté onions and reserved marinade vegetables in the same pan for four minutes, then add them to the meat.
- **Braise:** Pour in the reserved marinade liquid and enough boiling water to cover. Cover tightly and braise at 100°C for seven to eight hours, turning occasionally.
- **Final touch:** Add pickling onions and extra carrots after six hours for added texture

Steamed dumplings

Ingredients:

- ⦿ 2 cups cake flour.
- ⦿ 1 teaspoons salt.
- ⦿ 1 tablespoon sugar.
- ⦿ 1 packet instant yeast (10 g).
- ⦿ 1 cup warm water.
- ⦿ 2 tablespoons melted butter.

Method:

- **Prepare dough:** Mix flour, salt, sugar

and yeast. Gradually add warm water and melted butter, kneading until smooth.

- **Rise:** Cover and let rise for one hour until doubled in size.
- **Steam:** Shape into balls and place in a steamer lined with parchment paper. Steam for 25 to 30 minutes until fluffy.

Pan-grilled vegetables

Ingredients:

- ⦿ 1 baby marrow, sliced.
- ⦿ 1 red bell pepper, sliced.
- ⦿ 1 yellow bell pepper, sliced.
- ⦿ 1 bunch asparagus, trimmed.
- ⦿ 1 tablespoon olive oil.
- ⦿ 1 teaspoon balsamic vinegar.
- ⦿ Salt and pepper to taste.

Method:

- **Preheat pan:** Heat olive oil in a grill pan over medium-high heat.
- **Grill:** Add vegetables and grill for 3 to 5 minutes per side until charred but tender.
- **Season:** Drizzle with balsamic vinegar, salt and pepper before serving.

* This meal pairs well with Pinotage wine, a true South African cultivar, offering dark fruit notes and a smoky depth that pairs seamlessly with the richness of the dish.

About the chef

Chef Tefo Mokgoro regularly shares his food knowledge on Motsweding FM, translating complex culinary concepts into accessible, flavourful experiences for listeners. Beyond the kitchen, he is a dedicated social entrepreneur who uses food as a vehicle for change, actively supporting community

development, youth mentorship and women advancement in culinary arts.

Follow his culinary exploits on:

- Website: www.mollys3rd.com
- Instagram: [@tefothechef](https://www.instagram.com/tefothechef)
- LinkedIn: <https://www.linkedin.com/in/tefo-t-mokgoro-365762152/?originalSubdomain=za>



Visit

KGODUMODUMO DINOSAUR INTERPRETATION CENTRE and experience history in action





Tourism Minister Patricia de Lille on a pre-inspection tour of the Kgomomodumo Dinosaur Interpretive Centre.

About 200 million years ago, on the wide-open plains of what is now the Golden Gate Highlands National Park in the Free State, there dwelled a monster, whose every step shook the earth and could be heard for miles around.

Ledumahadi Mafube (meaning “a giant thunderclap at dawn” in Sesotho), a 12-ton, 12-meter-long South African dinosaur first discovered in 1989 by James Kitching in the Free State, is considered the heaviest dinosaur to have roamed the pre-historic Golden Gate Highlands National Park.

Ledumahadi Mafube, is one of the many dinosaurs on display at the Kgodumodumo Dinosaur Interpretation Centre, located within the Golden Gate Highlands National Park. It

is the only one in the world, reaching 14 metres long and 3 metres wide at the hips.

The story of the dinosaurs that roamed South Africa, millions of years ago, is a fascinating one. Thanks to the departments of Tourism; and Forestry, Fisheries and the Environment, along with SANParks, this has been brought to life through the recently launched Kgodumodumo Dinosaur Interpretation Centre.

A step back into time

Entering the centre is like taking a step back into time, a time of monsters, myths and legends.

The R120-million centre, funded through the European Union, is a world-class facil-

ity that opens a window to the past while speaking powerfully to the present. It offers visitors a journey through time, giving them insights into South Africa's rich fossil record, while they learn about Earth's evolutionary history. The centre appeals to the child in all of us.

This new attraction also positions the Golden Gate Highlands National Park to become an internationally recognised tourist destination. It is the only space in the world to exclusively celebrate and experience Southern African dinosaurs that inhabited the planet millions of years ago.

The centre offers something for everyone, from kids on school trips to families having a fun day out. It includes various fossil exhibits, interactive

displays, timelines and life-sized dinosaur models, drawing attention to the numerous significant paleontological discoveries made within the park and surrounding areas.

These include marvels such as the world's oldest fossilised dinosaur embryos belonging to *Massospondylus carinatus*, a five-metre long herbivore that nested in the Free State 200 million years ago.

The centre is named after a mythical monster called Kgodumodumo (meaning “Great Giant” in Sesotho).

The BaSotho people and their ancestors inhabited and explored this eastern Free State landscape for hundreds of years. Through their deep connection with the land, early BaSotho communities discovered fossil bones and footprints of unknown creatures. They imagined that these bones and footprints belonged to mythical beast, “Kgodumodomo” and created stories about them that still feature in BaSotho mythology today.

Involving local communities

The retelling of these stories are just some of the marvels that will greet guests, who will hear thrilling accounts of “monsters” from local BaSotho people who are an integral part



of the centre. The Department of Tourism has trained about 15 tourist guides for this purpose.

As part of the project, 113 people from the local communities were employed during the construction phase.

Hope for beneficiaries

While offering an unparalleled view into the past, the centre is also a place of hope for a better tomorrow. It tells the story of the land claimant settlement agreement which includes a beneficiation package that largely consists of eco-tourism opportunities, such as the camping site, horse riding, mountain biking, a 4x4 trail and hiking trails.

The claimant's beneficiaries receive 5% of each of the game off-takes, whether it is the sale of meat or live game auctions. It also includes share equity of the coffee shop and proposed curio shop sales of any new public-private partnership concession in the park – with a

Zipline business expected to be launched soon.

There are many possible spin offs from the centre, including increased demand for accommodation, tour guides, and food offering.

In the mind of time

According to scientists, if you walked in the Golden Gate Highlands National Park 200 million years ago, you would have seen towering conifer trees, ancient relatives of South Africa's majestic yellow wood trees.

Tiny, mouse like relatives of today's mammals might have scurried underfoot, and other more badger-like species might have dashed back to their burrows to hide. Jack-Russell sized early crocodiles, not confined to water, might have snapped at you from the undergrowth. Some of the most ancient land-turtles known might have lumbered past, looking much like today's leopard tortoises. And of course, there would

have been dinosaurs.

Tiny plant eaters like Lesothosaurus, running on two legs. Tiny meat-eaters like Megapnosaurus chasing after them. Kudu-sized Massospondylus, perhaps scraping out nesting holes. And the first true giants, like Ledumahadi Mafube towering over all, reaching the size of two full grown African elephants.

Other exhibitions

Those looking to dig deeper can explore dinosaur exhibits, featuring fossils from the University of the Witwatersrand's fossil archive of the eastern

Free State. The exhibition covers fossil formation, the knowledge gained from fossils and the methods used to gather this information. It also explains the geology of the Golden Gate region.

Before walking in the footsteps of "monsters", guests can grab a beverage at Phoka Coffee – a proudly BaSotho initiative.

Visit this iconic new attraction with your friends and find your joy in the beautiful Free State Province. Let the tour guides take you back into time through the winding landscapes. ♦

What you need to know:

- The centre is accessible by wheelchair.
- Exhibits are complemented by braille panels, ensuring accessibility for visually impaired visitors.
- The centre is family friendly.

NB: Entrance to the Centre is free to the public until 30 September 2025, please bring your ID.