20th Anniversary Celebration of the PSCBC
Public Sector Innovators Awarded
2017 Public Service Month Celebrated
OR Tambo believed in accountable public service 4
EU hailed for affirming SA’s development vision 5
South Africans deserve good quality services 7
Public Sector Innovators Awarded 8
Public servants must do more with less 10
SA welcomes global cooperation on asset recovery 11
MPSA working hard to get clean audits 13
20th Anniversary celebration of the PSCBC 14
## CONTENTS

- Marching towards higher Public Service Productivity  
- Assessment Mechanism used for the selection of non-SMS Members  
- DPSA Achieving National Development Plan targets  
- Thumbs-up for Thusong Service Centre  
- Minister’s unannounced visit gives hope to Ga-Mamabolo community  
- Deputy Minister praises hospital for providing quality service  
- Partnership benefits Ndelenhle Youth Centre  
- Violence against women a societal problem  
- Making the protected disclosures policy framework fashionable  
- Enhanced measures to promote ethical behaviour  
- Hosi Xigalo remembered  
- Minister Muthambi encourages Public Servants to uphold Batho Pele Principles

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If anti-apartheid hero, Oliver Reginald (OR) Tambo had lived, he would be happy to turn 100 years old this year in a country where there is a professional, accountable and development-oriented public service.

As the country marks the centenary of OR Tambo this year, there is a good story to tell about one department that deals with every single South African citizen including foreign nationals who enter and exit the country.

Twenty-three years into our democracy, we can proudly say that at Home Affairs...the days of horror affairs and the public service that was not people-friendly are over.

Today, South Africans, have the public service which is effectively coordinated with well-managed state entities with highly skilled public servants who are committed to serving the people of their country.

As public servants, we need to remain guided by the values of OR Tambo; the liberation struggle leader who was simple, but not simple minded and who respected all the people including the oppressors.

Today, the long list of communication technologies that never existed before 1994 makes it easy for us to serve beyond expectation.

In the mould of Tambo, as public servants, we are expected to do our very best, exceeding expectations even in very difficult situations in the same way that OR Tambo managed to hold together his liberation movement together during the most difficult and frustrating years in exile.

The late struggle hero was the people’s leader who strongly believed in accountability, transparency and consultation. One may even argue that OR Tambo is the originator of putting people first in that he was able to strategically combine his traditional rural roots and the educational skills he acquired to reach and empower a broad mass of the people, both at home and abroad.

As public servants, we are committed to have a world-class public service in honour of our global public servant, OR Tambo.
EU hailed for affirming SA’s development vision

By Godfrey Mandiwana

EU hailed for affirming SA’s development vision

Public Service and Administration Minister, Ms Faith Muthambi, hailed the affirmation of South Africa’s human resource development by the European-Union (EU) to improve the prospects of South Africans.

"South Africa’s development vision is being affirmed and taken forward by the European Union through a multi-annual support programme directed towards the National School of Government.

"Human resource development propel economic development. It is common knowledge now that successful developmental states are distinguished by the fact that they establish capable institutions which give them the capacity to intervene positively to the country’s development trajectory," she said.

Minister Muthambi was speaking at the opening of the 19th Public Sector Trainers’ Forum (PSTF) conference. The three-day gathering held in Gauteng was also used to officially unveil the EU-National School of Government (NSG) Public Service Training and Capacity Building Programme.

She said the South African public sector needs a system of effective and well-functioning human resource development forums at national, provincial, and local spheres of our government.

According to the Minister, the EU support programme is aimed at supporting the NSG to position itself towards the building of capacity to create a public service that is representative, accountable, efficient and responsive to the needs of all citizens under the ideal of a capable developmental state.

She said that the EU support Programme would benefit the NSG immensely because its objectives include to the “professionalisation of the public service towards improved service delivery.

Minister Muthambi said the EU-NSG support programme symbolises that cooperation between the continents of Europe and Africa is possible where the legacies of colonialism, apartheid, conflict and dispossession..."
are addressed. “The EU will not only be impacting on the public service and the people of South Africa but to the public services and people of other countries in Africa as well.

“The prosperity of the African continent and the well-being of its citizens is a crucial aspect in the context of people-centred development,” she said.

Agenda 2063, as developed by the African Union Commission (AUC), envisions that “capable democratic and developmental states and institutions will characterise the continent.”

The NDP is clear that South Africa’s global competitiveness can be forged through international partnerships and it further encourages the establishment of international networks for learning and sharing of knowledge and best practices.

Minister Muthambi further described the Public Sector Trainers Forum (PSTF) conference as a very important platform in the public sector.

She said the objectives of the PSTF is to advance the development and growth of Human Resource Development (HRD) practitioners, contributing to the awareness and adoption of quality HRD standards, creating a platform for discussion, implementation and possible review of HRD frameworks and fostering partnerships with stakeholders to improve HRD practices.

On the second day of the conference, the NSG in partnership with the PSTF Advisory Committee conferred the PSTF Achievers Awards.

Speaking at the glittering awards ceremony, Minister Muthambi said: “Our Public Service will not succeed in achieving its goals if its ethos and values leave much to be desired. It is against this background that the criteria for all categories cover knowledge, skills as well as values and principles.”

The conference was held under the theme “Enabling Vision 2030 through Human Resource Development” – Vision 2030 being the National Development Plan (NDP) that is meant to ultimately place our people in a better South Africa that is free of poverty, inequality, and environmental degradation and able to take its rightful place as a prosperous nation in Africa and world.
The public service should render good quality customer service, which is only one factor in meeting South Africans needs, says Public Service and Administration Minister Faith Muthambi.

“The importance of quality customer service in the public service cannot be overstated. Citizens are likely to develop perceptions about the public service based on their experiences when they interact with public service officials.

“It is important that public service officials treat citizens with dignity whenever they are to receive public services. In the long run, this programme is expected to improve service delivery and relations between service providers and users,” she said.

Minister Muthambi was speaking in Kwaggafontein, in Mpumalanga where she wrapped up the Public Service Month under the theme, “Together Moving the Public Service Forward: We Belong, We Care, We Serve.”

Minister Muthambi said throughout the Public Service Month the Department reflected not only on how public servants deliver services, but also on the challenges that they face when they execute their duties.

“During this public service month, we also monitored the levels of service delivery and listened to the challenges and frustrations that communities go through on a daily basis in accessing services.

“Some community members are frustrated by waiting for long time in queues and eventually not being assisted,” she said.

Government declared 2017 as the year of Oliver Reginald Tambo; as such, Minister Muthambi said public sector stakeholders through the Public Service Month initiatives, programmes, campaigns and activities, took a stand in emulating and taking his ethos and values forward.

The Minister said access to public services by people with disability including workers remains a challenge twenty-three years into our democracy.

“People with disability are still facing exclusion with regard to physical access to government buildings; access to transport to the service points; ability of government officials to modify service delivery processes to be disability friendly, which include the ability to communicate and engage with the person with disability.

“During my engagement with public servants, colleagues living with disabilities have raised a lot of concerns that need urgent attention.

“Their concerns range from unfair treatment such as the fact that they are forced to apply for jobs online while some are visually impaired,” she said.

Minister Muthambi said she was touched when a civil servant walking with crutches revealed that the toilet designed for people living with disabilities was turned into a storeroom in the Limpopo Department of Education.

“We have agreed that we must look into the idea of organising an Indaba for people living with disabilities. As Government, we must ensure that we implement our policies when it comes to people living with disability,” she said.

South Africans deserve good quality services
Public Service and Administration Minister, Ms Faith Muthambi, urged public servants to move out of their comfort zone, and come up with innovations that would lead to an improved public sector.

Minister Muthambi was handing over awards to public servants during the 15th Public sector Innovation awards, which was hosted by the Centre for Public Service Innovation (CPSI), recently at the Birchwood hotel in Boksburg.

The Annual Public Sector Innovation Awards programme is a platform that unearths, nurtures, rewards and facilitates the replication of innovation within the public sector. The awards targets all three spheres of government, innovation practitioners, as well as partners from the private sector and academia. They promote and encourage best practice in public sector innovation and service delivery and celebrate the successes of individuals and teams at all spheres of government in their quest to innovatively improve service delivery.

Minister Muthambi said the CPSI’s mandate directly supports the National Development plan in building an effective, efficient and development oriented Public sector and an empowered and inclusive citizenship. “This is a clear indication of how our public officials, moved by the plight of their fellow citizens, have decided to embrace innovation as a key enabler and a game-changer in exploring better and more improved ways of delivering services to citizens. Our public officials are increasingly, boldly pushing boundaries to move beyond ordinariness to find new, extra-

Ordinary ways of delivering services,” said Minister Muthambi. Finalists battled it out in four categories;

Category A: Innovative solutions reducing the cost of delivering services was won by the Mpumalanga emergency medical dispatch system. Very simple but effective, the system is able to dispatch ambulances and also provides a “birds eye view” of where any ambulance is at any given time. The system has improved the response time tremendously, saving
lives in the process.

Category B: Innovative use of ICTs for effective service delivery was scooped by CIPC’s modernisation of company registration regime. This innovation led to a situation where, now at a click of a button, a company can be registered at any day and time without much effort. Turnaround times for company registration has been reduced from 20-30 days in 2011 to just a few minutes today.

Category C: Innovative service delivery institutions award was won by the oncology service, Klerksdorp/Tshepong Hospital Complex, Department of health, North West. The establishment of the oncology unit has improved the lives of cancer patients who used to travel to Johannesburg to receive treatment. The unit has created a short treatment machine, which has improved the waiting time immensely.

Category D: Innovative enhancement of internal systems of government award was won by Gauteng Department of Education’s online admissions application system. The online system allows parents to apply for admission of entry grades and grade eight from the comfort of their homes. It successfully registered more than 454 902 applicants in 2016.

Winners from the four categories went on to contest for the prestigious 2017 innovator of the year award. Mpumalanga emergency medical dispatch system emerged victorious in this category.

The special Ministerial awards went to MIA sanitary towel project, and to Mpumalanga Department of Health’s optical laboratory.

Three public servants were specially recognised as public sector innovation trailblazers. Xolani Phakathi (Department of Health, Kwazulu Natal), Cosmos Dube (Department of Health, Mpumalanga), and Elijah Mziyako (Department of Health, Mpumalanga), were all recognised for their contributions in providing ICT-based solutions to solve service delivery challenges.

All the winning projects walked away with R20 000, which will be used to expand or advance their projects, with the exception of the innovator of the year project, which walked away with R60 000.

The oncology service, Klerksdorp/Tshepong Hospital Complex project by North West Department of health also scooped the GEMS health award which came with the prize of R50 000. Minister Muthambi was impressed by the number of youth who were part of the finalist projects. She says the public sector was becoming a conducive place of work for the youth, with their enquiring minds and their insatiable curiosity and passion to try new and better ideas.

She said through this project, more and more public servants will come forward with innovations, which will lead to an improvement in the manner in which the public service delivers to the citizens.
Public Servants
must do more with less
By Nthambeleni Gabara

Public servants must do more with less in order to be at the forefront of the societal transformation journey, says Public Service and Administration Deputy Minister, Ms Dipuo Letsatsi-Duba. The Deputy Minister was speaking during the frontline public servants imbizo held at the Mitta Siperepere Convention Centre near Kimberly in the Northern Cape.

During September, South Africa marked the Public Service Month (PSM) under the theme: “Together Moving the Public Service Forward: We Belong, We care, We serve.” PSM is an integrated strategic national event in the calendar of the Department of Public Service and Administration.

This year’s PSM was significant in that it provided feedback and progress made on the 2016 public service-wide consultative meetings and engagements by MPSA.

In the Public Service, September is about celebrating the value and virtue of service to the community. It is also about celebrating those public servants envisaged in the Batho Pele principles.

Deputy Minister Letsatsi-Duba urged public servants to recommit themselves to the Public Service Charter and the Batho Pele ethos of the public service by putting people first-through programmes that are accountable, free of corruption, and visibly portray a positive attitude.

“We call upon public servants to remain committed to our cause even beyond the Public Service Month - let it be a daily programme of action of delivering services to our people.

“As public servants, we ought to be at the forefront of our societal transformation journey and we must not be complacent as we mark our successes but seek to do much more with less,” she said.

Deputy Minister Letsatsi-Duba said public servants need to accelerate the embracing of the Batho Pele norms and standards, especially those departments that are service oriented.

“The Batho Pele Principles demand of us, public servants, that when we engage with citizens, we should treat them with the utmost respect and dignity,” she said. September also marked twenty years since the adoption of the Batho Pele (Putting People first) Principles and the White Paper on Transforming Public Service Delivery.

The principles of Batho Pele were developed with the intention of improving service delivery within government sectors by supporting the transformation of the public service into a citizen-orientated institution.

Batho Pele is also about moving the public service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven, she said.
South Africa welcomes the draft resolution to enhance international cooperation on asset recovery, says Public Service and Administration Minister, Ms Faith Muthambi.

Speaking at the 7th session of the Conference of States Parties to the United Nations Convention Against Corruption in Vienna, Austria, Minister Muthambi singled out asset recovery as one of the issues that the conference has been grappling with.

"South Africa is pleased to welcome the draft resolution presented by Nigeria on behalf of the African Group to enhance international cooperation on asset recovery.

"We encourage all States Parties to engage in constructive dialogue to this noble initiative. One of the prominent..."
issues that this conference has been grappling with is the issue of asset recovery.

“As you are aware, asset recovery is one of the fundamental pillars of the Convention. The Convention enjoins us to work together to ensure that illicitly acquired assets are returned to countries of origin,” she said.

Minister Muthambi told delegates that corruption has a negative impact on development and service delivery, undermining good governance and the rule of law to the detriment of economic growth, adding that it also serves as an enabler for other forms of organised crime. She also used the platform for voice South Africa’s concern that despite commitments by States Parties to promote, facilitate and support international cooperation in the prevention of fight against corruption, some countries have developed their parallel platforms outside the United Nations (UN).

South Africa has a comprehensive legislative framework to prosecute a wide range of all forms of corrupt activities including a dedicated act on bribery. The South African Government adopted the Prevention and Combatting of Corrupt Activities Act (PRECCA), to combat corruption. It criminalises corruption and defines corruption in a way that accords with the common understanding of the term, bribery.

Government’s commitment to deal decisively with corruption is also articulated in the Medium Term Strategic Framework 2014–2019 (MTSF), the National Development Plan (NDP) and the National Security Strategy (NSS).

According to Minister Muthambi, the South African Government is currently working on reviewing its Anti-corruption Strategy and Action Plan to strengthen the implementation and operationalisation of anti-corruption laws to improve its implementation of the Convention. The Minister said the Financial Intelligence Centre Amendment Act was signed into law to strengthen the anti-money laundering regime in South Africa.

“This is done by requiring financial entities to better manage their relationships with foreign Prominent Public Officials and domestic Prominent Influential Persons; and assisting with freezing of assets for those identified by the UN Security Council as involved in terrorism, to mention only a few. “The Protected Disclosures Amendment Act was enacted to create an offence for the disclosure of false information,” she said.

Minister Muthambi told delegates that South Africa looks forward to international cooperation within the context of mutual legal assistance as well as in civil and administrative proceedings for the detection of offences.

“As a Party to the United Nations Convention against Corruption, South Africa has obligations to cooperate with other Member States and institutions such as the International Police (Interpol), the Southern African Regional Police Chiefs Cooperation Organisation (SARPCCO), and its formal police-to-police cooperation agreements,” she said.
The Ministry for the Public Service and Administration (MPSA) is working very hard towards achieving clean audits with the aim of setting the standard for sound financial governance to improve public confidence in the entire government departments.

This is the message Minister Faith Muthambi took to Parliament’s Portfolio Committee on Public Service and Administration, Performance, Monitoring and Evaluation on Tuesday, October 10 2017.

Minister Muthambi was in Cape Town with a team of senior officials from the Ministry for the Public Service and Administration Portfolio to present the annual reports for the 2016/17 financial year.

The team from the Ministry for the Public Service and Administration consisted of the Public Service Commission (PSC), the Department of Public Service and Administration (DPSA), the National School of Governance (NSG) and the Centre for Public Service Innovation (CPSI).

The presentation of the annual reports is a clear confirmation by the MPSA and its portfolio to comply with the requirements as prescribed by the Public Finance Management Act (PFMA).

The issues raised by the Auditor-General in the Audit Report are already being addressed as the Minister has already ensured that audit action plans are developed, which she will continuously monitor.

The NSG received a clean audit on the budget vote, while the PSC, DPSA, NSG (Trading Account) and CPSI received unqualified audit opinions with findings.

The annual reports for the 2016/17 financial year.

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Public Service and Administration’s Acting Director-General (DG), Mr Willie Vukela, said there is a need to prioritize the implementation of Public Service Coordinating Bargaining Council (PSCBC) Resolution 7 of 2015, in establishing a government employees housing scheme.

Mr Vukela was speaking during the 20th Anniversary Celebration of the PSCBC held at the Gallagher Estate, Midrand recently.

He said in order to overcome challenges and stay focus, there is a need to expedite the implementation of resolutions signed and entered into.

Mr Vukela further said there is also a need to expedite the transformation of the board of trustees for the Government Employees Medical Scheme (GEMS), to be representative of the majority of public servants.

“We need to properly prepare and prioritize our engagements on entering into the ensuing multi-year agreement on the bettering of conditions of service for public servants. We need to be cognizant of the economic hardship of our public servants, but equally we need to be cognizant of the limited availability of resourcing for the public service.

As government, we will continue to collaborate with our labour partners as well as the PSCBC in order to ensure that the public service machinery functions properly with the ultimate goal of delivering efficient services to the people,” he said.

He said the PSCBC would also play an important part in allowing government to achieve this goal. To achieve this goal, the public service needs to play both a transformative and developmental role. “It is for this reason that the public service needs to re-invent itself to pro-actively assume this important responsibility,” he said.

“We have to address and defeat the triple challenges of poverty, unemployment and inequality. We also need to address the principles of radical economic transformation and find the missing middle class,” said Mr Vukela.

At the event, 20 public servants were presented with awards for establishing and setting up a structure that allows for the protection of the Bill of Rights for workers.
Achieving a high degree of productivity is an important objective of public service organisations across the world given that they are under increasing economic and political pressure to deliver quality public goods and services within the context of ever-increasing resource constraints, writes Ismail Davids from the Directorate: Productivity and Efficiency Studies.

The South African public service is no exception to this global phenomenon. This reality, together with the constitutional imperative that public administration should promote the efficient, economical and effective use of resources, has required the Department of Public Service and Administration (DPSA) to develop and implement two specific policy frameworks that would ensure that all public service organisations are capable of achieving a high level of organisational productivity.

These two frameworks, the Public Service Productivity Management Framework (PMF) and the Operations Management Framework (OMF), are aimed at guiding public service organisations towards improved efficiency, effectiveness and operations that would ultimately yield greater improvements in service delivery to citizens and other public services recipients.

The nexus between efficiency, effectiveness, operations and productivity

Organisational efficiency is determined by the amount of time, money, and energy such as the human and financial resources that are necessary to obtain certain outputs or results (deliverables).

In order to meet organisational deliverables, specific resources have to be committed. If, for example, organisations are able to meet their deliverables with fewer resources, they have operated more efficiently.

Organisational effectiveness is determined by comparing what the organisation should deliver (given the allocated resources) in relation to what it actually delivers.

If an organisation is successful in delivering more outputs or results (at the same quality standard) in the same time, organisational effectiveness has increased.

Organisational productivity is determined by looking at the deliverables achieved (effectiveness) versus the resources invested to achieve the deliverables (efficiency).

In other words, if an organisation can achieve more deliverables (outputs and targets) with fewer resources (human and financial), organisational productivity has increased.

Key to ensuring a high level of organisational productivity is improved operations such as the systems, processes and procedures the organisation has put in place to ensure that invested resources are translated into quality deliverables.

Diagram 1 shows the relationship between efficiency, effectiveness, operations and organisational productivity, indicating that public service organisations can become more productive (efficient and effective) through improved operations management.
Are public service organisations geared to be more productive?

The DPSA Public Service PMF (2016) seeks to equip public service organisations with a comprehensive and practical understanding, definition, and measurement tool for organisational productivity.

The measurement tool enables public service organisations to assess their organisational productivity in terms of three core factors, which are Labour, Operations, and Performance.

To date, the measurement tool has been piloted in seven (7) government departments and documented as case studies in order to facilitate learning and knowledge sharing about the measurement of public service productivity.

The case studies, which have been developed over a 3-year period, shows that the objective measurement of public service productivity is practically feasible.

If applied methodically, it can lead to the improved management of identified efficiency and effectiveness deficits if the data used for productivity measurement is beyond reproach in terms of quality and relevance.

To ensure that public service organisations are better equipped to measure organisational productivity, the study recommends that government departments should improve the quality of their administrative datasets, and that such datasets should be available online, as required by the 2016 Public Service Regulations.

Also important from an organisational productivity perspective is the DPSA Public Service OMF (2016). This Framework seeks to guide public service managers in executing their operational responsibilities for the purposes of improved organisational efficiency and effectiveness.

Towards this end, the OMF obligates public service organisations to put the following operations management ‘building blocks’ in place, namely: an organisational service delivery model, business processes, standard operating procedures, a service charter, and service delivery standards.

A 2016 assessment of 107 national and provincial government departments showed that despite these organisations having adequate internal capacity to implement the operations management ‘building blocks’, the status of implementation was fairly low.

Altogether 63% of the 107 departments assessed in 2016 have not institutionalised the operations management ‘building blocks’, which means that they are not geared for improved organisational efficiency and effectiveness as envisaged through the OMF.

This is a concern given that 81% of the 107 departments indicated that they do in fact have the required internal capacity to implement the OMF.

To address this implementation deficit, and to ensure that all public service organisations are geared to be more productive, the DPSA will intensify its advocacy initiatives related to both the PMF and OMF.

Through its legislative mandate and evidence-informed policies and guidelines, the DPSA is indeed leading the public service in the march towards higher productivity.

As the public service is being transformed into a highly productive machinery, South Africans will benefit most through greater improvements in service delivery.
Assessment Mechanism used for the selection of non-SMS Members
By Leon Pretorius

In responding to the priority of creating a Public Service that is a career of choice, the DPSA has initiated a project to identify which departments are already or planning to utilise assessment mechanisms for the selection of non-Senior Management Service (SMS) members, writes Leon Pretorius, Director: HR Planning and Practices in DPSA.

Based on the analysis and trends, the DPSA will identify possible assistance to be provided to selected departments that do not currently utilise or that are planning to utilise assessment mechanisms.

The assistance will mainly focus on the development of targeted assessment mechanisms, particularly in areas where specific technical or policy skills are required.

Chapter 13 of the National Development Plan (NDP) 2030 state the need to build a capable and developmental State.

One of the targeted actions entails making the public service and local government careers of choice.

The Public Service should therefore attract highly skilled people and cultivate a sense of professional common purpose and a commitment to developmental goals.

The NDP further states that high-level staff should be recruited in the Public Service based on their suitability for the job, merit and potential. This requires rigorous and transparent recruitment mechanisms.

The DPSA recently surveyed departments to assist in identifying the assessment mechanisms utilised in the Departments for the purpose of selection of non-SMS members.

The information will enable the DPSA to establish baseline information on the various methodologies that exist in the Public Service, their effectiveness and to identify support that departments may require.

A total of 27 national departments, 47 provincial administrations and 2 government components completed the questionnaires.

Questionnaires were completed by the human resource components in departments, and had to be certified by the Heads of Departments or Heads of Corporate Services before submitting to the DPSA.

Offices of the Premiers coordinated the provincial departments' completion of the Survey in the Provinces.

The feedback from departments will be analysed and support modalities will be developed in due course.
The Public Servant

Vol 2

With only 13 years left for the National Development Plan (NDP) targets, the DPSA has developed the Operations Management Framework (OMF) with the purpose of assisting government institutions to plan, structure, execute and continuously improve their operations for effective and efficient delivery of services.

According to both the NDP and the Medium Term Strategic Framework (MTSF), the Department should identify and research solutions to bridge the gap between strategy and the delivery of services.

The framework focuses on four keys areas related to operations management which are operations strategy, operations design, operations planning and control as well as operations analysis and improvement.

Marcel Wilson, Chief Director Service Delivery said: “Operations strategy refers to the action selected by the institution with which to execute its function or provide its service.

With regards to the operations strategy section, the OMF aims to aid institutions in creating effective and efficient service delivery models.

“The overall purpose of a SDM is to provide both the institution and service beneficiaries with a clear understanding of what services the institution in question provides so that the institution is able to determine the best mode of delivery in which to provide this service.”

According to Mr Wilson, the result of this action will empower both the department and service beneficiaries, as the department will implement the most suitable operating model in which to deliver their service.

“Operations design, as the name implies, refers to the process of designing the institution’s operations or activities to ensure that they all contribute to the effective and efficient delivery of service.

“In the operations design section, the OMF focuses on providing institutions with the tools required to ensure that a fruitful organisational structure is maintained and that the comprehensive management of business processes occurs. Toolkits and guides on how to set fully functional standard operating procedures, realistic service standards and an institutional service delivery charter are also provided,” he said.

He said government Institutions are required to engage in business process management as it is only through monitoring and controlling all possible business processes that consistent quality service will be provided to service beneficiaries, adding that business process management will also allow institutions to eliminate all ineffective processes.

By implementing standard operating procedures for repetitive tasks, institutions will eliminate uncertainty amongst their workforce, in turn, improving the quality of their service delivery.

Service standards ensure that departments have a benchmark to meet and surpass service delivery and inform department employees of the standard that is expected from them.

A service delivery charter informs service beneficiaries on the level of service they may expect from the department as well as indicating exactly how to go about registering a complaint if a service beneficiary feels unsatisfied with the service provided by a department.

With these processes, government institutions will begin to meet their
mandates and in turn, provide service beneficiaries with the best possible service. In order to ensure effective and efficient rollout of the OMF, DPSA developed a web-enabled system to get all governmental institutions on board and fully involved. The web-enabled system has four functionalities:

- Easily accessible storage for all information regarding the OMF including the building blocks and relevant toolkits.
- A database for uploading institution-specific information on the building blocks.
- Statistical report on an institution’s submission rates.
- A discussion forum to promote discussions on various OMF-related topics.

In order to register for access to the web enabled system, refer to the DPSA’s website (www.dpsa.gov.za) and the OMF web enabled platform or contact Deon Neethling at (012) 336 1433 or email Deonn@dpsa.gov.za.

Government’s one-stop service centers that provides information and services at the doorsteps of communities in an integrated manner has received the seal of approval from Public Service and Administration Minister, Faith Muthambi.

Minister Muthambi visited Casteel Thusong Service Centre in Bushbuckridge, Mpumalanga, which is one of the well-run centers in the country, to wrap up the Thusong Service Centre week. The Casteel Centre houses most of the government departments, such as police, home affairs, cogta, SASSA, as well as the Post Office. Young people from the area are also assisted with access to internet, which help them to

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Thumbs-up for Thusong Service Centre

By Godfrey Mandiwana
apply for bursaries and study places in institutions of higher learning.

“What I like with this Thusong Centre is that most of government departments are here providing services.

“The Department of Cooperative Governance Human Settlement and Traditional Affairs in Mpumalanga is taking the lead to make sure that the Thusong Centre is working the way it is expected to.

“We are trying as government to deliver services to the most historically disadvantaged communities. Our position is that all previously disadvantaged areas must have a Thusong service Centre so that they do not spend much money travelling to access government services.

“This is an initiative of our democratic government. Currently we have 197 Thusong Centres across the country and 138 are fully functional, while the remaining needs attention. We are happy that this is one of the centres that are functional.” said Minister Muthambi.

Minister Muthambi also emphasized the importance of capacitating Thusong Service Centres with proper infrastructure and human capital, saying that most of the people only access government services at these centres and therefore they must be well resourced.

Access to government buildings by people with disabilities on the spotlight.

Walking on crutches, local resident, Sipho Mashego of the Bushbuckridge Local Municipality told Minister Muthambi that the upper-stairs of the Thusong Service Centre is inaccessible due to the defunct lift.

However, he expressed his happiness with the services that the centre is rendering, but he expressed his unhappiness because people living with disabilities are unable to access the 2nd floor of the building since the lift defunct some years ago.

The bulk of complaints raised by elderly people relates to the deliberate errors of reducing of ages of the senior citizens during the apartheid era, but Minister Muthambi urged Home Affairs officials to sort out the challenges raised by the elderly citizens.

Minister Muthambi quickly told the center manager to put down Mashego’s complaint as the urgent one that needs to be attended to within a wink of an eye.

“We are the caring government and people living with disabilities have access to equal opportunities and rights. People with disabilities must attain their full rights as citizens through advocating and facilitating inclusion, access and economic empowerment.

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“I have spoken to some of the customers trying to understand whether are we complying with the Batho Pele Principles Service Standards, and they assured me everything is going well,” she said, adding what is required now is the budgeting for infrastructure. People are crumped in a small office.

“So with the demand of services and community growing and developing time and again, we need to have bigger infrastructure that will also have proper resting (waiting) rooms.” Said Minister Muthambi.

Casteel resindets receiving Home Affairs services
Health practitioners of Mapodu clinic situated in the rural village of Spitzkop in Limpopo have been urged to continue rendering quality health service to residents, while government is finalising the process of improving their working conditions.

When Public Service and Administration Minister, Faith Muthambi visited the area recently as part of her unannounced visit to the service delivery point, the Minister discovered that there are only three nurses at the health facility servicing about 50 000 residents of Ga-Mamabolo.

At the clinic, toilets are no longer flushing, and following the unavailability of Doctors at the clinic, some residents have now resorted to traveling to public health facilities in Mankweng and Polokwane where there are Doctors.

"Minister Muthambi was overwhelmed by the dedication of the staff members who were able to provided services with little resources and encouraged them to continue their work. She undertook to take up the matters of the toilets, bad roads, availability of doctors and the filling of vacancies with the relevant departments.

"We are embarking on this unannounced visit as government to monitor service delivery, listen to the challenges and frustrations of the community in accessing services,” said Minister Muthambi.

"The Batho-Pele outreach emphasizes the importance of service delivery and putting people first. It is through this approach that government intends to change lives of South Africans for the better.

"Frontline service delivery monitoring is an important element in the process of delivering services to our communities across the country,” said the Minister.

Minister Faith Muthambi fills in the attendance register at Mapodu clinic, Spitzkop
Deputy Minister praises hospital for providing quality service

By Wisane Mavasa

Public Service and Administration Deputy Minister, Dipuo Letsatsi-Duba praised health professionals of Thelle Mogoerane Hospital in Vosloorus for providing high quality care for patients.

The Deputy Minister visited the hospital situated in one of the large townships in Ekurhuleni recently as part of her unannounced visits to inspect the quality of services rendered, the state of the facilities and the conditions at the service sites.

Reacting to the feedback from patients on the quality of service at the health facility, a visible delighted Deputy Minister said: “We are really impressed by the manner in which the hospital management is guided by the Batho Pele principles in rendering service to our people. The manner in which the hospital is managed is impressive, no backlogs and the queues are moving and the entire hospital is clean.”

“The only challenge is shortage of health professionals, which is a general problem, however, I’m happy that the management is doing everything to ensure that the impact is minimal by maximising the use of current resources,” she said.

The Deputy Minister’s unannounced visits to service point centres is an integral part of the Batho Pele revitalisation strategy that seeks to instil and rebuild good ethics, morale, pride and professionalism in how public servants do their work.

The visits provide an opportunity to liaise with frontline officials in public institutions to ascertain the challenges they are experiencing and obstacles that hinder their maximum delivery of services; engagement with management to seek solutions to the challenges as well as to provide support with the view to enhance service delivery.

Following the announced and unannounced visits, Ms Letsatsi-Duba’s is expected to compile a report with recommendations to sector departments for interventions in areas with challenges.

The R1.7 billion was officially unveiled in August 2014 and became the new Natalspruit with patients relocated from the old facility. It replaced the now defunct hospital in Katlehong, which had become a health risk as it was situated on high dolomite risk area.

The four-storey building with 821 beds, offers full health care including Intensive Care Unit (ICU) and High care, a getaway clinic and supporting outbuildings structures including workshops, laundry, bulk-store, kitchen, waste management, psychiatry, outpatients department and emergency medicine department to mention but a few.
Minister, Faith Muthambi, urged a group of 45 youth from Ndelenhle Youth Centre who received their Information Technology, End User Computing Certificates from the Progressive College of Technology to explore and add value in the economy of the country. Minister Muthambi was giving a word of support to the recipients of certificates at Kwagga Hall in the Thembisile Hani Local Municipality, Mpumalanga Province as the ceremony coincided with the wrapping-up of the Public Service Month.

Information Technology is marketable worldwide and you can even start your own IT companies and create employment. “You have joined the World of Technology, so use the skills you acquired,” Minister Muthambi told the students. She said the Eskom’s partnership with government is yielding positive results. Last year when she visited the center, the youth was visibly trying to organize themselves and to stay away from drugs and alcohol abuse, but they did not have facilities.

“With the partnership we made with Eskom, a state of the art centre was built, the offices have been renovated, boardroom extended, office furniture
supplied, laptops donated, three air-conditioned mobile computers with furniture supplied, ablution facilities built,” she added.

The Minister said Eskom’s contribution was a good demonstration that through Imbizo, government is able to make further impact in the communities and fast track service delivery.

She said Eskom has renovated the Ndelenhle Youth Centre in the Thembisile Hani Local Municipality.

Eskom further supplied office furniture and ICT equipment for newly built Ndzundza Fene Tribal Council.

Eskom’s Kusile Programme Manager, Aubrey Mzobe said the Kusile project has since 2008 invested more than R200 Million in Cooperate Social Investment Project, especially in the Mpumalanga area.

He said unemployment in the Thembisile Hani Local Municipality is now sitting at 40% and the youth unemployment is at 60 percent.

“The 45 youth who received their Information Technology: End User Computing Certificates should go out there and make South Africa proud.

“This shows how serious we take the issue of touching people’s lives and helping our people to grow,” said Mr Mzobe.

One of the recipients, Ms Pretty Nthabiseng Mahlangu (22) said she planning to start her own IT company in the Kwaggafontein area, so that people in the rural area can be connected with the world of technology.

Public Service and Administration Minister, Ms Faith Muthambi, said violence against women is a societal problem that should not be tolerated.

She was speaking at Maphophe village outside Malamulele in Limpopo after visiting attempted rape victims, Ms Nkateko Maluleke (27) and Ms Vongani Nghonyama (33), who were nearly raped by a man in the bushes who threatened them with a panga while they were collecting wood in the bushes near Kruger National Park.

The two women managed to overpower the man and escaped injured from his attack and were later taken to hospital.

Women living in rural areas are always at risk of being attacked or raped while out collecting water or wood for cooking.

Minister Muthambi donated cooking gas stoves to the women so that they do not have to collect wood in the bush and risk being attacked.

“I also grew up in such conditions where we had to wake up in the morning to collect wood for cocking and it is dangerous for women because the sad reality is that we live in an increasingly violent society in which the fear of crime is ever-present. “I will be happy if the police can make a breakthrough and arrest the perpetrators,” said the Minister.

The two women thanked Minister Muthambi for her generosity and for the fact that they would not have to collect wood anymore and that the gas stoves will improve their conditions.

“We will also be able to cook standing like women in the urban areas, we thank you very much for your generous hear Minister,” said Ms Maluleke who was still recovering from her injuries.
A government employee who conducts business with an organ of state, the non-disclosure of gifts and performing unauthorised remunerative work outside an employee’s employment in the relevant department, are some examples of unethical conduct that need to be reported to the Department of Public Service and Administration (DPSA).

In terms of the Medium Term Strategic Framework (MTSF), Outcome 12, the DPSA is mandated to research international and national reporting practices with the view to assess the current reporting framework for the country.

According to Director: Ethics and Code of Conduct Management, Salomon Hoogenraad-Vermaak, based on the research findings, the DPSA is expected to draft a protected disclosures policy framework.

He said any form of corrupt activity and unethical conduct in the public service should be reported to the relevant authorities.

“The reporting of corruption and related offences is a key tool for promoting individual responsibility and organisational accountability to build an ethical public service.”

“It also conforms to the requirements of the United Nations Convention against Corruption (UNCAC), to which South Africa subscribes,” he said, adding that it is important to government departments and state owned entities to have systems and procedures in place to allow for the reporting of corruption, unethical conducts, improprieties and non-compliance with the law.

Hoogenraad-Vermaak said in order to encourage public servants to follow the correct reporting process; Departments need to put in place the necessary reporting structures, in line with the recent amendments that have been affected to the Protected Disclosures Act, Act 26 of 2000.
Disclosure Framework
In drafting a policy to strengthen the protection of public service employees who report corruption, the following should be taken into account:

- Advocacy and awareness.
- Internal procedures to report corruption and related offences, unethical conduct and improprieties:
  - Internal and External reporting systems and processes
  - Protection procedures and a system to address occupational detriments
  - Investigation procedures and a system for criminal referrals
  - A system for implementing outcomes
  - A system for escalating complaints/concerns/disclosures

“An internal reporting system for corruption should make provision for “normal” reporting, but also for protected disclosures,” he said.

The objectives of an internal reporting program/system are:

- To encourage employees to disclose ethical and legal violations they are aware of to an internal authority so that action can be taken immediately to resolve the problem.
- To minimize the organisation’s exposure to the damage that can occur when employees circumvent internal mechanisms.
- To let employees know the organisation is serious about adherence to codes of conduct.

The barriers to a successful internal reporting program are:

- A lack of trust in the internal system.
- Unwillingness of employees to be “snitches”.
- Misguided union solidarity.
- Belief that management is not held to the same standard.
- Fear of retaliation.
- Fear of alienation from peers.

Top management, starting with the Head of a department, should demonstrate a strong commitment to encouraging reporting. Public Service Regulations, 2016, regulation 22 (c), require of Heads of departments to establish a reporting system for employees and citizens to report corruption and unethical conduct, and the system requires confidentiality of reporting.

This message must be communicated by line managers at all levels, who are trained continuously in creating an open-door policy regarding employee complaints.

One way of promoting transparency, the Code of Conduct and Ethics Management Director said, employees should always hear about the reporting policy, adding that top management should make every effort to talk about the commitment to ethical behavior in memorandums, newsletters, and speeches.

"Publicly acknowledging and rewarding employees who pinpoint ethical issues is one way to send the message that management is serious about addressing issues before they become endemic,” he said.

The protection of public service employees reporting corruption and unethical conduct is the main driver for a successful reporting system and to change the culture of keeping silent.

According to Hoogenraad-Vermaak, once a national policy is developed and approved, guidelines must also be developed to assist departments with the implementation of the policy.

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The protection of public service employees reporting corruption and unethical conduct is the main driver for a successful reporting system and to change the culture of keeping silent.
There is a need for improved mechanisms to promote ethical behaviour in the public service. Writes- Director Interests Disclosure Management, Ms Pleasure Matshego.

Corruption impedes service delivery, compromises development and undermines public confidence in the state. Therefore, there is a need for improved mechanisms to promote ethical behaviour in the public service. According to the National Planning Commission (NPC) report, South Africa suffers from high levels of corruption that undermines the rule of law, hinders development and socio-economic transformation.

However, reports published by both the Auditor-General and the Public Service Commission (PSC) revealed a number of cases of non-compliance with the laws and regulations governing the conduct of employees in the public service.

A three-pronged approach was adopted to strengthen measures to promote ethical behaviour in the public service. These are assessment of the ethics climate to evaluate the effectiveness of policies and to obtain a baseline for determining future implementation progress; Legislative changes to support the implementation of the Public Service Integrity Management Framework (PSIMF); and support to capacitate departments and government components to manage ethics.

In September 2015, the Department of Public Service and Administration (DPSA) conducted an ethics survey to assess the ethical climate of the Public Service. In partnership with Ethics SA, the South African Local Government Association and Department of Cooperative Governance conducted the survey across all three spheres of government.

This study, finalised in October 2015, provided the DPSA with a baseline against which future implementation progress could be measured and identified issues requiring future intervention. Moreover, it provided an indication of the effectiveness of current ethics management policies and another study is earmarked for 2018.

The Public Administration and Management Act, which was signed into law in December 2014, prohibits employees and special advisors from conducting business with the State. It further provides for the establishment of the Public Administration Ethics, Integrity and Disciplinary Technical Assistance Unit to provide technical capacity to government departments and municipalities to investigate issues relating to ethics, integrity and discipline.

Last year in August, the Minister for the Public Service and Administration (MPSA) issued the Public Service
Regulations (PSR), 2016, which deals with Conduct, financial disclosure, anti-corruption and ethics management.

The Code of Conduct for the public service was revised to prohibit employees from conducting business with an organ of state or to be a director of a public or private company conducting business with an organ of state; Address issues relating to the receipt and acceptance of gifts by employees in the public service; and Include specific provisions on obligations on employees who have been granted permission to perform other remunerative work outside their departments in terms of the Public Service Act.

The objective of the Financial Disclosure Framework is to assist the Heads of Department and Executive Authorities to identify and manage conflict of interest among designated employees.

It is one of the tools used to promote just and fair administrative actions by officials in government and to promote open and accountable government.

There are certain changes that were brought about by the Financial Disclosure Framework which the MPSA may determine other categories of designated employees to disclose financial interests; compulsory use of the eDisclosure system to disclose financial interests by designated employees; and introduction of new categories of the financial interests to be disclosed.

The PSR, 2016 require departments to establish ethics infrastructure in line with international best practice and international anti-corruption obligations as per agreed Conventions.

To give further effect to PSR, the following directives and determinations were developed:

- **November 2016:** the Directive on Other Remunerative Work outside an Employee’s Employment in the Relevant Department as Contemplated in Section 30 of the Public Service Act, 1994 came into effect. This Directive prohibits Public Service Employees from using the other remunerative work approval process to obtain approval for conducting business with an organ of state.

- **In terms of the Directive,** departments are required to process applications for other remunerative work within 30 days and to capture the information on PERSAL. PERSAL training sessions are being conducted via National Treasury to Human Resource officials and Ethics Officers responsible for capturing applications.

- **January 2017:** the Directive on Conducting Business with an Organ of State was approved to clarify the definition of an “organ of state”, and excluding certain activities that are not considered to be conducting business with an organ of state, such as teaching activities.

- **March 2017:** the Minister issued a Determination on Other Categories of Employees to disclose their financial interests and directive on the form, date and financial interests to be disclosed.

The Determination and Directive extends the disclosure of financial interests to other categories of employees, starting with employees on salary level 12 and 11 (including those on Occupational Specific Dispensation), as well as prioritising employees in supply chain management units, finance management and ethics officers.

To provide guidance on the implementation of the Determination and Directive, the following guides were distributed:

- **Explanatory guide on Financial Disclosures; and**

- **Guide on verification of financial disclosures.**

The DPSA established an Ethics Officer Forum, which acts as a support structure to capacitate ethics officers to manage the ethics performance of their departments.

An Ethics Resource Centre was introduced to further support ethics officers with access to information and developed guidelines.
Public Service and Administration Minister, Faith Muthambi described the late Hosi James Maluleke Xigalo as a visionary leader who always thought of improving the living conditions of the community.

Speaking at the funeral service at Xigalo village, outside Malamulele in Limpopo Province, Minister Muthambi told the mourners that the late Hosi Xigalo always loved the people and he did not hold grudges. “He was a visionary who always thought of improving the living conditions of his people, and he led from the front.

“The great man we are laying to rest today believed that traditional leaders have an active role to play in the governance structures of our democracy, which is something that our Government has always promoted,” she said. Minister Muthambi said the late traditional leader always promoted togetherness and unity. “This is another lesson we can learn from his life. He believed in the unity of African people and he was a unifier,” she said.

The late Hosi Xigalo made headlines when he allowed the three Somali nationals into his community’s initiation schools earlier in the year.

“In them, he saw human beings, and Africans in particular, and he believed that they belong to his community because they are fellow Africans.

“He did not believe that African people should be divided because of the borders, which were imposed by the colonialists.

“As South Africans, we must strive to learn about our continent and pass such knowledge to future generations,” she said.

Minister Muthambi also urged mourners to familiarise themselves with the African Union’s (AU) agenda for 2063, which is a strategic framework for the socio-economic transformation of the continent.

She said government acknowledges the critical role of traditional leadership institutions in South Africa’s constitutional democracy and in communities, particularly in relation to the rural development strategy.

The Minister said government remains committed to strengthening the institution of traditional leadership.

The late traditional leader worked closely with Minister Muthambi in community development projects such as the Digital Terrestrial Television (DTT) campaign, back to school campaigns, social cohesion and crime prevention programmes.
Public Service and Administration Minister, Faith Muthambi, encouraged Limpopo public servants to always “Put People First” when they provide services to their communities.

Minister Muthambi said this when she was engaging hundreds of public servants of the Limpopo Provincial Government at the Ranch Resort outside Polokwane during engagements which were part of Public Service Month (PSM) in September. The PSM is used to celebrate hard working public servants who promote and practice the Batho Pele Principles and to instill and rebuild good ethics, morale, pride and professionalism in the manner in which public servants do their work.

This year’s Public Service Month was taking place across the three spheres of Government under the theme, “Together Moving the Public Service Forward: We Belong, We Care, We Serve”.

“The month long celebration of Public Service Month provides an opportunity for the both the government and citizens to make an assessment of the quality of services being rendered by government,” said Minister Muthambi.

She encouraged public servants to recommit themselves to the service charter, which enables service beneficiaries to understand what they can expect from the state.

“The Service Charter and Batho Pele Principles must be publicised and popularised amongst us as public servants and representatives and also amongst community members. In this way all three parties to this
contract can know how to hold each other accountable,” she said.

During the gathering, Minister Muthambi allowed public servants to raise their concerns and suggestions with her. Workers raised a number of issues ranging from the cost of government medical aid, lack of induction, anomalies in middle management salary scales and other related matters.

Issues were also raised relating to unsuitability of facilities and work environment to accommodate the needs of public servants who are living with disabilities.

Minister Muthambi applauded public servants with disabilities for being at the forefront of raising issues that are negatively affecting them in the workplace, saying she knows their motto of “nothing about us without us,” and that she will make it a point that their concerns are addressed.

“We will be going after Departments that are still failing to achieve the two percent quota for people with disabilities,” she said.

Minister Muthambi said that she is aware of the challenges that public servants have raised in the previous years, which include working in dilapidated buildings, lack of facilities, issues relating to occupational specific dispensation, and human resource development challenges. She assured public servants that her engagement with them is not a ‘talk- shop’, and that she will deal with the issues and report to them. She encouraged public servants to serve the public with passion and dedication while solutions to their problems are being sought.

She encouraged public servants to improve their skills through education by utilising opportunities presented by the National School of Government. “The National School of Government offers very good programmes which you as public servants can enroll and obtain valuable qualifications without paying any fees,” said Minister Muthambi.
Home ownership is one of the biggest financial investments you are likely to make – and more importantly – the best investment you can make for the security and comfort of your family. Through a partnership between the DPSA, PIC, GEPF and SA Home Loans, the GEHS are able to provide special home finance opportunities to government employees in national and provincial government departments and related public institutions.

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- Property finance consultants, who are home loan experts provided by SA Home Loans to guide and assist you during the bond application process. They will help you in completing the application form and collecting the documents required for your credit assessment. They will also keep you updated on the status of your home loan application.
- Free access to “My New Home”, an online course which provides all the information new homeowners need to feel empowered and make a success of their property buying journey.
- Access to Home Owner’s Cover, an affordable insurance plan that covers any loss or damage to your property. This specifically applies to damages caused by an unforeseen event and is conveniently managed off your home loan account.
- Access to the Bond Protection Plan. This life insurance plan provides you with the reassurance that you will not lose your home in the unfortunate case of your death or disablement.
- Access to Transfer Assist, which provides a loan of up to R50 000 to assist in covering the costs associated with having your new property transferred into your name.
- Access to Quick Cash if you are switching your current bond to SA Home Loans. This allows you to access the increased value in your property, with a cash payout of up to R75 000 within 72 hours and up to R150 000 when the bond documents are signed.

**CONTACT**

To find out more, contact us to speak to a consultant on the number below.

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