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BLACK BUSINESS QUARTERLY

Jesse Jackson

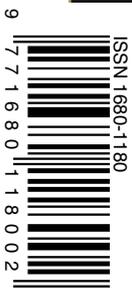
Pioneering civil rights,
one speech at a time

SOUTH AFRICA'S PREMIER
BLACK BUSINESS
LEADERSHIP MAGAZINE
THIRD QUARTER 2018

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Empowering South Africa's minibus taxi industry

The local minibus taxi industry drives the South African economy.



Of the 40% of South Africans who use public transport, 67% commute in one of the country's 250 000 minibus taxis. Without a functioning and operationally efficient industry, the workers who drive the economy would be stranded and economic activity would grind to a halt.

Yet, despite its importance to the country and the fact that it is the only wholly black-owned sector in the economy, the largely informal minibus taxi industry is generally underserved by both the government and the public sector, compared to other formalised transport sectors.

A change agent

At SA Taxi, we understand the crucial role that the minibus taxi industry plays in our economy. A more efficient minibus taxi industry has the potential to transform the lives of all those it serves, and the broader economy as well.

We're an independently-owned commercial business that forms part of the Transaction Capital group of companies, which listed on the JSE in June 2012. Founded in 1996, we now employ more than 1 000 people, who drive our business and the country's taxi industry forward from our head offices in Midrand, Gauteng.

We focus exclusively on building entrepreneurs through the taxi industry, having financed 28 724 of the estimated 250 000 taxis on South Africa's roads. We are, therefore, committed to ensuring the sustainability and prosperity of the sector, while working to benefit all stakeholders.

We aim to foster greater efficiencies and professionalism within the industry and strive to support the entrepreneurs who run taxi operations in numerous ways.

To realise this vision, we have created a platform for shared value creation opportunities that provides services to the wider industry and connects all stakeholders to facilitate a greater collaboration and investment.

Our service offering

Primarily, SA Taxi uses a bespoke, vertically integrated and scalable taxi platform that leverages specialist capabilities and applies specialised credit, risk, analytics and capital management competencies to boost financial inclusion in the sector.

SA Taxi offers a range of financial services, including:

- Developmental credit and financing to entrepreneur and SME taxi owners who may otherwise not have access to credit from traditional financiers.

- Short-term insurance products, including comprehensive cover and credit life, specific to the minibus operators' businesses.

- A pioneering multi-faceted rewards programme called Black Elite—a collaboration between TaxiChoice, the commercial arm of the South African National Taxi Council (SANTACO) and SA Taxi—that helps the local taxi industry, which consumes an estimated 2.5-billion litres of fuel annually, realise significant financial benefits. This



initiative has achieved impressive growth to date:

- Cards distributed: 5 158
- Total litres rewarded: 1 037 498
- Driver airtime rewards paid out: R33 890
- Operator cash sends redeemed: R40 100
- Association accumulation: R36 486

Building on these core financial competencies, SA Taxi also offers support services that span an entire asset value chain. These include:

A unique blend of vehicle procurement, retail and refurbishment capabilities through our Taximart division.

Affordable, quality-assured used and new vehicle parts via our Taxi Auto Parts (TAP) division.

SA Taxi Media is an out-of-home transit media company that uses technology to scientifically segment target audiences and can measure precisely the return on investment (ROI) advertisers receive on adverts placed inside and outside of minibus taxis. In the process, SA Taxi enables taxi owners to benefit from extra revenue generated from the media campaigns.

SA Taxi Connect Wi-Fi offers 25MB a day of free Wi-Fi to commuters in minibus taxis and local ranks that they can use to browse as they wish.

Significant benefits

By providing these complementary business services, we assist in maximising cash flow for entrepreneur and SME taxi owners and protect their income-generating asset, helping them to flourish.

They are then empowered to build thriving and sustainable businesses, which creates

a groundswell of additional social and economic benefits throughout the country.

These beneficial knock-on effects are far-reaching, with the potential to create significantly more jobs through direct and indirect employment opportunities, as each taxi in operation creates 1.8 direct jobs, on average.

Amplifying inclusion

We're also committed to creating additional opportunities within the sector and delivering significant downstream benefits throughout the industry value chain via various innovative targeted and impactful initiatives.

To do our part in building a more inclusive society, our initiatives aim to empower marginalised and underserved sectors within our communities, and transform the industry at large. Our flagship projects include:

1. Female empowerment

We support SMEs run by female entrepreneurs, with R3.5-billion invested in empowering female entrepreneurs in the minibus taxi industry since 2008. During this period, SA Taxi has increased its female client base by an average of 4.5% per annum, helping to create 8 473 female-owned SMEs and financing 12 092 vehicles—an average of 1.4 vehicles per owner.

We currently have R1.9-billion invested with 4 382 female taxi owners, who collectively operate 5 656 SA Taxi-financed vehicles. While the impact that SA Taxi-backed female entrepreneurs are having on both the industry and the economy is prolific, our continued efforts and initiatives hope to significantly increase the presence of women in this industry and in so doing, continue to uplift the communities they support.

2. Skills development

Project Refentse is a training and skills development programme for mechanics that is designed to improve the minibus taxi industry's sustainability. The project, funded by the SA Taxi Foundation and managed by Taximart, prepares participants, who are identified and nominated by SANTACO and the National Taxi Alliance (NTA), over a 12-week period for a recognised motor mechanics trade test.

3. Safety

We invested over R20 million to provide patrol vehicles to regional, provincial, and national taxi associations, and the Cross-Border Road Transport Agency to strengthen the industry's right and ability to self-regulate through improved safety on the roads and to reduce conflict among taxi operators and improve relations between the industry and law enforcement agencies.

Planned in collaboration with SANTACO and the NTA, the patrol vehicles ensure that the road usage by member operators is more effectively monitored and that resulting feedback can be used to support constructive change by operators.

Branded by SA Taxi for each association, the patrol vehicles also play a visible role in implementing collaborative road safety campaigns that include industry bodies, SA Taxi and government agencies such as the Road Traffic Management Corporation (RTMC). 





ECOAN ENGINEERING



ECOAN Engineering is a 100% Female and Black-owned Company with over 80% black representation at management level. We believe strongly in staff development and growing our own team' with regards to employees.

VISION

To be a leading technical and engineering service provider with a difference, Rail, Aviation, Mining and Power utility sector through strategic positioning of the company at the forefront of new developments within the Industries.

MISSION STATEMENT

ECOAN Engineering PTY LTD SA fully intends to continue with its commitment to expanding the parameters of the composite industry. The company shall continue to lead the industry along the path of quality and dedication to excellence.

STRENGTH

- Production and Industry Knowledge
- Good relationships with Key Players in the Industry
- Technological know how

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- Gear Cases,
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- Monsoons,
- Seats,
- Slack Adjustor,
- Ac, Dc, Rewind and Refurbishment



ECOAN ENGINEERING



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COMPANY PROFILE

VISION AND MISSION

ECOAN Technology is a world-technology leader in terms of designing and building mission-critical information systems for defense and security, aerospace and transportation. The company has an impressive network of 22 000 high-level researchers and engineers, who constantly ensure that the company delivers cutting-edge solutions for its clients.

Ecoan technology (Pty) Ltd is a South African-registered company Which has been in existence for over 3 years and employs 56 people in 2 major locations based in Johannesburg. The company is 100% black woman owned and is B-BEEE level 1.

Ecoan Technology is fully committed to invest and contribute towards building a local South African Air Traffic Management, Defense and Transportation Industry within the BEE framework policy of the country.

In South Africa, ECOAN is thriving towards being the supplier of choice for Air Traffic Management and Navigational services systems.

ECOAN is a Defense partner of choice owing to several successful projects and is sharing state-of-the-art technology with customers in Land, Naval & Air.

In the Transportation domain, ECOAN has rapidly progressed into a key partner offering cost-effective turnkey in collection and rail signaling.



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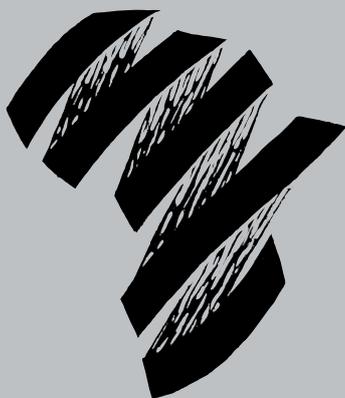
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The National Energy Regulator (NERSA) makes a valuable contribution to the socio-economic development and prosperity of the people of South Africa, by regulating the energy industry in accordance with government laws, policies, standards and international best practices in support of sustainable development.

NERSA is a regulatory authority established as a juristic person in terms of Section 3 of the National Energy Regulator Act, 2004 (Act No. 40 of 2004). NERSA's mandate is to regulate the electricity, piped-gas and petroleum pipelines industries in terms of the Electricity Regulation Act, 2006 (Act No. 4 of 2006), Gas Act, 2001 (Act No. 48 of 2001) and Petroleum Pipelines Act, 2003 (Act No. 60 of 2003).

NERSA's mandate is further derived from written government policies as well as regulations issued by the Minister of Energy. NERSA is expected to perform the necessary regulatory actions in anticipation of and/or in response to the changing circumstances in the energy industry.

The Minister of Energy appoints Members of the Energy Regulator, comprising Part-Time (Non-Executive) and Full-Time (Executive) Regulator Members, including the Chief Executive Officer (CEO). The Energy Regulator is supported by staff under the direction of the CEO.

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FOREWORD

Unity in heritage



Luthando Vutula, CEO, uBank

As the world and South Africans celebrated what would have been Nelson Mandela's centenary on 18 July, it is encouraging to see that organisations and individuals alike carry the essence of Ubuntu that I believe is still influenced by Madiba's "magic", especially during his birth month. Madiba's magic had and, to a large extent, still has the ability to get people to congregate and connect with one another in order to achieve a common goal.

It is with this in mind that I am inclined to think that President Cyril Ramaphosa, too, is influenced by this "magic". This is represented by the manner in which he strives to unite individuals, government entities and businesses to work together towards a mutual objective of positioning SA favourably to the world and prospective investors.

His actions have led me to believe that not only is he influenced by Madiba's "magic", but he embodies one of Mandela's proverbs that says, "There is no passion to be found playing small—in settling for a life that is less than the one you are capable of living," hence, his bold call to businesses and government entities to acquire US\$100 billion of investment over the next five years.

This is rather motivating to see a leader so bold in his vision for his country. It challenges us as leaders to do the same in our different spheres of work. It nudges us to rethink the manner in which we use resources at our disposal. This resonates a great deal with me and Ubank as it challenges us to continue growing and serving mineworkers and adjacent markets that were previously overlooked by many banks.

The president's appeal forces us to question whether we are deploying these resources effectively and efficiently, whether monitored or unmonitored. Furthermore, he challenges us to strive to gain new insights, pushing for innovative solutions, to collaborate on industry-wide subject matters in order to strengthen our collaborative efforts.

Most importantly, his bold pledge challenges us to invest even more in our own employees in order to attain our organisation's goals, which will, in turn, contribute to the goals of South Africa as a whole. This will definitely need businesses and the government to bring the untapped minds of SA's youth to the fore, to include the entrepreneurs and foster a culture of entrepreneurs in our organisation. We need to trust them enough to understand the strategic objectives of our organisations and give them support in order to see those strategies through.

This will, however, require crucial, purposeful planning, commitment and the implementation of those strategies to make the plans worthwhile.

As we enter another phase of celebrating our heritage, let's be mindful that there is no better way to do that, other than to understand that our heritage will only be safeguarded if our economy, our businesses, the government and our youth are all in sync—singing from the same hymn sheet, as it were. **BBO**

Luthando Vutula



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EDITOR'S NOTE

Hold on to your creativity, even when there's no motivation to do so



I have always been an admirer of those who create, particularly those blessed with the ability to draw. Since a child, it always fascinated me how there were people who could so effortlessly translate the images in their mind into detailed masterpieces. While I could create and write fantastic stories, imagining unique creatures and colourful characters clearly in my mind, I could never manifest them into visual representations and I longed to be able to. Fifteen years later and I still do.

Now, obviously, creativity manifests itself in many ways, not only in physical artistry. It is difficult to attach any kind of label, definition or parameter to the concept of creativity, but it is one of the greatest qualities any of us can be blessed with, yet many never allow their true creativity to be expressed, or they never get the chance to.

In my experience, if people are given the time and opportunity to express themselves, the ideas and insights they put forward are truly eye-opening—especially if it's a topic they're passionate about. Very few days go by when I don't stop at some point and say to myself: "I wish I'd thought of that."

The fact is that for many, their job and the structured routine of life is stifling their ability to create. Working in an environment that does not value or encourage creativity can be extremely demoralising, decreasing one's productivity levels and eliciting feelings of underappreciation and redundancy. The truth is that for many, their creative side has become dormant. Every person is capable of producing ideas, however, no matter how great they are, if they're constantly getting changed to fit a very specific mould—essentially being told not to colour outside the lines—after a while, you get in line and stop being creative. Instead, you become a machine churning things out without much thought or effort; mostly because you know it's a waste of time to push the limit. It's the quintessential "don't rock the boat" mentality that gets even the most non-conforming of us to conform.

The challenge is holding on to your creativity and allowing yourself to remain inspired. One of the worst things in this world is a wasted talent. Resigning yourself to live without creativity is resigning yourself to a life without imagination. Creativity breeds confidence, passion, innovation, personal and professional growth, and opportunity.

This issue marks a year since I have been at the helm of *BBQ magazine*. And while I too, found myself demoralised from taking the creative path at times, persevering and achieving this milestone has, personally, been rewarding and would not have occurred without holding on to my own creativity. I thank all of those individuals who held onto theirs and assisted in making this issue of *BBQ magazine* a special one. Enjoy! **BBQ**

Shannon Manuel



Recycle plastic bottles. Recycling creates jobs.

By doing one thing and recycling, you are exercising extraordinary power. Consider that in 2017 alone, over 64 000 people earned an income through recycling PET.

PET is the most commonly used plastic in the manufacture of cool drink and water bottles, and every single one has the potential to generate an income for budding local entrepreneurs who search for, collect, bale and then sell the bottles to numerous world-class recycling facilities.

Polyethylene Terephthalate, or PET, is a 100% recyclable material when basic design principles are followed. Because of its recyclability, plastic bottles are broken down into pellets, washed and then sold to various manufacturers for

use in the creation of many new and useful products, like stuffing for duvets and pillows, jeans and jackets, even automotive parts. Recycled PET plastic bottles are also turned into many food-grade products, most importantly, brand new bottles - something that is 100% safe.

Recycling bottles back into bottles is known as 'closing the loop' and it is critical to a sustainable future for humankind.

This kind of Circular Economy means that, not only do we no longer rely on expensive imported virgin PET fibre, instead we empower local entrepreneurs and industry, and combat the rising unemployment rate. And that means only good things for South Africa's GDP.

PETCO achieves this by accepting responsibility for the management and recycling of PET plastic bottles and containers on behalf of the PET sector in SA. We call it EPR, (Extended Producer Responsibility) and it involves us subsidising every kilogram of PET recycled in SA.

EPR integrates the environmental costs of PET into the market costs of products and we undertake this responsibility so that PET plastic bottles can be made and sold to consumers at the lowest possible cost to them.

With such enormous potential to transform livelihoods, contribute to our GDP, be recycled into many new and useful products, not to mention how recycling PET plastic benefits the environment,

PET plastic bottles simply cannot be considered as trash. **Please do 1 thing and recycle them.**

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Jesse Jackson

Pioneering civil rights, one speech at a time

“People love the martyrs, not the marchers. Martyrs may be idealised but marchers destroy the comfortable, they press us forward, they push us out of our comfort zone,” says Reverend Jesse Jackson, one of America’s foremost civil rights, religious and political figures, and a hero in his own right during the Apartheid struggle



When Rev. Jackson first met Nelson and Winnie Mandela, they formed an everlasting relationship, one based on their shared vision of freedom and prosperity for black people across the globe. From this profoundly personal relationship with the Mandelas, he remembers Winnie as not only Mandela's counterpart but also as an individual freedom fighter.

"When I met them in 1979, the country, and the world, was pitch dark. Few people knew of Nelson Mandela, Oliver Tambo or Walter Sisulu. Winnie was the light, she was one of the children really fighting the system, and it was Winnie against the world. When Nelson was in prison, we couldn't see his face; we couldn't hear his voice. Winnie was the heartbeat. We heard her voice and witnessed her struggle, as her enemies tried to destroy her, the same way they had with Martin Luther King.

"Today, people love Winnie, the martyr, but they resisted Winnie, the marcher. She took the licks—people on the sideline don't take licks—but she was always on the field of play. Mandela's heartbeat was Winnie's heartbeat. She was the rock, she was the strength, the character and the personality that kept us in the national news and she deserves great respect," he says.

Having already made great strides in fighting racial oppression in his home country, Rev. Jackson was acutely aware of the parallels of the African National Congress' (ANC) struggle with those faced by similar coalitions in the United States.

"Mandela became the object around which we were motivated. But, when he was inside the prison, we didn't really know him. In those days, there was no Internet, no network and no social media. When he was released, he fulfilled all we had anticipated and he played his role. For me, as a young civil rights activist, I knew how raw, ugly and violent the Apartheid regime was. They were being jailed; we were being jailed. We were being killed, and they were being massacred. The courts were behaving similarly on both continents," Rev. Jackson says.

Comparing the parallels between both struggles, Rev. Jackson was first arrested when he was 18, on 16 July 1960, at a civil rights protest at Greenville's segregated public library. He had joined a march there and to this day, remembers thinking of what had just happened a little while before at Sharpeville.

"What was happening in Africa was being used as a basis to justify occupation and murder against black people in the US. Our country was on the wrong side of this revolution; it, along with Britain and the western powers, propped up the Apartheid regime and tried its best to stamp out the freedom movement. Kissinger and the US labelled the ANC a terrorist organisation and threat to national security," he explains.

Included in those parallels is the Reverend's own comparison of Nelson Mandela and Dr King, where he saw similarities in their intellect, courage and high moral authority.

"They were both so embracing of the struggle for others as a way of life, while accepting what happened to themselves with courage, with non-violent intent. Dr King was a brilliant man, an academic and a man of courage who shared the same vision as the likes of Mandela and Oliver Tambo. They all focused on public policy, they focused on segregation and confronted the idea of black inferiority head on. Sometimes, they had to use terror to get there, but they also had to survive terror. In the US, thousands of black people were lynched and yet there were never any indictments," he says.

Rev. Jackson remembers their first exchange, the day Nelson Mandela was released. "He had followed the movement in the US closely, and greeted me with warmth and name recognition; one of the first things he said was that he had seen the 1984 presidential campaign speech I had made where I had called for sanctions and stood up against Apartheid, and he thanked me," he recalls.

Three years later, as part of the official US delegation, the Reverend was honoured to celebrate Mandela's inauguration as President of the new, free South Africa.

"Today, Africans are free but not equal, Americans are free but not equal. Ending Apartheid and ending slavery was a big deal, Mandela becoming President of South Africa, Obama becoming the first African-American President was a big deal, but we have to go deeper. We were enslaved longer than we have been free and we have a long way to go. We have unravelled our injustices in stages, but they remain, in land ownership, in health and life expectancy, in certain aspects of the media and in business," Rev. Jackson says.

Fighting racial Apartheid, promoting economic freedom

It was not since Senator Robert F. Kennedy visited South Africa in 1966 that a visiting American had caused such a stir among blacks and whites as Rev. Jackson during his 12-day tour of the country.

Arriving on the invitation of South African church groups, and shortly after the death of Steve Biko, his itinerary included speaking engagements in many of the main black centres in the country. He also met with a number of black leaders who had been banned or banished by the government, including Winnie Mandela.

Shortly before his arrival, Rev. Jackson had caused some uproar, following his successful campaign earlier that year to have one of South Africa's leading white heavyweight boxers, Kallie Knoetze, barred from fighting in the United States. The move against Knoetze, which the State Department successfully upheld in the courts, was part of a broader campaign by him to penalise South Africa for its racial policies, including support for efforts to restrict investment from the US.

During this visit, the Reverend made a meaningful impact on many communities, including some 300 people who had gathered at their community centre to listen to what he had to say.

Bringing with him the promise of hope and self-respect to the people who sat before him, his message was clear: "Segregation is wrong, segregation is a lie; segregation challenges. God's right to make people of different colours," he declared.

Following his return to the US, he intensified his efforts to mobilise opposition to the “terrorist state” of South Africa, working towards reshaping US foreign policy on the country. From the outset, he strongly opposed the then-President Ronald Reagan’s policy of constructive engagement with the Apartheid regime and worked tirelessly to mobilise public opposition to the country’s stance.

Reverend Jackson entered the 1984 Presidential race with the anti-Apartheid struggle at the centre of his foreign policy agenda and campaign platform and, in January 1985, he met with Pope John Paul II, asking the Pontiff to visit South Africa and hasten the much sought-after change in the country.

“I was running for President and I said, ‘Let’s end Apartheid’, but nobody wanted to touch the issue. The ANC was on the terrorist list but, eventually, we managed to take it to another level. The government eventually did apply sanctions, and I’m not sure people appreciate just how big this was. The US government were partners with both Britain and South Africa, so this really was a big step,” he says.

That same year, Rev. Jackson joined Oliver Tambo, Bishop Trevor Huddleston, Ken Livingstone and others at the 120 000-strong demonstration in London’s Trafalgar Square to protest Apartheid in South Africa and call on the South African government to free Nelson Mandela. He later met with the then-Prime Minister, Margaret Thatcher, appealing to her to drop Britain’s support for Apartheid.

“At that time, the rally was the largest in the long history of protests in Britain against South Africa’s racial policies and was organised by the Anti-Apartheid Movement, which was founded in Britain in 1959. It was a proud and exciting moment as the world watched Oliver Tambo, the President of the African National Congress at that time, as well as British opposition politicians, labour union officials and community leaders, denounce the Apartheid regime. At the top of our agenda was the call for harsh economic measures, including an end to foreign loans and investment against South Africa by western governments, because we believed that it was the only way to end Apartheid without widespread violence,” Rev. Jackson says.

He also engaged and lobbied the Soviet Union leader, Mikhail Gorbachev, to cut all diplomatic ties with South Africa, and called on Harvard and other universities to divest from the country.

In 1986, at the invitation of several African governments, Rev. Jackson led a delegation of activists, business representatives and academics to eight African countries, where the focus of the trip was to mobilise opposition to the Apartheid regime.

“I could see for myself what was happening, as the separation laws of 1896 in America were the same laws in South Africa and were put in place by the same people. We had no choice but to use our moral authority, marching feet and willingness to go to jail to end Apartheid. We went to jail every day for a year but it needed to be done in order to arouse public consciousness and put pressure on the US government to put sanctions on South Africa,” he says.

Apartheid lives on

While the end of political Apartheid, where people were separated by race, has been achieved, economic Apartheid and a lack of access to economic opportunities persist.



This is the message the civil rights activist drove home during his most recent visit to South Africa, where he attended Winnie Mandela's funeral.

"Both here and in the US, black people have reached the fourth stage of the struggle: democratising the economy," he says.

The anti-Apartheid activist had been invited to the Gordon Institute of Business (GIBS) in Johannesburg to deliver a talk on "black excellence", where he placed much emphasis on how to slowly roll back the legacy of Apartheid, which has manifested itself today in economic inequality.

"Black people got freer; white people got richer. Our task ahead involves the same tools used to fight political Apartheid to fight economic Apartheid. If you look at major corporations, from the car companies, banks, travel and news industries, they are all supported by the black majority. To fight this resource Apartheid, we must use our consumer strength. From race Apartheid to resource Apartheid, the black majority has less and less. It's as if there is a black ocean and at the centre—a white island. There are no more sanctions, and the banks and international investment goes straight to the white island, and it benefits only the white minority," he says.

Rev. Jackson is proposing a new way of thinking about economic transformation—and he's taking the fight to the private sector. One solution offered by him is share-scheme agreements. Adopted in the US, they have proven successful in getting black professionals on the boards of top companies.

Arguing his case for the democratisation of the private sector, his approach is markedly different from one most commonly discussed in SA—nationalisation.

"Nationalisation places economic power in the hands of the governing elite, when it should belong to the people," Rev. Jackson says.

He also says that black South Africans should get to know local companies, know their boards, know their training schemes and use their buying power to force them to transform.

"There also has to be fair land distribution, but then have the science to cultivate it. Ethical practices and joint-ventures are key to the land appropriation issue. South African's need to figure out ways to democratise the economy. Being angry won't get you there, being hateful won't get you there. This country must not go back with hate but go forward with hope and healing. Build resources, not race bridges. And lastly, leverage your money as you leverage your votes," he says.

That said, the Reverend is excited about the progress made in South Africa so far. "Black people can get to Nelson Mandela Square if they choose to, and not just with their broom and mop. They can travel in and out of the country, freely, and they now benefit from new freedoms, new chances for human development. But we must focus on this new agenda, where we address this post-colonial resource Apartheid, so that we may see our share of investment, as well as more international trade," he explains.

During his recent visit, Rev. Jackson was able to spend some time with President Cyril Ramaphosa, and he believes that there is a new hope for the people of South Africa.

"South Africans are right to be excited about Cyril. He is a man who has never left the belly of the beast, he has great experience behind him and at heart, he is also a businessman. I think he is a man who is very connected to Nelson Mandela, and he has certainly paid his dues," he says.

A global presence

Rev. Jackson's passion for civil rights was rooted in his DNA from his earliest days. The founder and President of the Rainbow PUSH Coalition, he has become known as one of America's foremost civil rights, religious and political figures.

During his career spanning almost five decades, he has played a pivotal role in virtually every movement for empowerment, peace, civil rights, gender equality, and economic and social justice, and in August 2000, he was awarded the Presidential Medal of Freedom, the nation's highest civilian honour, by President Bill Clinton.

In his home country, the Reverend has been called the "Conscience of the Nation" and "the Great Unifier," challenging America to be inclusive and establishing just and humane priorities for the benefit of all. He has built his reputation on bringing people together on common ground across lines of race, culture, class, gender and belief.

Born on 8 October 1941, in Greenville, South Carolina, he is the son of Helen Burns and her married next-door neighbour, Noah Robinson. His neighbours and classmates teased Rev. Jackson for being "a nobody who had no daddy". As a result, he developed both a strong desire to succeed and an understanding of the oppressed. With advice from his grandmother, he overcame his childhood problems, finishing tenth in his high school class. He earned a football scholarship to attend the University of Illinois in Chicago, where he was eager to get away from the prejudice and segregation of the South.

However, he would soon discover both open and hidden discrimination at the university and in other parts of the city. Rev. Jackson returned to the South and enrolled at North Carolina Agricultural and Technical College (A&T) in Greensboro, North Carolina, an institution for African American students, where he was elected student body president. He graduated in 1964 with a degree in sociology and economics.

He began his theological studies at Chicago Theological Seminary but deferred his studies when he started working full-time in the civil rights movement with Dr Martin Luther King, Jr. He was ordained on 30 June 1968, by Rev. Clay Evans and earned his Master of Divinity degree from Chicago Theological Seminary in 2000.

The activist

Five years after his arrest in 1960 in his native South Carolina, when he and others entered a segregated public library, Rev. Jackson joined King in the Selma to Montgomery, Alabama, marches.

His world, however, would change dramatically on the night of 4 April 1968, when King died of an assassin's bullets on a balcony of the Lorraine Motel in Memphis.





Rev. Jackson was with him at the time of the shooting.

As the towering leader at the centre of the civil rights movement, King had been a dominant presence in the life of the young activist, still in his 20s. In the years that followed, Jackson would come into his own, becoming a familiar public face and persuasive orator, fighting for voting rights, equal job and business opportunities for African-Americans and an end to other racial injustices.

In December 1971, Rev. Jackson founded Operation PUSH in Chicago, IL. The goals of Operation PUSH were economic empowerment and expanding educational, business and employment opportunities for the disadvantaged and people of colour.

In 1984, he would go on to found the National Rainbow Coalition, a social justice organisation based in Washington,

D.C., devoted to political empowerment, education and changing public policy. In September 1996, the Rainbow Coalition and Operation PUSH merged to form the Rainbow PUSH Coalition to continue the work of both organisations and to maximise resources.

For his work in human and civil rights and non-violent social change, Rev. Jackson has received more than 40 honorary doctorate degrees and frequently lectures at major colleges and universities including Howard, Yale, Princeton, Morehouse, Harvard, Columbia, Stanford and Hampton. He was made an Honorary Fellow of Regent's Park College at Oxford University in the UK in 2007 and received an Honorary Fellowship from Edge Hill University in Liverpool, England. In 2010, Rev. Jackson was inducted into England's prestigious Cambridge Union Society, and

in April 2010, he was awarded an honorary doctorate from the University of KwaZulu-Natal (UKZN).

In October 1997, he was appointed by President Bill Clinton and the Secretary of State, Madeleine Albright, as "Special Envoy of the President and Secretary of State for the Promotion of Democracy in Africa". In this official position, he travelled to several countries on the African continent and met with such national leaders as then-President Nelson Mandela, His Excellency, Daniel T. Arap Moi of Kenya and President Frederick J.T. Chiluba of Zambia.

He is also known for his fight for national healthcare, a war on drugs and direct peace negotiations between Palestinians and Israelis, and advancing democracy in Haiti, where his advocacy on these and other issues has helped bring the American public to a new level of consciousness.

The Politician

In 1984, Rev. Jackson entered the presidential arena as an improbable candidate for the Democratic nomination. As a black civil rights activist who thundered against racial injustice and poverty, he quickly earned a reputation as a man who never sugar-coated his words while addressing an overwhelmingly white electorate.

As a man who had never run for public office, he successfully mobilised tremendous support with the passion of his words and leaning on his experience as a Minister, he made the campaign trail itself his pulpit. He called his base a “rainbow coalition” as he won the backing of progressives, blacks, Hispanics, blue-collar workers and struggling farmers.

Taking aim at poverty and racism, Jackson called for increased federal funding for social programmes, cutting the defence budget and reversing President Ronald Reagan-era tax cuts.

Despite the scepticism that greeted his bid, Jackson won more than three million votes. Though he came in a distant third, Jackson was credited with enrolling as many as two million Democratic voters.

His 1988 campaign won seven million votes and helped boost hundreds of state and local elected officials into office. Additionally, he earned historic victories, coming in first or second in 46 out of 54 primary contests. His clear progressive agenda and his ability to build an unprecedented coalition inspired millions to join the political process.

In 1991, he was elected Senator of Washington, D.C., advocating for the statehood for the nation’s capital and advancing the “rainbow” agenda at the national and international levels. Since then, he has continued to promote voter registration and lead get-out-the-vote campaigns, believing that everyone should be encouraged to be a responsible, informed and active voter.

As a highly respected and trusted world leader, Rev. Jackson has also acted many times as an international diplomat in sensitive situations. In 1984, Reverend Jackson secured the release of the captured Navy Lieutenant, Robert Goodman, from Syria and the release of 48 Cuban and Cuban-American prisoners in Cuba.

He was the first American to bring home citizens from the UK, France and other countries held as “human shields” by Saddam Hussein in Kuwait and Iraq in 1990 and in 1999, he successfully negotiated the release of U.S. soldiers held hostage in Kosovo. Rev. Jackson also helped negotiate the release of four journalists working on a documentary for Britain’s Channel 4 network held in Liberia and has travelled extensively in the Middle East and Asia.

In 2003, Rev. Jackson keynoted the rally held in London’s Hyde Park where over one million people protested the expected invasion of Iraq by the United States.

Still making his mark

A hallmark of Rev. Jackson’s work has been his commitment to the youth. He has visited thousands of high schools, colleges, universities and correctional facilities encouraging excellence, inspiring hope and challenging young people to study diligently and stay drug-free.

In 2014, Jackson quietly and without fanfare walked up to a memorial on the street in Ferguson, Missouri, where black 18-year-old Michael Brown was shot to death by a white city police officer. He was greeted warmly by people living nearby and those viewing the memorial.

Jackson also joined protesters as they marched through the streets of the St. Louis suburb, demanding justice on Brown’s behalf and a stop to unfair treatment of blacks by the Ferguson officers.

This is just one of the many demonstrations Rev. Jackson has participated in over the decades—from flashing the peace sign at an anti-Iraq war rally in London, joining the striking Red Cross, grocery and airline workers on picket lines in cities across the nation to getting arrested for protesting at a plant where workers’ jobs were being relocated to China.

But, like his mentor, Dr King, and other civil rights leaders, he has maintained the belief that change can be achieved through non-violence.

Just last year, he led a protest in the small town of Flint, Michigan, where a lead-tainted water crisis started when a state-appointed manager in 2014 switched the city’s service to the Flint River from Detroit’s system. The river water was not adequately treated, causing lead to leach from ageing pipes into Flint homes. Tests later showed some children had high lead levels.

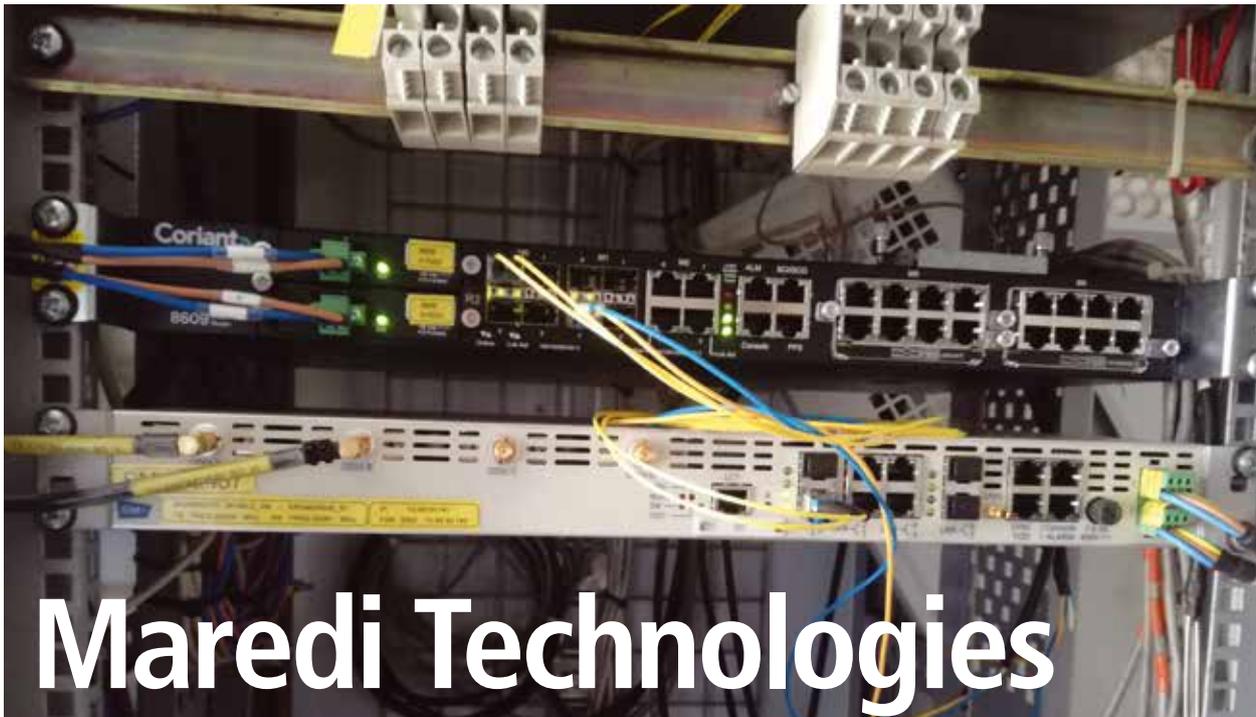
As a consistent and vigorous supporter of the labour movement in the U.S. and around the world, he is also known as someone who has walked more picket lines and spoken at more labour rallies than any other national leader. He has worked with unions to organise workers, protect workers’ rights, and mediate labour disputes. In 1996, he travelled to Asia to investigate the treatment of workers in the Japanese automobile industry and athletic apparel factories in Indonesia.

The Reverend has received numerous honours for his work in human and civil rights and non-violent social change and in 1991, the U.S. Post Office put his likeness on a pictorial postal cancellation—he is only the second living person to receive such an honour.

A family man, he met his wife, Jacqueline, at North Carolina Agricultural and Technical College as the civil rights movement began gaining momentum. They were soon married and had five children—three sons and two daughters—together.

BBC

Amanda Van De Barg



Your ICT partner of choice

Maredi Technologies was established in 2005 with a vision to provide ICT Infrastructure solutions to public and private sector clients. Maredi Technologies is 100% black-owned and 30% black women owned. Our company's primary goal is to provide clients with turnkey solutions which are both cost effective and operationally efficient. This is made possible by the significant experience and knowledge acquired by our management team which boasts years' experience in the ICT sector.

Comprehensive ICT strategies are designed through consultation with the client, and proposals and implementations are put in place on a per project basis, leveraging the power and expertise of strategic partners wherever necessary. Partnering with these strategic partners ensures that the client investment in specific systems is protected, and that fundamental changes to ICT systems are generally avoided.

Maredi Technologies has invested in a R&D department; the department is responsible for modification of the products available in the market to suit customer needs. They are also responsible for designing and developing solutions in consultation with the customers according to their requirements. This service combined with the fact that we provide services in three segments of ICT gives us an opportunity to provide not only end-to end solutions but customised solutions to our customers. This speaks to our vision and MOTTO "Your ICT Partner of Choice"

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Bridge Taxi Finance

Vukuzenzele: wake up and do it for yourself

Vincent Raseroka, the Chairman of Bridge Taxi Finance lives by this motto. Not only has he changed his life, his mission is to change the lives of the people with whom he interacts.

“Partnerships, which result in development and progress, are the cornerstones of life. A business or individual has a social responsibility to create win-win scenarios in every situation.” This is the philosophy that drives Raseroka in both business and his personal life.

Bridge Taxi Finance opened its doors in 2013 in a bid to stimulate and grow the taxi industry. As a registered developmental credit provider, Bridge Taxi Finance is able to offer affordable and accessible finance to entrepreneurs within the minibus taxi industry. In addition to providing finance, Bridge Taxi Finance is involved in the day-to-day running of the taxi through the use of technology whilst—and most importantly—mentoring the taxi operators on how to start and run a profitable business.

The taxi industry

During the times of oppression that South Africa experienced, when people of colour were relocated to remote areas with no access to transport, travelling to and from work was a daily struggle. But as South Africans tend to do, the people developed their own solution. Enter the taxi industry. In fact, this is the first 100% black-owned and run industry in the country—no small feat during the Apartheid years.

Today, as much as 70% of the workforce make use of public transport, with over 15 million using minibus taxis as their main form of transport. “We have the beginnings of an effective transport system. Whilst there are many challenges, we have our

own uniquely South African way of overcoming them,” says Raseroka.

Financial challenges

According to Raseroka, a large number of taxis are in an unroadworthy condition. One of the major reasons for this is that the legally prescribed age limit for taxis is seven years, yet the average age of taxis currently on the roads is twelve years. Some of the taxis have travelled 1 million kms, which roughly estimates to 7 000kms per month of operation, says Raseroka.

The lack of access to finance is possibly the most prominent reason for these legal infringements. To substantiate this, Raseroka describes the problem faced by one of Bridge Taxi Finance’s clients.

“This is a tragic example of what happens every day. The taxi operator was involved in an accident, which was financed through another company. He ended up losing his taxi as well as his house because he couldn’t operate his business and, therefore, couldn’t pay the instalments. He was subsequently blacklisted, which gave him no hope of him getting out of this quandary. He approached us (Bridge Taxi Finance) and we helped him with the process. He has now successfully paid for two taxis and is currently on his third. Unfortunately, this case is not limited to this client, but sadly represents between 10 – 15% of our clientele,” he explains.

Women in the industry

Fifteen per cent to twenty per cent of Bridge Taxi Finance’s clientele is female, meaning this male-dominated industry is soon to change. The accident rates of Bridge Taxi Finance’s female clientele are significantly less than their male counterparts, Raseroka says: “It is possibly due to the more intrinsic nurturing nature of women that they are less

prone to accidents.” In addition, women are more careful and pay more attention to the rules of the road. “But this could be a whole other discussion,” laughs Raseroka

Job creation

It is estimated that one taxi creates 1.8 direct jobs and 8.8 indirect jobs. These jobs include taxi washers, informal food sellers and petrol attendants, to name a few. Without a booming taxi industry, the effect on the economy could be crippling.

Bridge Taxi Finance has independently created a total of 2 800 direct jobs and an estimated 13 600 indirect jobs since 2013.

What makes Bridge Taxi Finance different?

Bridge Taxi Finance offers finance of the highest quality Chinese vehicles, which have been built to the exacting South African standards. Raseroka says that Bridge Taxi Finance has an equity stake in the importers of each of the vehicles, meaning they have a vested interest in the quality and efficiency of the vehicles. Bridge Taxi Finance not only ensures that the highest quality vehicles are imported for their clients, but that parts and after-sales service are world class.

Bridge Taxi Finance has a hand in the lifecycle of each vehicle, which, in turn, creates the support services available to clients. Parts, panel beating, vehicle tracking and telematics assist their clients to operate vehicles in the most efficient and cost-effective manner. By using technology as a backbone to their services, relationships of trust are formed and, therefore, create sustainable businesses contributing to the growth of the country.

Taxis and technology

These are not two words one would automatically associate with each other. Yet,



through the use of telemetrics and vehicle tracking, each taxi operator is able to, in real-time, analyse if the drivers are on their routes, collecting as many fares as is legally possible and that the safety of the passengers is still the critical factor.

Bridge uses telemetrics to monitor speeding, hard braking and the skipping of robots. They advise owners of the taxis of these infringements—these services have helped to reduce accidents and improve the safety of passengers using taxis funded by Bridge Taxi Finance.

The future of the taxi industry

Bridge Taxi Finance has, over just six months, secured R100 million of the R800 million required through a JSE-listed fundraising programme. This fundraising is underway in order to further grow the taxi industry under controlled and safe

metrics. “Ensuring that finance is available to potential entrepreneurs within this fast-growing industry is critical to the country’s growth. In addition, through the various controls and relationships held by Bridge Taxi Finance with China as well as the South African government, the quality of the vehicles and the parts is guaranteed,” says Raseroka.

The government’s National Development Plan aims to create 11 million new jobs by 2030, and this is to be achieved through the support and development of SMMEs. Yet, one of the biggest potential downfalls for new, small businesses is the lack of access to finance. Raseroka believes this is because the traditional way of lending money is outdated and needs to be redefined for the local market.

“Through developing our partnerships with our clients, we hope to play an important

role in developing the economy but what’s even more important is that we assist our clients to become new, successful business-people who are then able to uplift fellow South Africans.

“Local entrepreneurs do not receive enough support and Raseroka believes that there will never be enough support.

“Until you can get someone to believe and understand that their future is their responsibility, no amount of support given will uplift them. Taking them from a viewpoint of a victim to a survivor is critical to success. Bridge Taxi Finance lives this premise and that is why mentorship and lifelong support for our clients are central to our business,” says Raseroka.

It is very rare to find a business so focused on the people rather than the bottom line. Bridge Taxi Finance is one of those businesses. **BBQ**



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The Goldrush Gaming Group

Advancing the gaming industry by providing a world class gaming and entertainment experience



Mergan Naidoo, CEO

Formed in 1998 with its primary focus on bingo, the Goldrush Gaming Group has since expanded into Limited Payout Machines (LPMs) and sports betting, operating in venues throughout South Africa and Africa.

A high-performance culture is evident in a team, which knows how to maintain high standards to ensure a competitive advantage. The Chief Executive Officer (CEO), Mergan Naidoo, and the Managing Director of Limited Payout Machines, Sundri Padayachee, provide insight into the culture and business ethics of the GoldRush Gaming Group.

Mergan Naidoo: the vanguard

Mergan Naidoo, the CEO of the Goldrush Group of companies, joined Egoli Gaming in 2009 as a Finance Manager. Naidoo was promoted to CFO in 2011 and led the consolidation of the Group in 2013. He was

appointed as the CEO of the Group in 2015 and has since initiated and led the merging and restructuring of multiple companies in the gaming industry. The Group has grown exponentially over the years and, currently, has four divisions—Bingo, LPMs, G-Bets and the Goldrush Foundation.

“Being at the forefront of an evolving gaming company where new developments and expansion are the order of the day has been a humbling experience for me. I think a key element to me being a vanguard is the fact that I have a good mentor, Mr Ray Hipkin, the founder of the Group. I’m a family man and the one thing I truly enjoy is spending quality time with my wife and two daughters. I believe in living a healthy lifestyle and when my schedule allows, I cycle, play squash, action cricket and never compromise on going to the gym,” says Naidoo.

Naidoo says being attentive to the business holistically and achieving the outlined objectives are what fuels his passion as the

CEO. “More often than not, companies oscillate on probabilities, however, they side-line what they have and still need to achieve. This strategy gives one the ability not just to present figures and reports but to take those numbers and effect meaningful change in the business,” he says.

Naidoo explains his main approaches to achieving continued success and growth are learning from mistakes and ensuring that they are never repeated, adapting easily to changes and being innovative, and enduring through challenges.

“Getting people to believe in a new division that has not been tried or tested is an example of a challenge I had to endure when we entered into the sports betting business—it was one of the toughest challenges. There were multiple questions about whether we would succeed but we took the risk. The sheer diligence and commitment of the team allowed us to be where we are currently, considering how G-Bets has become one of the fastest growing sports betting divisions within its industry—comprising 40 branches in South Africa, Lesotho and an online division,” says Naidoo.

He cites being listed on the JSE as a future aspiration for the company, as well as the continued growth through the establishment of new branches in new terrain. He is also passionate about the growth of the Goldrush employees through skills development.

“The employees keep the company afloat operationally through their hard work and without them, business success is but a mere aspiration. Our corporate culture is built on the core values of integrity, commitment, accountability, respect and execution. These values have been influential in how I manage the business as well as make corporate decisions,” explains Naidoo.



Sundri Padayachee, Managing Director of Limited Payout Machines

"I believe in giving more than you take, hence, good corporate citizenship and community partnership are key elements in the Group. Through the Goldrush Foundation, we contribute R3-4 million to various CSI initiatives by identifying projects that will be impactful on the communities we serve. My favourite quote is by John Quincy Adams who said: 'If your actions inspire others to dream more, learn more, do more and become more, you are a leader.'—and that's what we constantly strive for," he adds.

Consolidating the Goldrush Group, establishing G-Bets and successfully integrating the JSE-listed RECM and Calibre Limited as a significant shareholder in the Group is his greatest achievement. His additional accolades include being identified as one of the Top 35 under 35 Chartered Accountants in South Africa and being a nominee for the Exceptional Category of the SA Chapter of the EY Entrepreneur Awards 2017.

Sundri Padayachee: the philanthropist

Well-recognised for her association with various community-based organisations, Padayachee has held positions as the President of the KZN Provincial Eisteddfod

Movement and was actively involved in the promotion of arts and culture within the community and religious organisations. She is presently a Trustee for the Greenwood Park Education and Cultural Trust.

"I was born and raised in Durban, however, I moved to Newcastle in 1998 because of my interest in arts and culture, which I've always been very active in. In 2006, I relocated to Gauteng and joined Viva Bingo as a Director, which was later consolidated to the Goldrush Group. I'm also very family oriented and enjoy spending time with my son, two daughters and six grandchildren," she shares.

Padayachee is passionate about giving back and the social initiatives of the Goldrush Gaming Group provide a platform for her dedication to bettering the lives of various communities to materialise into action. "I enjoy planning and executing the various CSI projects through the Goldrush Group Foundation. I find great fulfilment in being part of uplifting the communities we operate in by partnering with reputable NGOs whose mandate is to also improve the lives of the average South African. Our passion for community service transcends our culture, customers and the communities we work and live in.

"The CSI initiatives need to complement the commitments we have made as a licensee and as a socially and economically responsible participant in the South African economy. Our undertaking is to primarily provide financial, technical and other assistance to the communities in which we operate. The group will fund project-based interventions and infrastructure in areas such as entrepreneurship and small business development, cultural development, welfare and poverty alleviation and, particularly, the skills development of the youth.

"We have learnership programmes and on-the-job-training, which are provided to ensure the skills transfer is successfully implemented. Seventy-five per cent of our staff members consist of the youth, whereby 50% are female and we also offer bursaries to any staff member who wishes to complete their tertiary education," explains Padayachee, who adds that another area close to her heart is

the empowerment of women within the corporate environment.

"I believe in empowering women into managerial and directorial positions as it brings more diversity to the corporate boardroom. I've trained and mentored four women to become general managers and it's only the beginning. I look forward to there being more women in the gaming industry as it will be intrinsically fulfilling," she enthuses.

Principles that have shaped her career include integrity, accountability, persistence, facing any problems head-on, planning realistically, utilizing the available resources and constantly evaluating her objectives and values.

She states her best attributes as a Director is her knowledge of the industry, her ability to manage the pressure from external sources as well as from the day-to-day challenges, such as managing constant strategic structural changes, articulating key issues and providing critical insight when solving issues that may arise in order to find a successful solution.

"My responsibilities include ensuring site operators submit the required documents to the regulators for their site licenses; assisting with the establishing sites to operate LPMS; ensuring efficient training is provided to site operators and their employees; and conducting promotions each quarter to increase site revenues. I have to ensure that the growth of each province is attainable, I assist with site compliance at all sites licensed by the regulator and I monitor and amend internal controls," Padayachee explains.

She highlights her achievements as being awarded gaming licenses in various provinces, establishing provincial offices by recruiting staff from within the communities the organisation operates in, and mentoring and training staff members in various departments—who were initially administrators—into general and national managers through skills development. 



Maxillaria Logistics

A journey of perseverance to create world-class integrated, fit-for-purpose logistics solutions



Maxillaria Logistics was established in South Africa by the Lunga family to expand and build on their very successful logistics operation in Zimbabwe. This move has allowed the company to compete in the most sophisticated market on the continent.

Bernard Lunga (Senior), currently Maxillaria's Executive Director, established Cross Country Containers in Harare, Zimbabwe in 1998.

Years of experience in the industry, together with an early focus on technology, process engineering and skills development, allowed Cross Country

Containers to grow from strength to strength. Today, they own a fleet of 160 vehicles and operate in several markets in the Southern African region.

Bernard Lunga (Junior) heads up Maxillaria in Johannesburg. He aims to diversify the company's service offerings into several market segments in the supply chain logistics sector.

"After completing a Bachelor's Degree in Commerce in Melbourne, Australia, I joined the family business in 2007, completing a three-year management development programme in 2010. At the time, our Operations Director resigned and I assumed that role. When I first joined the business in 2007, we had about 50 trucks and by the time I was Operations Director in 2010, we had grown it to 100 trucks. And then from 2010 to 2014, when I decided to move to South Africa, it had grown to about 150 trucks," explains Lunga (Junior)

"Our fleet in Zimbabwe was built on second-hand trucks from America. When the time came to recapitalise the business and renew the fleet we faced challenges obtaining finance to do so. We decided to start a company in South Africa and grow our business in a functional economy such as South Africa. This would allow us access to a strong banking system enabling us to utilise modern equipment." That's when we made our way down to South Africa, roughly in late 2015," he explains.

Maxillaria Logistics was started from scratch with the vision to modernise the operations, put in new systems and get access to new vehicles in order to run a world-class operation. Lunga explains that there were a number of challenges,

the main one being obtaining finances to purchase trucks.

"Even with the great asset background and experience that we had, because Zimbabwe is a different jurisdiction to South Africa, we couldn't offer the banks any comfort in terms of assets that we could garnish if things didn't go well. We had to purchase our first 15 trucks cash and second hand, but then we were offered a facility for 15 tri-axle flat decks from SA Truck Bodies. SA Truck Bodies had supported us for the 10 years as Cross Country and, in fact, in the last 10 years, we have bought 100 trucks from them, even though we were cross-border—it has grown into a very strong relationship. All of those vehicles were in place by September 2016 when we began operations as Maxillaria Logistics," he says.

They began working with previous clients, moving commodities of fertiliser and other mixed industrial goods into Zimbabwe and into Zambia, and transporting copper out of Zambia and tobacco and chrome from Zimbabwe. However, to capitalise on the work available from clients and to secure larger contracts, more trucks were needed.

Currently, Maxillaria has a fleet of 25 trucks and has recently signed a new facility with Babcock and SA Truck Body to provide 10 new trucks and 10 site tippers that are going to be moving coal in the Middelburg area.

"While some sectors of the economy are slacking, logistics is one of those services that will always be needed. And coal is going to be a major significant factor driving the power generation for South Africa for the next 10 to 20 years. In addition, the export market for coal in South Africa is also



very large. So, for us, this is a market sector with a great growth potential," says Lunga.

He explains that their endeavour into the site tipper market is the beginning of the company's diversification. "We've always been in the general cross-border cargo market. Thus, becoming local is the diversification part for us and as much as people are very pessimistic about the economy, we think there is more potential in running an efficient service inside South Africa.

"When you start changing the equipment that you use and you go into the site tipper market, you are not limited to just coal, there is also the chrome market and a substantial market to move grain as well as bulk fertilisers. At this stage, what we want is to focus on our road transport operation by providing custom fleet solutions to our clients. There is no need for the client, who has the volume and the work, to be taking on the risk of the capital assets. We will do that for you," he emphasises.

In terms of further diversification, Lunga says there is a large market in the retail sector, as large retail conglomerates are looking to outsource more of their transportation work, and Maxillaria Logistics has started negotiating in that department.

Having worked in Zimbabwe and South Africa, Lunga says the key difference between the two in terms of the logistics industry is that, within the latter,

the regulation is more in touch with the industry.

"One of the problems we found in Zimbabwe is that policy is not in touch with the actual operations on the ground. Now, we also see that there is huge initiative between the government and private industry to improve standards. You've got bodies, such as RTMS, which is actually a private organisation that stands between government policy and private operators and tries to get the balance to work," explains Lunga.

"I feel that the influence of the Road Freight Association and these smaller private organisations representing the transporters has a much better voice in speaking to the government. Thus, I feel that, although there's a lot of negativity, this is still a functional system. We have a voice. If enough of us stand up together and say that what has been decided by the government doesn't work and is detrimental to business, they will take notice of what we're talking about," he adds.

Concerning business growth, Lunga says the company is very positive about the South African economy. "Having come from Zimbabwe, where we've seen major challenges to business, despite the best intentions of policy, I am always mindful to try and sell to my South African counterparts that the South African economy is very

far from ruin. There are too many systems in place and the economy is too diverse for the entire economy to fall.

"Every economy goes through troubling times and while some of the issues are domestic, I think the majority is macro, especially considering the trade wars that are happening around the world. We are determined and very convinced that South Africa is the place for us to be for the next 10 to 20 years and we are investing actively in the growth here," he says.

Regarding the role of technology, Lunga says that it has been a huge factor in business development and efficiency, as it allows better client integration. Maxillaria Logistics employs a number of innovative systems that assist the client's utilisation of the services offered, productivity, the maximisation of asset utilisation, the cost control of fuel and the security of cargo.

Lunga views the size of Maxillaria Logistics as its competitive advantage, explaining that a smaller operation allows for more direct communication between clients and the decision-makers, allowing for a very personalised service. **BBQ**



Economic matters

The Ramaphosa Presidency and the future of the South African Economy

Back in December, confidence in the Ramaphosa presidency started off fairly strong. Many people were excited to see a change in the South African government, and looked forward to the possibilities that this change could bring – particularly in the promises made by Ramaphosa about the future of the country and his vision of improving it.

With his New Deal, the president had a clear plan to revitalize and bolster the South African economy. His plan is to focus on highlighting and improving specific sectors of the economy including manufacturing, tourism, and agriculture. The aim is to potentially create double the amount of jobs in the tourism





sector alone, and even more in the others—and by creating more jobs, he hopes to address the issue of youth unemployment across the country. He has said that “young South Africans will be moved to the centre of our economic agenda” through paid internships across various sectors, alongside a focus on supporting black industrialists and developing small businesses. Previously, the government committed to setting aside 30% of public procurement for smaller enterprises, and the president intends to continue to do so, as well as creating a fund for start-ups of small businesses and innovation and a scheme by the Small Enterprise Finance Agency in order to fund entrepreneurs with disabilities.

Should Ramaphosa be able to make these changes, it would potentially create opportunities for work for many South Africans across the country. He has additionally stated that he is planning bring in an excess of \$100 billion worth of investments both domestically and internationally, and is looking to both China and the West for foreign investments—a feat that, if successful, would provide enormous strides for the South African economy. While the president intends to allow for land expropriation without compensation, a hotly debated topic in recent months, he has stated that he is “not going to go for a smash-and-grab” and that it is necessary for the inclusive growth of the country—which, according to Ramaphosa, is imperative for creating “a very good, solid and durable environment for investment”. Whether or not this is the right move is still controversial among many people.

The reality since Ramaphosa’s election, however, has been rather different. Although he stated that he was aiming for a 3% GDP growth in 2018, according to StatsSA our GDP fell by 2.2% in the first quarter of 2018. Furthermore, while sectors such as finance and transport have grown by 1.1% and 0.9% respectively, many other sectors have shrunk. Manufacturing and agriculture in particular, which Ramaphosa had initially hoped to highlight and grow,

fell by 6.4% and 24.2% respectively. Land prices have also dropped by 32% since the proposal of the land expropriation bill back in December, and the budget deficit in July was the biggest for South Africa since 2004. The budget gap was recorded at R95.98 billion with additional predictions from the Treasury that for the current fiscal year, we will see a 3.6% shortfall of GDP. This speaks to a level of shortcoming on Ramaphosa and his New Deal’s part, especially in the areas where he promised growth.

The Rand, additionally, has also seen better days, having steadily been weakening over the preceding year or so. It saw a brief lift to R13.95/\$ in August following news of the Expropriation Bill’s withdrawal while lawmakers reviewed a section of the constitution, but it quickly dropped back to R14.12/\$ that same day. This could potentially speak to both domestic and foreign views on the Expropriation Bill, as the Rand has not gone below R14/\$ in some time, although the link is not clear. Then, as of the beginning of September, it fell to R15.34/\$, reportedly leaving South Africa in a technical recession—although President Ramaphosa has made claims that this is not the case.

That isn’t to say, however, that Ramaphosa’s presidency is or necessarily will be a failure. Predictions at the start of his term saw both total prosperity or disaster sitting at a probability of only 5% each. According to PwC economists, the most likely scenario, sitting at a probability of about 50%, is a mixed bag – meaning that there is still hope for a positive advancement going forward. They predict that there will be progress and improvements in certain areas, such as with reforms and economic growth—foreseeing growth at 3% by 2022 – and a stronger average for the Rand thanks to better export performances and investments in South Africa. In this prediction they do not, however, foresee much growth in the education and manufacturing sectors—which were important in his New Deal. Despite these potential shortcomings, though, they predict an overall positive

direction for the South African economy and political climate.

Reactions by foreign powers and investors have been relatively mixed, ranging from staunchly negative to a willingness to negotiate for investment and business deals. A notable negative reaction was Donald Trump's recent tweet stating that he would "closely study the South Africa land and farm seizures and expropriations"—a reflection of the Trump administration's apparently negative view of South Africa's current state of affairs. This is not, however, the only international view on the Ramaphosa presidency, as illustrated by Ramaphosa's recent dealings with British prime minister Theresa May. After Ramaphosa met her in the UK, Theresa May came to South Africa in a British leader's first visit to the region since 2013 alongside 29 British delegates. Following Brexit, the UK is looking for new business dealings with countries outside the EU. Prior to the meeting, May's office stated that they intended to "invest in and work alongside African nations, with mutual benefits". Ramaphosa further managed to secure a deal with China worth \$14.7 billion alongside \$35 billion worth of other investments. Although the terms of the deal have not been released, China has expressed intent on investing in sectors such as infrastructure, the ocean economy, green economy, science and economy, agriculture, the environment, and finance. Additionally, he has secured minimum investment commitments of \$10 billion from both Saudi Arabia and the United Arab Emirates respectively.

So while South Africa is currently declining in certain aspects, it is succeeding in others that promise a degree of hope for the future. Certain aspects of the economy are currently in decline, but there is the potential for that to change in the coming months and years. Especially with the foreign investments that Ramaphosa has been pulling in over the last year alone, he could very well turn around the decline and pull South Africa out of the technical recession by the end of his term. While he might not succeed in all of his goals—particularly in highlighting certain sectors such as manufacturing, as predicted by PwC economists—certain promises made by him could very well be kept to a degree.

South Africa's viability as an investment destination is also effectively a grey area, as foreign opinion on South Africa is fairly disparate at this stage. While some foreign powers have been secured as investors, including China, Saudi Arabia, and the United Arab Emirates, others are either too uncertain or disapproving of South Africa to invest at this point in time. This does have the potential to change, especially in the wake of the investments that have already been acquired, however this is not necessarily a guarantee. It is just as likely that these other foreign powers, the US under the Trump administration in particular, could hold fast in their opinion of South Africa and refrain from making any investments for the foreseeable future, leaving the South African economy potentially lacking.

While both South Africa's viability for investment and economic growth have been in decline since Ramaphosa's appointment as president in December, this is not necessarily reflective of his ability as president of South Africa nor the actual direction that the country will take going forward. Many other factors are potentially in play at this point, including the state that Jacob Zuma left the country in as the country's previous president as well as the general political climate within the ANC right now. These are both factors that could change at any point in Ramaphosa's term as president—especially with the general elections coming up in 2019—for better or for worse. With a new National Assembly and new provincial legislatures, Ramaphosa may be able to gain more traction with his New Deal and other policies – which could open them up to more success than they are currently having, which would potentially allow the economy to grow and prosper to a greater degree. However, the opposite effect could also be had, as if Ramaphosa's power and ability to run with his New Deal are restricted, the capacity of the economy could possibly become even more limited than it is now. Therefore, the full potential of the South African economy still remains to be seen until then, as the 2019 elections could have varying degrees of effect on it either way. **BBQ**

Raewyn Sharp

Mmadibuke Consulting and Projects

Specialists in petroleum and liquid fuels infrastructure



As many would agree, those spontaneous meet-ups with friends are often the best times you will ever have. Much like in business, sometimes, things just happen, which take you down a path you never thought you'd go down and, ultimately, you end up right where you belong. This was the adventure that Teddy Mmadibuke Mothapo embarked on once he finished studying his BCom in Accounting at the University of Venda in 2012.

"As an intern, I started my career in the petroleum industry with the Department of Energy (DoE) in the office of the Petroleum Controller, the Petroleum and Petroleum Products Regulation branch, and I was involved in everything from the management of petroleum license applications, petroleum help-desk to analysis of license applications. After the 12-month internship he was afforded a permanent job at the DOE.

With one goal in mind—to complete his accounting articles and go into the field for which he studied—Mmadibuke resigned from his position in August 2015. All was laid out before him, accounting was what he wanted to do and to top it off, he was to serve these articles at an accounting firm with most of their clients being petrol stations

of different brands, still within the petroleum industry, an industry he had vast experience in, considering his years with the DOE.

Set for a life of accountancy, it took less than a month for Mmadibuke to receive numerous queries, queries asking him to assist clients with their petroleum licensing.

One client referred another and before Mmadibuke knew it, he was receiving very regular requests. Six months into his three years of serving articles at the accounting firm, "I realised that assisting people to do this, is a business," he says.

It was not the intended path but it was the path that required taking. A risk, perhaps, but coming from nothing, Mmadibuke knew what poverty was. His belief never failed him.

"Mmadibuke Consulting and Projects started as a petroleum and liquid fuel consulting company, specialising in the acquisition of petroleum licenses and within that year (2016), I realised that, for filling station projects, you always needed to conduct environmental impact assessments and rezoning. That is when the partners, who were specialists in those areas, joined the company—the EIA specialists and the town planning specialist. It became a consulting firm from there and we have done a lot of good work for our clients," he explains.

Growth

Every organisation requires growth, especially in South Africa. Remaining stagnant can be catastrophic. The amount of SMMEs in South Africa that fail during their first five years is alarming but, fortunately, Mmadibuke's experience has allowed his organisation to grow constantly.

"We are currently five in office, each for a different division, and since our launch, we have had good growth year on year.

"In the coming three years we are aiming to grow further, to perhaps have more than

10 personnel in in-office, with different specialities.

"Our main service is petroleum licensing consulting, where we assist our clients with the acquisition of the site and retail licenses for the filling station development, and with the petroleum wholesale licenses for bulk trade of petroleum products. We also provide other services that go hand-in-hand with all these license types, which is license admin and site license transfers, temporary Retail license applications and all related services such as responding to objections and the appeal of refused applications.

"Other services include EIA, rezoning and road access engineering, while road engineering is a supporting service. However, we do a lot of that, which is why we have an in-house specialist in the office," he explains. "We outsource all our road engineering services for now."

The future looks bright for Mmadibuke Consulting and Projects. They have a very good reputation within the industry. According to Mmadibuke, it's mainly because of their quality of service and turn-around times on projects. Expansion is also a very real possibility and goal, and looking at the next five to 10 years, Mmadibuke wants to have service level agreements with the major oil companies while also expanding into the field of Pump and Tanks Installations.

In closing, Mmadibuke says, "I have realised that the perfect place to start from is zero and if you can survive at zero, you can survive anywhere—I've realised that it is possible, but easy is not an option. We call ourselves experts because of the scars we have." " BBQ



GLACIER CEO'S WORLD-CLASS VISION



Khanyi Nzukuma is the new CEO of Glacier by Sanlam – a leading provider of investment solutions. Synonymous with visionary leadership and best business practices, he's steering Glacier towards a bright future with a strategy that's tech-led and innovation-focused. Deciding to return to the 100-year-old Sanlam group 10 months ago was an easy decision for Khanyi, who says he's excited to be back with a business that's always felt like family.

"I started my career as a Sanlam financial adviser in 1994 and have always felt a strong affinity with the group. Glacier is a big company with an entrepreneurial feel, comprising under 800 people managing around R280-billion in assets (as at August 2018). Our culture allows us to work together like a family and make decisions quickly, with speedy execution that allows for ongoing nimbleness." Khanyi calls Glacier's people and culture its "most significant assets". His leadership style emphasises the importance

of talent retention and communicating a clear vision for his team to get behind, "I think success is premised on providing a plan that can implement outcomes; not pretty speeches." This is certainly evident in the results he achieved as CEO of Metropolitan Retail, and also of Momentum Retail. He says the biggest lesson he carries to Glacier is the ability to balance expectations from all stakeholders – clients, staff and shareholders.

He believes that in just 20 years, Glacier's intermediated model has already achieved that balance. A success he plans to build on by championing channel and product diversification and leveraging the platform's existing market segment while expanding into new territory.

Khanyi's vision for Glacier

Breaking into new market segments:

Developing new distribution channels and products is another ongoing focus. "Glacier is a leading investment platform in the country. Going forward, we need to diversify our audience profile through the creation of new products that appeal to the middle market segment and younger consumers who are accumulating wealth. Of course, we will continue to look after our traditional affluent and mature market, which has also changed considerably in demographic profile over the years."

There's a lot of opportunity in the middle market, including developing products and channels aimed mainly at millennials. Research shows Gen X prefers a

tech-led, self-directed approach to most money matters. A mistrust of financial institutions means millennials are often averse to seeking advice. Which feeds into Khanyi's aim to launch products with lower required investment minimums and also to ramp up the tech-side of the offering.

A technology-led approach:

A rapidly changing world is demanding flexible products that meet the needs of multiple market sectors. With the Fourth Industrial Revolution looming, technology is imperative to success and a key component of Khanyi's strategy for Glacier. He says, "Tech drops the cost of doing business and makes for a better experience. It gives us a competitive edge. Our people are our primary asset, followed by our technologies. These two factors are our biggest differentiators."

"I think success is premised on providing a plan that can implement outcomes; not pretty speeches."

Khanyi sees tech as complementing face-to-face advice – never as a replacement for this. With the rise of robo-advice, he believes there's a bigger role than ever for intermediaries who assume the role of 'life coaches', building real, lasting relationships with clients, based on mutual trust. He believes investment platforms are the best place for this hybrid to happily co-exist.



“Investment platforms are home to online tools and calculators which, along with guidance and advice from an adviser, help to shape a client’s investment strategy and portfolio selection. Our ICE (Investment Construction and Evaluation) tool, for example, allows for seamless portfolio construction. This provides a holistic approach aligned with a client’s particular affinity or aversion to being either more or less conservative in their investment approach.

Using investment platforms to save SA’s savings culture:

An investment platform lets clients invest in a wide range of Collective Investment Scheme (CIS) or unit trust portfolios, from different asset managers, all under one roof. He believes platform-based savings products are the future and have the potential to help turn SA’s poor savings culture around, because of their flexibility. Platforms allow people to stop contributions for a while if their personal circumstances have changed, without making it punitive to do so.

Here are five other reasons to invest via a platform:

1. It’s secure: the platform never owns investors’ money; client funds are deposited into a separate account or the retirement fund’s account. Investments in Glacier’s Investment-Linked Living Annuities (a post-retirement income product) are backed by the larger Sanlam group for added reassurance.
2. It’s managed by a single administrator which provides a single view of all investments and simplified paperwork.
3. It’s efficient and cost-effective - you can switch easily between portfolios, although advice is recommended before doing so.
4. It’s transparent, with law requiring all costs to be disclosed to clients before they invest.
5. It’s innovative: New offerings are continuously being driven by changing investor needs, plus evolving legislation and technology - such as the new retirement income solutions with income guarantees.

In addition to its platform investments, Glacier also offers a number of guarantee-type solutions for the more cautious investor looking for some certainty. The life investment products are underwritten by Sanlam Life.

Expanding across Africa:

The final part of Khanyi’s vision is pan-African expansion, “Sanlam’s position as the non-banking financial services company with the largest pan-African footprint across 33 countries presents unprecedented opportunity for Glacier. It gives us credibility with individuals who work for the multinationals across the continent. It provides the perfect opportunity for scalability and expansion into other emerging markets. Africa is being heralded as ‘the next China’. It’s a continent of unrivalled potential that we’re proud to call home. Sanlam has been here for the last 100 years and will be for the next 100 and more.”

glacier
by Sanlam

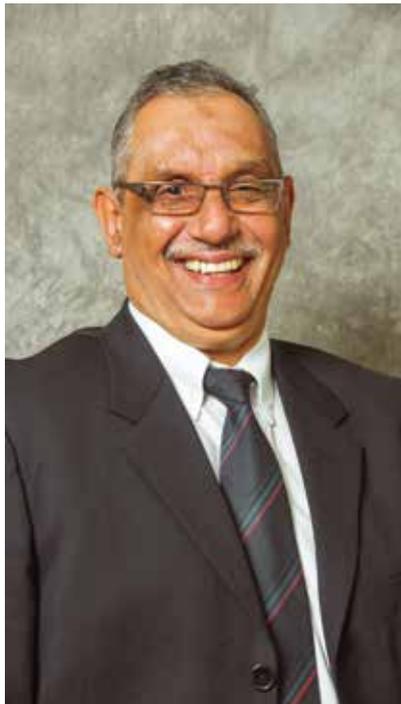
The South African Institute of Professional Accountants (SAIPA)

One of South Africa's foremost accountancy institutes with over 10 000 members

For over 35 years, SAIPA has been a pioneer in the South African economy. Initially, SAIPA was focused on providing accounting and related services to the SME market as regulated by the Close Corporations Act. However, with international affiliation to IFAC, together with changes in legislation (Companies Act 71 of 2008), SAIPA as an organisation has evolved to rendering non-audit assurance functions at all levels of business.

"The role of the Professional Accountant (SA) has evolved from a 'bean counter' (maintaining accounting records) to a 'compliance officer' (preparing financial statements in compliance with accounting standards) to the 'trusted business advisor' (the interpreter and user of financial information to support business decision-making)," says SAIPA's Executive Chairman, Shafiek Dollie.

"Furthermore, the changing role of the Professional Accountant (SA) is driven by automation and digitisation to that of a 'value-added' service provider in a disruptive business environment. The Professional Accountant (SA) contributes to the development of businesses through job creation, participation in the economic development and the changing landscape, as well as to the growth and stability of the economy," he adds.



Appointed as the Executive Chair earlier this year, Dollie's involvement with SAIPA started when he joined as a member in 1989 and as a representative on regional and national structures since 1995. His involvement with regional and national structures was driven by the passion to expand the footprint of SAIPA as a professional accounting organisation in the non-audit sector in the accountancy profession, as well as to drive the transformation of SAIPA.

South Africa has been ranked numerous times by the World Economic Forum as the top country for the strength of its auditing and financial reporting. The ranking, says Dollie, represents the strength of the accountancy profession and its compliance with the international standards and regulation governing the profession. He further states that as a full member of the International Federation of Accountants (IFAC), SAIPA positively contributes to the development of the standards for the profession to ensure that they are relevant to the changing economic and business environments.

On the other side of the coin, the country ranks very low for maths and science education, which Dollie admits is a major concern for the profession at large as it reduces the talent pool from which candidates can be drawn to pursue academic studies in the accountancy field. "However, SAIPA acknowledges that the career path to become a professional at the highest tier is a process and that aspiring professionals can pursue this journey based on their personal career choices and capabilities," he says.

Given that one has to work with what you have in terms of primary and secondary education, SAIPA has embarked on a joint venture with the Department of Education to implement interventions and support structures in mathematics and accountancy for learners at secondary schools. SAIPA actively participates in advisory committees

at tertiary institutions to assist in the development of curriculums in compliance with International Education Standards for the accountancy profession and the management of student progress through their academic studies. SAIPA has a structured training programme (learnership), which is a professional qualification that develops the competence of the trainees to meet the proficiency standards for the profession. SAIPA has implemented training sessions to support the trainees to develop their competencies required to become a Professional Accountant (SA).

Additionally, SAIPA has several initiatives to help students under the theme. "Bringing Accounting to Life". SAIPA has initiated student membership and student ambassador programmes on campus to provide students with direct engagements opportunities with SAIPA, about the career paths and opportunities to become a Professional Accountant (SA). The programmes also provide students with academic support and contact with learnership opportunities at Approved Training Centres.

When it comes to transformation, a somewhat popular opinion is that accounting has been a profession that has been biased towards a minority population and is lacking in diversity. Regarding this, Dollie says that although this is a reality in South Africa for all professions, SAIPA has embraced a transformation strategy to address previous injustices in the accountancy profession by implementing a number of strategic programmes.

"SAIPA has implemented the Recognition of Prior Learning (RPL) programme, which creates opportunities and access to aspiring Professional Accountants (SA) who were previously denied such career opportunities," says Dollie.

"Through the assistance of FASSET, we have also implemented intervention and support programmes, one being Project Achiever, that assists candidates to successfully complete the path to becoming Professional Accountants (SA). "The big problem that comes with the accountancy profession is that a lot of candidates stumble at the final hurdle, the final

qualifying exam, and through these programmes, we have been able to improve the success rate for our Professional Evaluation (PE)," he explains.

In addition to the abovementioned, SAIPA has implemented learnership programmes at National and Provincial Treasuries to address the skills shortage and capacity development strategies in the public sector.

"We, as SAIPA, are very keen to make our contribution in changing the perceptions that citizens have of the public sector. Improving it changes the perception of the country, which changes the investment opportunities and everything else that goes with that. I believe that is a key strategic focus for us—we need to get involved in that very prominently and strategically. We've grown our programmes in National and Provincial Treasuries, as we believe it's important on multiple levels," explains Dollie.

A challenge that the accounting and auditing profession faces today is investing in the education and upskilling that is needed to keep up with the change of pace in the environment, especially relating to the increased role of technology.

"The Fourth Industrial Revolution has an impact on all professions, however, this resulted in the role of the Professional Accountant (SA) changing. SAIPA's education and training, together with its Continuous Development Programmes (CPD), have been adjusted to accommodate the changes imposed on the Professional Account (SA). SAIPA has adopted a strategy to capacitate its members to use technology to improve the quality of their services rendered and contribute more to the value-creating processes of businesses," explains Dollie.

Commenting on the high-level South African incidents being heavily reported in both the local and international media relating to fraudulent finance departments, auditing and accounting, which have brought a negative air over the profession, Dollie says, "Although most of the high-profile incidents reported have not directly affected the members of SAIPA, as an organisation, we are acutely aware of

the ramifications of this for the profession as a whole. SAIPA has stringent disciplinary policies and procedures, which are implemented to ensure members adhere to the Code of Conduct and Ethical Behaviour regulations. Just recently, SAIPA, together with four other professional bodies in the accountancy profession, signed an alliance agreement to collaborate and address disciplinary matters across the profession."

SAIPA has achieved quite an international reputation with a number of notable achievements. SAIPA is one of only two institutes, which is a full member of IFAC, as well as being a full member of PAFA. SAIPA has representatives who served and are currently serving on the structure of IFAC and PAFA.

The following are highlights of SAIPA's achievements at an international level:

- A major contributor to the development of the Public Sector's Professionalisation Initiative for the African continent through AFROSAI-E;
- A major role player and contributor through representation on the Edinburgh Group and Mosaic;
- A major contributor to the development of accountancy curriculum for Africa by promoting cross-border recognition through PAFA;
- Concluding MOUs with PAOs in African countries to assist with the development of the quality assurance, reviews and inspection processes;
- Concluding reciprocal agreements with PAOs in Nigeria, Namibia, Lesotho, Botswana, Zimbabwe, Australia, the UK and Ireland;
- A Professional Accountant (SA) is a past Deputy Chairman of the International Accounting Education Standards Board (IAESB)
- A Professional Accountant (SA) was previously honoured as an Accountancy Power 50—the 50 most influential global accountancy thought leaders. **BBO**

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The X-factor of investment bankers

Kishan Govan, an Associate at Bravura, an independent investment banking firm specialising in corporate finance and structured solutions, considers what it takes to succeed in the fast-paced world of investment banking

When it comes to exciting careers, investment banking has it all: reward, adrenaline and risk. While expertise and hard work are duly rewarded, a career in investment banking can also be a journey that brings ups and downs with it, given its proximate link to a myriad of uncontrollable external factors. This has never been truer for South Africa, due to the volatility of our emerging market currency, challenging economic conditions and an evolving but uncertain policy landscape.

It could well be said that investment banking careers are ideally suited to optimists who have endless enthusiasm. While the stereotypical notion does hold true that this career requires ambition, a strong work ethic and an ability to handle pressure, above all there should be an ability to remain upbeat and curious coupled with the urge to seek out fresh opportunities, even when markets may be faltering.

Investment banking generally includes capital markets and corporate finance, with corporate finance advisors providing companies with advice on how to grow their businesses by providing advice and transactional assistance on mergers and acquisitions, capital raises, listings and B-BBEE transactions.

In addition to providing expertise to companies and investors with optimal, long-term financial solutions, the South African context requires a solid understanding of the legal frameworks and policies that underpin empowerment and broad-based transformation so as to structure deals that support these imperatives without compromising on the returns to shareholders.

The cream of the graduate crop

Investment banking is a competitive industry that often draws into its ranks the top academic performers holding postgraduate degrees in accounting, commerce, law or even engineering. Kishan Govan himself graduated cum laude in both his Bachelor of Accounting Science and Higher Diploma in Accountancy, as well as being placed in the top 10 of the SAICA ITC (previously QE1) exam in 2013.

With the cream of the graduate crop at their disposal, many employees look beyond the basics for that elusive X-factor that sets the new entrant apart from their peers. Govan says, "There are some non-negotiable skills that you're required to have upon walking through the door, such as an ability to quickly learn complex and technical financial and legal concepts; to have a strong eye for detail without losing sight of the bigger picture; and to be highly organised, accountable and ethical. But also, employees are looking for attributes such as being a self-starter and having an intellectual curiosity that will lead to asking the right questions and following the right leads during research. Innovative and independent thinking are also valued and encouraged."

Financial reward and prestige can come in due course but new entrants in investment banking need to put in the hours and test their mettle in order to progress their careers. New entrants begin as analysts and may be promoted to associates within three years. Following years of gaining a deeper experience, expanding networks and sourcing transactions, talented associates may be invited to become principals and, thereafter, move into senior management.



Govan says, "Analysts and associates cannot be afraid of hard work. Fortunately, the work is fast-paced and exciting." The work of an analyst includes analysis and research, and compiling presentations and financial models. The associate also undertakes these roles as well as managing and supervising the work of the analysts. Depending on the investment banking firm, there might be additional responsibilities. Govan says that as an independent firm, Bravura provides the opportunity for analysts to liaise directly with clients, as well as to work closely with the principals who source deals and maintain relationships. There is also an acknowledgement by peers and senior members when excelling.

"Every day can be different and involves meeting and working alongside highly capable and insightful people. By nature, the work is often unpredictable, which seldom makes it monotonous. If you get an adrenaline rush when challenged or when having to work fast and accurately on often complex issues, then you've found the right industry," he says.

Of course, there is a flipside to this. Govan explains: "There is tremendous pressure to produce high-quality, thoughtful output. Very quickly, you have to recognise how to allocate time between various internal and external projects as well as managing clients. The uncertain ever-changing nature of the job at hand can make a work-life balance quite difficult to manage at times."

Exposure to diverse opportunities

It's common for investment bankers to begin their careers as generalists and to hone in on particular sectors or industries over time. While their careers may tend to become more specialised as they continue, the breadth of knowledge that is gained allows

great flexibility of choice when considering career advancements. Many go on to C-Suite positions or establish their own companies, harnessing the skills developed through the exposure to numerous businesses and diverse sectors.

For Govan, this is part of the lure of investment banking. He says, "I've been interested in business from a young age and investment banking incorporates learning about different businesses, sectors and jurisdictions. In its own right, investment banking is a great industry, but even more exciting are the versatile opportunities that invariably present themselves further along one's career journey."

Govan's hopes for the future in investment banking? "This is currently my industry of choice. I think that certainly in South Africa, it provides a progressive environment. For example, I do not think that many investment banking businesses here have a gender pay gap anymore and there are equal opportunities, regardless of race. I have direct access to a lot of smart people who provide guidance and encouragement, and I believe that, for me, this is a good culture fit. As I continue to progress and expand my network, I hope to become the trusted advisor to my clients to the extent that I am able to source deals off the back of my network." **BBQ**

Bravura Holdings Limited is an investment banking firm specialising in corporate finance and structured solutions services. Bravura Holdings has a primary listing on the Stock Exchange of Mauritius and a secondary listing on the NSX. It has offices in Mauritius, South Africa, Namibia and Australia.
www.bravura.net



BBQ Awards 2018

Hosted at Emperors Palace on Friday, 2 November, the annual Black Business Quarterly Awards promises to be an unforgettable evening

Since its inception, the BBQ Awards has gone from strength to strength, attracting the best of the best of the black business elite within our country.

Launched in 2002, the BBQ Awards has been promoting sustainable black business and honouring individuals and organisations at the forefront of developing black enterprises. These prestigious awards seek to promote the understanding that Broad-Based Black Economic Empowerment (B-BBEE) has the potential to redress inequality, boost economic growth and create a better life for all.

At the awards last year, Parliament's Madam Speaker, Baleka Mbete, said she was truly honoured to join in celebrating the various achievers who stood out and proved to be the epitome of excellence in the black business community. Madam Speaker said that we have emerged victorious from an

unjust, cruel system that denied black people the opportunity to participate meaningfully in the mainstream economy. Therefore, it is imperative to recognise these business champions who are making waves within the industry and to ensure that empowerment occurs at all levels of black business.

Minister Jeff Radebe emphasised the importance of celebrating excellence in leadership and recognising the positive contribution that these individuals are making in society. Young people are the drivers of the National Development Plan (NDP) and ought to be the primary beneficiaries of our economic transformation. He encouraged all the attendees to invest in skills development, which will enable our country to produce young men and women who will become exceptional innovators and who will make a meaningful contribution to the economic growth of our country.

The BBQ Awards prides itself on selecting, assessing and honouring true achievers,

the people who are setting the pace and making a lasting impact in their chosen fields. Nominees have been selected based on criteria, which include contribution to the skills development of its employees, active involvement of black participants in decision-making, contribution towards enterprise development, involvement in socio-economic initiatives, empowering business practices and good corporate governance and leadership.

The BBQ Awards are not just a celebration of the achievements and dedication of our business leaders, as most awards also give recognition to the transformation of our young democracy. The benefits for nominees, and especially the winners, are enormous. Winning a prestigious award such as the BBQ Awards, designed to promote sustainable black business in South Africa, raises your company's profile among current clients, giving your business the edge to attract new ones. In the current economic



climate, people want to know that when they spend money, they're hiring the best companies—and winning awards proclaims to the world that you are the best.

The BBQ Awards highlight transformation, ensuring that the country's black-owned businesses are properly recognised. The awards ceremony is not only an excellent foundation for highlighting the vital role that black business plays in our society but a superb occasion for businesses to observe the projects and initiatives of their peers that are positively impacting society.

Besides the media exposure and attention the awards provide, which will open many doors for the winners, winning awards boosts staff morale.

Luminaries who have previously been honoured by the BBQ Awards include then Deputy President Cyril Ramaphosa, Thulani Majola, Commander Tsietsi Mokhele, Siyabonga Gama, Daphne Mashile-Nkosi, Phuti Mahanyele and Bheki Kunene. This year, the host for the evening will be the popular South African choreographer and radio personality, the ever-fabulous Somizi Mhlongo, whose vibrant attitude and larger-than-life personality is guaranteed to infuse an element of celebration. The awards consist of 13 categories open to individuals, black-owned and empowered companies and organisations in South Africa, that include Best Established SMME, Outstanding Woman in Business, the Young Business Achiever Award and Community Builder of the Year Award.

This year, we have an amazing group of judges overseeing the selection process; Babalwa Fatyi, Founding Director Myezo Environmental Management Services; Basetsana Kumalo, Executive Chairwoman and CEO, Basetsana Woman Investment Holdings; Bonang Mohale, CEO, Business Leadership of South Africa; Tshiwela Mhlantla, Managing Executive: Physical Channels—ABSA; and Xolani Qubeka, CEO, Small Business Development Institute.

Winning an award that recognises your business offers exceptional marketing and PR opportunities, as well as increasing your credibility and standing in the eyes of your esteemed peers and clients. And, of course, along with the trophy come the bragging rights.

Inbetween the wining and dining, attendees will have the opportunity to network with other game-changers in the black business community. The BBQ Awards will be broadcasted live on CMTV online. Tables are limited, so book yours now. **BBQ**

For more information, visit www.bbqawards.co.za or contact 021 681 7000 / info@bbqawards.co.za.



Abalandi Risk Management

Specialising in the provision of quality forensic investigation and fraud risk management

A division under the banner of Abalandi Holdings, Abalandi Risk Management was formed in 2014 and serves both the government and the private sector. Abalandi is a Nguni name and loosely translated, it means “Those who go and get them”. The company has three divisions, namely investigating and tracing, a guarding division and VIP protection services.

Abalandi Holdings is a 100% black-owned entity and is fully compliant with all the applicable empowerment directives. One of the company’s major objectives is to provide the required skills training and on-the-job experience to its fellow previously disadvantaged personnel and sub-contractors.

At the company’s helm is the 38-year-old Managing Director, Sthembiso Elton Nkomo a former Investigator for the South African Police Service. For Nkomo, perseverance has always been key. Born in the dusty town of Khuma in Stilfontein, a mining ghost town near Klerksdorp in the North West Province, he surmises that he got his passion and flair for business from his parents, who ran a successful spaza shop in the late 1980s.

“When everyone started opening spaza shops, we then ventured into fruit and vegetables. At the time, it wasn’t fashionable to sell vegetables and meat on the street, however, my siblings and I did it without fear or shame. And I had my team of friends who would work on weekends to get some money for the week ahead. In primary

school, I would sell red cakes, which I baked myself,” says Nkomo.

“I wanted to be a Lawyer and completed my first year doing my LLB at Vista in Bloemfontein, however, financial constraints halted my dreams. I then joined the police force and became a Detective shortly after coming back from the training college—that is where my love for investigations developed,” he adds.

Nkomo has a diploma in investigations and a diploma in micromanagement from Witwatersrand Business School. He has nine years’ experience as an Investigator in the South African Police Service, which he served diligently in the Serious and Violent Crime Unit investigating high-profile cases, has over 200 years of sentences behind him, and he has four years’ experience in the banking industry where he investigated fraud crimes and sophisticated Internet fraud.

“My primary responsibility is to oversee the overall smooth running of the business, implement short- and long-term goals, create a conducive working environment and instil a culture of honesty and integrity because in the field we specialise in, those are the two characteristics that make or break your business,” says Nkomo.

While Abalandi Risk Management provides a number of security-related services, the company specialises in high-level investigations and has completed over 350 investigations since 2014. The type of investigations that Abalandi is commissioned for varies but Nkomo explains that, recently, there has been a high rise of tender fraud.



Unearthed illegal activity is immediately reported to the relevant authorities as it is their duty, not only as investigators but also as citizens with a civic duty, says Nkomo. The company has a good working relationship with the SAPS, SARS, Hawks, NPA and various banks.

Commenting on the level of corruption that the country is currently experiencing within business and the government sector, he says, “The level of corruption in South

Africa is appalling and the fact that big business is being found to be involved in corruption goes to show that we are heading down a disastrous path very fast. We have corrupt government officials who, when you engage them, have the audacity to say their seniors or others before them were doing it.

“We need to have a strong NPA and I think there ought to be courts that deal specifically with corruption at a quick pace, as, currently, corruption cases are followed and opened if they want to deal with a particular person but it’s not a deterrent. Most prosecutors do not understand the cases but if specialised courts are established, it will be quicker to process those cases and we will leave a better South Africa for our children. The recent State Capture Inquiry and SARS Inquiry proved the rot is too deep.”

In spite of the negative situation, he says that as a private crime fighter, he is optimistic and confident that we can achieve a corrupt-free society with the implementation of effective solutions and an increased sense of moral ethics.

Abalandi Risk Management is passionate in their mission to provide clients with revolutionary, creative, transparent, dedicated and exceptional service, comprehensive and quality investigations and relevant information that will support them in their fight against commercial crime and corruption, and enhance their ethical image and reputation in the economic marketplace.

What excites Nkomo most about his role and the company is the problem-solving nature of the job. “In the morning, I have meetings with my managers from all sub-divisions and they provide feedback on the challenges they face. We then all put our heads together in terms of solving those issues. At times, I handle cases that might be deemed a high priority and this is what fuels my passion because I love investigations. When busy with a complex case, it becomes all-consuming until we get a breakthrough and besides the monetary value attached to the case, there is nothing as fulfilling as seeing the face of the client when you provide the



investigation report and they find closure in the matter,” he says.

Nkomo motivates his team to complete tasks to their full ability through participative leadership and allowing them to work independently while remaining a tight-knit team. “I don’t believe in micromanaging and monitoring employees if they have completed their tasks. Participative leadership is the part when I engage with employees and I value their inputs in the organisation because I am what I am because of them. A true leader treats everyone with respect, from the cleaner to the coffee lady up to management—before the title is a human being,” he explains.

Nkomo says that Abalandi Risk Management is a small company with great visions of becoming the next SizweNtsalubaGobodo, specialising in investigations only.

“We are confident that with time and experience, we shall get there. We only employ the best of the best and people who are hungry to succeed and grow with the company and its vision. Currently, we

are headquartered in Midrand to cater for Gauteng, Mpumalanga and Limpopo, and then we have a satellite office at Hartebeespoort Dam to cater for the North West community.

“When you have a child, your goal is to see the child finish matric, go to varsity, walk them down the wedding aisle and, eventually, see them have children, and it’s the same regarding this business because I am treating it as such. I would like to see it grow in the right direction and having partnerships can only accelerate the growth of Abalandi at a fast pace. My plans for the company are to leave it to my grandchildren in a good, profitable state and to build our reputation as the best in the security industry,” Nkomo concludes. **BBQ**



Corporate malfeasance

Why is the codification of directors' duties not assisting in combating wrong-doing by directors?

One of the key reforms to company law in South Africa that the Companies Act, No. 71 of 2008 (the Act) introduced includes, inter alia, the codification of directors' duties. The rationale behind the codification of directors' duties was mainly to make the law more easily accessible to directors so as to assist them in avoiding breaching their fiduciary duties and avoiding incurring liability. The Act has improved the definition of a director to include persons occupying the position of director or alternate director by whatever name designated. Consequently, managers who may not be board members can qualify to be directors, depending on their responsibility within a company.

In recent times, construction companies were fined for price fixing; listed companies are trending on the news for the wrong reasons; and state-owned companies (SOCs) are reported to have been looted out of billions of rands. With the codification of directors' duties and the law having become more easily accessible, why then, is corporate malfeasance so rife?

Is the answer to this question perhaps a lack of qualifications by directors? If so, how does one explain the alleged conduct of Steinhoff's directors with its board boasting some of the most highly educated directors in the country? Is the issue poor ethics? If so, how does one explain that even the most credible of directors sit on some of the boards of the companies that are alleged or have been found to have committed wrong-doing? If the issue in SOCs is cadre deployment, how does one explain the

presence of experienced directors on such boards and the standard required of them in terms of section 76(3) (c) of the Act, which requires experienced directors to bring their experience to bear in dealing with director issues? Are experienced directors being out-voted on issues? And if they are, why do they remain on boards that carry on their functions contrary to the prescripts of the law? What is the role of senior management within these companies in this corporate malfeasance? Are they deliberately looking the other way or carrying out orders from their seniors? Is the issue shareholder interference? If so, how does one reconcile that with the requirement in law for directors to discharge their functions independently without abdicating that function to the shareholder?

In my view, the quality of a fiduciary has to be improved as part of a solution to this problem. In public companies and SOCs, it ought to be a requirement that directors have to undergo vigorous training by experienced professionals on the discharge of their duties. Company law and ethics must form part of the curriculum of their training.

Corporate malfeasance will not occur that easily if directors were empowered to exercise their fiduciary duties. A proper understanding of their duties will enable fiduciaries to refuse to carry out orders that breach their fiduciary duties and immediately report any conduct that may adversely affect a company they represent. In certain instances, directors are instructed by shareholders and senior executives to breach their fiduciary duties and out of a fear of being removed from boards or dismissed from employment, they comply. Complying with such instructions does not absolve the fiduciary from wrong-doing. A properly empowered and trained fiduciary will also



play a key role in promoting good governance. In other words, improving the quality of a fiduciary through proper training could assist in curbing the scourge.

Over and above the training, four other crucial issues need to be strengthened. Firstly, there must be a mechanism to detect the wrong-doing and the ability to detect the wrong-doing is dependent on the knowledge of the person entrusted with the role of a fiduciary. In the absence of that knowledge, a civil wrong or criminality cannot be easily detected. Secondly, there must be a successful prosecution of offenders. Successful prosecution depends on the knowledge of the investigator or of the prosecutor as cases can be lost due to a lack of evidence. If perpetrators of the wrong-doing know that even if their crime gets detected, there won't be a successful prosecution due to the lack of skill in the investigation and prosecution team, or successful civil claims against them for whatever reason, they will continue with

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their malfeasance. Thirdly, once the perpetrators of wrong-doing have been caught, there must be heavy sentences or huge damages claims awarded against them. Lastly, the evidence necessary to secure a successful litigation must be preserved. If the evidence of wrong-doing is destroyed or tampered with, chances of a successful litigation in any forum are extremely limited. In most instances where people were found to have failed to discharge their

fiduciary duties, there have never been any notable consequences for many of them. Instead, boards get changed and the perpetrators carry on as if nothing has happened. If the perpetrators are successfully prosecuted or sued for a breach of their fiduciary duties, corporate malfeasance will be significantly reduced.

For the impact of the Act to be felt, the quality of the fiduciary has to be improved, the system of detection has to work,

evidence has to be properly preserved, litigation against the perpetrators has to be successful and in criminal cases, sentences have to be severe. [BBQ](#)

Peter Tshisevhe, Director – TGR Attorneys

The views expressed in this article are the personal views of the writer and not of TGR Attorneys, and do not constitute legal advice or opinion.



Photo credit: NASA

Opportunity within the unknown

Amazing women making their mark in the South Africa space industry

2016 saw the release of the film 'Hidden Figures'. It is the story of three female African-American mathematicians—Mary Jackson, Katherine Johnson and Dorothy Vaughan—who successfully led the first NASA space mission in the 1960s. Praised for increasing the visibility of these amazing women and their capabilities, and for its inspiring message, the biopic's most important legacy has been its effect on burgeoning scientists, especially young girls.

Currently, we are in a period where the need for more female participation in STEM fields and STEM education has never been more urgent. There is a great need for a change in archaic attitudes that maths and science is not for girls, which some still believe to be true, and for the work of female engineers, scientists, mathematicians, researchers and women in numerous other STEM fields, to move to the forefront.



Carla Sharpe

BBQ magazine was fortunate to chat two remarkable women in the South African space industry—Carla Sharpe and Dr Minoo Rasnasabaphy—who, in the midst of extremely busy schedules, took the time to shed light on the aerospace industry and the opportunities that lie within.

Carla Sharpe

Carla Sharpe is a founder of the South African Space Association and currently serves on the management committees of both the association and Women in Aerospace Africa. Sharpe is also responsible for business development at Africa's largest science undertaking, the Square Kilometre Array (SKA).

While passionate about space, it was only a little later in life when she pursued this area of study, completing her Master's degree at the International Space University in Strasbourg, France. "It was the inception of the South African National Space Agency that inspired me to find my place in space in that I met with Dr Peter Martinez. He mentored me and has guided me on my path, starting from my

first space technology course through to today," she explains.

Currently, Sharpe is in the process of completing her PhD in Space Science Economics at the University of Cape Town.

"For many countries, space exploration seems out of reach because we constantly hear of how many billions of dollars are used by NASA to launch things into space. However, the benefits of space exploration are immense and countries, particularly developing countries, cannot afford to remain outside of this arena.

"My PhD looks at modelling how governments and industry of developing nations can guide space science technology investment. This is so that these countries are able to invest at the appropriate levels and in the appropriate areas so as to maximise the socio-economic benefits and the sustainability of programmes. Essentially, technology development is seen as a driver of economic benefit and space technology provides a wide array of benefits and growth areas. I hope that my studies will offer a tool towards the successful space science and technology investment to positively affect lives in developing nations," explains Sharpe.

In 2009, she founded the South African Space Association, providing a forum for space professionals to interact and exchange ideas, and act as a source of specialist information for the government and the public on space-related issues. The association incorporates education, research, space awareness, policy and regulation, science and technology issues.

Sharpe explains that the application of space technology is important in South African policies across various sectors, as it can be extremely beneficial in a number of ways that many people are not fully aware of.

"Putting satellites in space provides satellite communication, global positioning systems (GPS) and Earth observation, and the data from this is used in a variety of applications to address services on the ground such as food and water security, urban management, disaster management and epidemiology," she says.

"Other issues include nature conservation, land-use change, drought and

desertification, climate change, treaty compliance and exposing human rights and environmental violations. One can see from this short list of areas how important it is to develop regulatory structures and how space technology and policies will impact other areas. Policy regulation in South Africa is the mandate of the South African Council for Space Affairs (SACSA)," she adds.

The South African National Space Association (SANSA) reports that the South African space industry has been hampered by financial constraints and that the future of the industry lies in international collaboration. Sharpe agrees that while collaboration is imperative for technology and knowledge sharing, South Africa cannot duplicate the expenditure and experience of the space-faring nations. South Africa has areas of expertise and excellence to be further exploited, and there is a need for South Africa to focus on being part of a global value chain in space and not look to replicate the entire value chain.

"We have certain technologies, components of spacecraft that are competitive internationally as well as skilled people that set us apart. One of the problems many developing countries face with recognising they need to join the space sector is that spending is often not at the appropriate level or in the appropriate form to drive growth and sustainability. I believe a greater role of the government at a foundational level in terms of funding, incentive and support will aid growth locally," says Sharpe.

In terms of what industry issues remain to be addressed by the government, she highlights that space debris is a great challenge, from a regulatory perspective as well as how do we physically remove it; furthering skills in space science and Research and Development funding available for the development of technologies and entrepreneurs in South Africa (can we add: is the answer).

"I feel that South Africa has developed a progressive Government Act that protects publicly funded intellectual property. However, the road from incentivising and driving the development of this intellectual property to the point it goes to market is insufficiently supported, particularly

so in space science and technology," Sharpe explains.

An important aspect of the association's work is promoting public awareness of the importance of space science and technology, STEM education, the development of young space professionals and to provide study and vocational training opportunities in a wide range of disciplines supporting the space arena in South Africa.

"The South African Space Association brings together highly motivated individuals towards professional development and space awareness. Inspiration can be easily channelled to inspire others. There are organisations doing great work in this area such as the Office for Astronomy Development, but there is not enough awareness overall. In South Africa, we are faced with many challenges and education is often only one of many more difficult challenges for young people. I think over time, educating women and STEM education has to be woven into our cultural identity. Education has to become easier to access overall. Employment stigmas need to fade away, in terms of young women being pushed into stereotypical professions or young people being pushed towards

non-STEM streams due to perceived better employment benefits," says Sharpe.

"As a teenager, I equated space jobs to NASA, geniuses and astronauts. It never occurred to me that I, a girl from Africa, and not a genius, could have any part to play in the space sector. Recently, I gave a talk to young people in high school about careers in space, along with some amazing women who have overcome a lot to succeed in the space industry. I believe interacting with women like this, being inspired by their stories and achievements, is a simple way of attracting young women to study STEM subjects," she adds.

In aerospace, South Africa has a number of space companies, such as the South African Space Agency and space science projects such as the SKA, that not only employ engineers but offer internships and young professional development programmes. The South African SKA project has awarded over 1 000 bursaries in STEM areas and has employed over 30 young professionals.

Sharpe does not believe that there is a strong enough female voice in science, engineering and space industries, as well as there not being enough employment

opportunities in aerospace in South Africa, and Africa, for men and women alike.

"From personal workplace experience, not as an employment specialist, female engineers are in demand in South Africa. We need more. The opportunities for employment in aerospace though, can only grow as the industry grows. These engineers, however, can expand their experience in large projects within the space sciences such as the SKA project, which are large employers of engineers," she says.

Sharpe is a founding member of WIS-Africa, the African division of Women in Aerospace, whose primary focus challenges its members to role model and mentor—an important process for young aspiring women. WIA-Africa also supports the participation of men in activities supporting women's growth in aerospace. WIA-Africa's goal is to expand the current training programmes offered at a tertiary level as well as to implement a graduate internship programme and school-level awareness programmes for young women.

Asked who she admires, she names Katherine Johnson, the female mathematician who calculated flight trajectories for NASA missions, as one of her role models.



“Katherine Johnson made huge strides—her calculations were essential to early missions and the shuttle programme, and she even worked on Mars missions. Closer to home, I am a huge fan of my good friend Adriana Marais, a seemingly normal young woman who has a PhD in quantum biology, is a Mars One candidate and runs innovation for one of the largest software companies globally. She grabs life and nothing is insurmountable,” she shares.

Over the next 10 years, Sharpe would like to see the local space industry grow and flourish, build on our current achievements such as those in CubeSats and utilising our geographical advantage.

“I believe that African countries need to collaborate to participate in the global marketplace but Africa, itself, is a marketplace. The applications from space data are essential to so many areas of our lives and I feel Africa needs to look to establishing its own space-based infrastructure and autonomy. National space programmes cannot be cut and pasted onto other nations. African countries should not look to merely duplicate capabilities but develop niche areas in order to offer complementary technologies and skills in larger value chains,” Sharpe explains.

Currently, Sharpe works for the South African Radio Astronomy Observatory (SARAO), the national facility that houses the South African SKA project. The project proudly completed the 64-dish MeerKAT telescope in the Northern Cape earlier this year. The MeerKAT telescope created an astounding image of the centre of our galaxy.

“In my personal capacity, I am the founding Director of the Foundation for Space Development. A group of us who are passionate about space and Africa put all our

big ideas and aspirations into the foundation. The project I hope to see happen in the not-too-distant future is Africa2Moon—we plan to put an African-made radio telescope on the far side of the Moon. What is unique about this concept is the technology, the collaborative model and relatively low cost (in space terms). The telescope is essentially made up of radio receivers in the 1 to 5MHz, which are deployed as inflatable balls that, together, act as a telescope. This frequency range can’t be studied on Earth due to our ionosphere, so we hope to do first-time science too,” she says.

She also hints at a future programme they are hoping to launch next year that will have the vision to develop the first female African astronaut. It would be a collaborative programme across Africa and with international counterparts.

“What matters the most to me about what I do is that I contribute. Being part of projects that inspire people and use space science and technology to make a positive impact on lives in Africa is what makes the hard work worth it,” says Sharpe.

Dr Minoo Rathnasabapathy

Dr Minoo Rathnasabapathy is a Research Engineer within the Space Enabled research group at the MIT Media Lab in Cambridge, USA. In this role, she helps coordinate projects in collaboration with international development organisations, national governments and entrepreneurial companies to apply space technology in support of the Sustainable Development Goals. She also leads efforts in writing proposals, communicating the team’s work through writing and speaking, as well as mentoring students.

Previously, Dr Rathnasabapathy served as the Executive Director of the Space



Generation Advisory Council (SGAC), a global non-governmental organization, which acts in support of the United Nations Programme on Space Applications, based in Vienna, Austria. Dr Rathnasabapathy was responsible for leading the operations, business development, strategy, and policy output for SGAC, a network that represents over 10 000 university students and young professionals in 110+ countries. Dr Rathnasabapathy earned her PhD in Aerospace Engineering from RMIT University, researching the impact dynamics of novel materials used in aerospace structures. Dr Rathnasabapathy serves as a member of the World Economic Forum Global Future Council on Space Technology and the Generation-Next Advisory Board for Via Satellite.

From a young age, Dr Rathnasabapathy knew she wanted to be a part of the space industry, marvelling as a child at how humans had developed technology that was capable of exploration beyond the Earth.



"However, after completing my Bachelor in Aerospace Engineering, I struggled with my next career move. While space fascinated me, I knew I wanted to contribute to society and work towards reducing some of the challenges we face on Earth. I struggled to link space exploration and technology to societal benefit, until I realised that space could play a key role in supporting life on Earth, if we design it to do so. From Earth observation images taken from satellites that help farmers monitor their crops, to satellite communications that enable telemedicine services to help people in rural areas that do not have easy access, to medical specialists meeting virtually with doctors, space technology is crucial for our development on Earth," explains Dr Rathnasabapathy.

Her first job was at MT Aerospace in Augsburg, Germany, where she worked on structural design improvements of the Ariane 5 launch system. She says that the job afforded her the opportunity to connect concepts learnt in the classroom to the real world. "The thought of components that I was working on, one day going to space was incredible," she enthuses.

In terms of what being an Aerospace Engineer entails, she says that people often have an image of an Aerospace Engineer sitting behind a desk working on lengthy calculations. "While some very smart people do, there are an array of roles due to the specialised nature of the industry—from developing propulsion systems to testing components, each role is varied," she adds.

As a woman in aerospace engineering, which still primarily remains a male-dominated industry, she says that the aviation and aerospace sectors are not the only industries facing the challenge of a more inclusive workforce.

"From energy to mining, industries are growing globally and recognising the need for a more diverse workforce and gender-balanced representation in our society. The percentage of women in the aviation and aerospace sectors are steadily increasing, however, initiatives need to be widespread to raise awareness of gender diversity issues. Simple things like Miss Astronaut Barbie who 'inspires girls to be adventurous and to always reach for the stars' will make a big difference in what young women believe they can accomplish," says Dr Rathnasabay.

"I have been privileged to have been given the opportunity to pursue my passion for space, adventure and knowledge, without gender-bias or prejudice. However, I know this is the exception and not the rule. Young girls need more female role models in maths, science and engineering, and it's important that we profile the many successful female role models across these sectors. From a young age, we need to educate girls about the diverse range of careers available in these sectors—from journalists and policymakers to astronauts and technicians. It's important to increase the visibility of women in these positions who stand as role models for the next generation," Dr Rathnasabapathy says.

An increase in the visibility of women in various roles will increase the visibility of the various opportunities that the space science sector holds. "This industry is very wide—from artists who design space mission patches, lawyers who work on the policy and regulations of the peaceful uses of space, and medical professionals who oversee the health of the astronauts—space is not just rocket science and becoming an astronaut. The aerospace and engineering sectors offer a multitude of career opportunities that require people with diverse skill sets, interests and talent," she adds.

Her advice to younger women wishing to follow similar careers paths is to actively seek opportunities to take on leadership positions, be unafraid of asking questions and be driven by the opportunity to influence people. "While technical skills are important in engineering, it is important to break the misconception that engineering is not a humanistic effort," she says.

Regarding the most promising developments she has witnessed in the sector over the last few years, she concludes, "The next generation of aerospace professionals views international collaboration as an integral part of the future of the industry. The difference between 'established' and 'emerging' space actors will diminish substantially. New forms of space-based partnerships and the convergence of several space technologies will play a major role in the future of the sector." **BBQ**

Shannon Manuel

Creative climax

The National Arts Festival (NAF) is delivering economic growth and jobs while delighting the ever-growing audiences

Live performance is alive and well in South Africa, if this year's National Arts Festival in Grahamstown is anything to go by. This year, attendance figures went up, despite the tough economic climate, with an overall attendance of 209 677, a 4.5% increase over last year's figures. That's twice the population of George...

Two key initiatives credited with providing some fresh energy to the iconic 44-year-old event were the launch of the Creativate Digital Arts Festival and the move of the Standard Bank Village Green craft market to a new home. However, the credit for driving audiences into the city's theatres must go to the carefully curated programme and the wide choice of acts. Clearly, it's working—a post-event survey found that 82% of respondents said they would return in future years.

The National Arts Festival CEO, Tony Lankester, and the Executive Producer

Ashraf Johaardien, share some behind-the-scenes insights.

What is the importance of the National Arts Festival? What would we stand to lose if it ceased to exist?

TL: The NAF is a national treasure—it is the only set of stages in the country where all artists can converge to present their work. Older, established performers with long track records are on the same programme as young, hungry artists at the start of their career. It is that magical convergence that gives the festival its edge and that feeling that the programme is packed with moments of magic waiting to be discovered.

For a country such as South Africa, which is in dire need of a common identity, it is a place where we can meet to learn and understand about what makes us similar and what makes us different—and to

Hatched

Photo credit: Jan Potgieter





Indulamthi



Art by James Webb

Photo credit: Jan Potgieter



African Gothic

celebrate and explore both. The festival is the very embodiment of this notion of social cohesion, which is not about making a single, homogenous society, but rather about creating a society where we all understand and are genuinely empathetic towards the worlds of our fellow South Africans.

The National Arts Festival has witnessed a great deal of change since its inception. Would you say that its mandate has remained consistent, and been consistently delivered upon, throughout the years?

TL: Yes, absolutely. One of the secrets of the festival's longevity is that consistency. When it started, as is still true today, it was a platform for free speech, where everyone was welcomed. Throughout the Apartheid years, it was a place where audiences and artists could mix freely. That spirit still pervades the festival—a totally non-cynical environment where everyone is

respected and discovery is the currency of our audiences.

The festival is held in a town whose name has recently changed. What significance does this change hold for you?

TL: Context is important so, yes, we acknowledge the pain and incongruity of an event that has our values and vision being located in a city that commemorated its colonial past through its name.

Similarly, we are addressing the issue of the name of the building from which we operate. We don't own the building but we have recently embarked on a process of consultation and discussion that will see a new name and purpose for the building—hopefully before the 2019 festival takes place.

As much as the NAF is a national institution, it also has to turn a profit.

From a business point of view, how has it fared in recent years? How is the festival perceived by

potential sponsors as a business proposition? What efforts have been made to improve this perception?

TL: We have been operating in a tough environment: not only has the recession impacted on how readily available corporates sponsor the arts, but we know the multiple pressures bearing down on the public purse. Our government has many priorities—infrastructure, healthcare, education and so on—and in that environment, something takes a back seat. Sadly, that is often the arts.

And so, like most non-profit organisations, we have to constantly navigate the ebbs and flows of funding.

Fortunately, the festival brand is strong and, through relationships like the ones we have with Standard Bank and the Eastern Cape Government, we're able to achieve a fair level of stability.

What are your criteria for success and in those terms, how well did the festival do this year?

TL: Attendance figures are obviously an important marker for the overall health of the festival. But success is also measured in other, less tangible ways: anecdotal reports from local businesses; standing ovations in our theatres; foot traffic through our craft market and our many exhibitions and galleries. By most measures, we had a good year and we're seeing the strong brand and reputation of the festival carry us through a period where there is less disposable income and more pressures on the wallets of our audiences.

What were some of your personal highlights in terms of goals achieved, expectations exceeded, challenges overcome, and so forth?

TL: Seeing the sun rise on the first day of the festival every year is always a highlight for me—as is the first morning after a successful festival. Just ticking the funding box each year and then seeing this event come to life, staging thousands of performances in a way that transforms our city and creating experiences that our artists and audiences will remember for a lifetime all make this a job that is a constant highlight.

How is the programme put together? How can aspiring artists participate?

TL: The festival is a year-long cycle. We call for submissions for our main programme for the following year—almost exactly as the current festival comes to an end. This window for submission is open until around the end of August, after which there is a lengthy process of consideration from the Artistic Committee. The main programme is chosen by this team, together with the Executive Director. We open the call for submissions for the fringe of the festival in October. The Fringe is free from solicitation or creation and is a truly open space for anyone who wishes to perform to do just that. In between is the arena programme, which is a selection of works that have been recognised by a Standard Bank Ovation Award. There is also a student theatre element and a film festival and, more recently, we also introduced Creativate, a space where technology and creativity meet.

What sort of risks have to be taken in selecting acts?

AJ: The festival is a legacy project, which has built up a loyal audience since its inception. That audience has come to expect high production values and works of a certain standard. At the same time, the festival has a reputation for launching careers and profiling new artists. So, there is an inherent tension here between



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Photo credit: Jan Potgieter

Arts go global

At this year's Edinburgh Fringe, the world's largest arts platform, it was announced that South Africa's National Arts Festival will co-produce and present a new Fringe Festival in Sharjah, in the United Arab Emirates, in January 2020.

The Sharjah Fringe will be programmed on a selected basis and will invite applications from producers of the Children's Theatre,

Street Theatre and Circus and Family Theatre during the course of 2019.

The festival is joined in the co-production agreement by the Dubai-based Dolphin Creative—which specialises in street theatre festivals and has a long history with the Grahamstown event.

Excellency Marwan Bin Jassim Al Sarkal, the Executive Chairman of the Sharjah Investment and Development Authority

(Shurooq), said: "Sharjah International Fringe Festival will be one of the biggest additions to the list of festivities and events, which Sharjah attracts year on year, across all our destinations. The new festival also falls in line with our mission and vision to expand on our portfolio of strategic partnerships that introduce new experiences and unique offerings to our visitors and tourists in Sharjah."

giving audiences what they want and staying ahead of the curve by programming untested work and artists who are perhaps not yet recognised or established.

What efforts are made to ensure that the programme is democratically representative?

AJ: It's really quite simple: we ensure that the voices around the table, which either influence or are responsible for programming choices, are as diverse as our artists and audiences. To this end, we have also implemented a practice of rotating genre curators on the artistic committee every two to three years.

A common criticism of the festival is that it is elitist and white, especially in terms of who can afford to travel and attend shows. Is that a false perception?

TL: That's not a criticism we've heard for a few years, so I think we have definitely seen a shift in this regard. I would venture that our audiences are the most mixed of any festival in South Africa.

In terms of accessibility, yes, travelling to Grahamstown, staying here for a few nights and buying tickets come at a cost, but this is true of any sustained wide-scale festival (have you tried getting a hotel room in Cape Town during the International Jazz Festival?).

Thus, instead, we focus on the things we can influence/change, and our mission in Grahamstown is to make theatre and the arts accessible to as many people as possible throughout the year, not just at festival time. Sure, during the festival, we distribute

over R300 000 worth of tickets to local community groups, we stage dozens of free performances across the city for people to access, and we are constantly focused on doing more for our local community. But we also do other things: run a choral festival in March every year; run a series of regional schools festivals across the country; host movies in the Monument every weekend; and display the work of local visual artists in a dedicated year-round gallery in town.

To what extent do regional businesses (eg. game ranches) and the local government support the festival? What opportunities do you feel are not being sufficiently exploited?

TL: We know—from the research conducted by the Rhodes Department of Economics—that the festival stimulates the provincial GDP by some R377 million. The benefits are felt primarily by the tourism and hospitality sector. I think there is still scope for further growth—accommodation providers, a hotel group, transport and shuttle providers.

In terms of creating jobs, we already employ significant numbers of locals. The festival employs about 414 people directly—more than 70% of whom are from Grahamstown. Of the people we employ, about 80% have no other income throughout the year.

So, the festival is a lifeline for a lot of people and is one of the city's biggest employers of local residents.

What were the most popular or commercially successful acts of 2018? What were the most

critically acclaimed acts? Is there a discrepancy between these two categories?

TL: Yes, there is often a discrepancy. A lot of what the festival does, particularly on the main programme, is about the art and not about selling lots of tickets. One of our most successful shows this year was 'The Doghouse', which had a maximum seating capacity of five audience members per performance. Even though it was sold out virtually every performance, clearly it's not a big money spinner.

What influence, if any, has #RhodesMustFall had on the NAF?

TL: It's had no direct influence, although, obviously, it is a theme and concern that pervades much of the work on our programme.

One notices that in addition to the annual festival projects the NAF has a number of additional projects that are not confined to the Eastern Cape, ranging from the Cape Town Fringe to—excitingly—the recently announced Sharjah Fringe.

Please could you expand on what these opportunities mean for the NAF as a brand and as a business?

TL: The strategy behind such initiatives is that we want to use our core expertise to diversify our revenue stream; to create work opportunities for our staff, particularly the freelancers and temp staff we employ; and to fulfil our mission of increasing access to the arts by running great festivals.

The Sharjah Fringe is more about exporting our expertise and deriving

management fees, which then come back to Grahamstown to support our core business here and contribute to our ability to do what we do in Grahamstown.

What is the nature of the National Arts Festival, as a commercial entity? What is its corporate structure? Are there any ways for interested parties to invest?

TL: We're registered as a non-profit company (NPC), so any surplus each year stays in the business to enhance what we do or to cushion against any year where we might make a loss.

Obviously, we'll never say no to investment but it would need to be into one of our commercial activities—our ticketing business, for example, or into one or another of our more commercial projects. **BBQ**

Greg Penfold



Photo credit: Christo Doherty

A coup for Mpumalanga Theatre

The Forgotten Angle Theatre Collaborative (FATC) scooped this year's National Arts Festival's Oliver and Adelaide Tambo Human Rights Award, sponsored by the Netherlands Embassy.

Adelaide Tambo, who shared a birthday with Nelson Mandela, was a champion for human rights. Her daughter, Tselane Tambo, presented the inaugural award in 2014 in honour of her late mother. Former recipients have included Irene Stephanou, the Market Theatre Laboratory, Drama For Life and the Ngizwe Youth Theatre.

At the 2018 National Arts Festival, FATC presented the provocative work titled Phuma-Langa, which was created by NAF 2018's featured artist, Mamela Nyamza. Nyamza drew inspiration from the Ndebele

culture, among other diverse historical South African experiences, as a way of depicting renewed social cohesion.

"Under the Artistic Directorship of the founder, PJ Sabbagha, FATC has produced a prolific body of work dedicated to the probing of critical personal and social issues," commented Ashraf Johardien, the Executive Producer of the National Arts Festival. He added that FATC has become South Africa's leading contemporary dance company in addressing the overwhelming presence of HIV and Aids in contemporary South African society.

FATC is strongly committed to mobilising the arts as a vehicle for personal and social transformation. This commitment, emerging from its long history of arts activism, lies at the heart of each project

within FATC's extensive artistic and arts education programmes.

Situated in the rural area of Emakhazeni, Mpumalanga, FATC and the Ebhudlweni Arts Centre, which it established in 2015, are dedicated to artistic excellence and improving access to arts education for all. Through its work at the Ebhudlweni Arts Centre, FATC is able to realise its commitment to social transformation, through the arts, and the upliftment of rural communities. From the Ebhudlweni Arts Centre, FATC not only serves its immediate rural community but continues to serve the national and international dance industry through residency programmes, large-scale arts interventions, such as its My Body My Space: Public Arts Festival and the creation, performance and touring of its artistic programme.



The immense potential in cultural and creative industries

Creative and cultural industries (CCIs) around the globe are rapidly attracting attention as drivers of economic growth, innovation and job creation



Over one million, or 6.72%

of all South African jobs, are housed in the broader 'cultural economy'. This is according to an employment report released by the cultural think-tank, the South African Cultural Observatory (SACO), this month.

New statistical data compiled by Prof. Jen Snowball, SACO's Chief Research Strategist and Economics Lecturer at Rhodes University and Serge Hadisi, an independent economist affiliated to Rhodes University, has highlighted the potential of the CCIs to drive employment, job transformation and economic growth in the country.

The study, which used the 2015 Labour Market Dynamics Survey data, mapped employment in South Africa's CCIs and revealed that the 'cultural economy', which includes cultural and non-cultural practitioners working within South Africa's creative industry, made up just over 6.7% of all employment in the country.

The findings were based on people working in sectors traditionally classed as cultural or creative such as fine art, performing art, film, museum, libraries, music, and craft as well as the more commercial sectors such as design, architecture, advertising and computer programming.

Key findings revealed that in 2015 cultural occupations made up 2.52% of all employment in South Africa.

Including non-cultural 'support' occupations, the CCIs employed 4.2% of all those who had a job in 2015. Altogether, the 'cultural economy' accounts for an estimated

6.72% of all employment in South Africa. These percentages, Prof. Snowball insists, highlight the significant contribution that the CCIs have made and continue to make to employment in the country.

Creative industry transformation

"A deeper analysis of CCI occupations showed that, while 80% of cultural workers are black Africans, coloured and Indian or Asian, white workers are still over-represented in some areas of the sector. This is especially the case in specific domains in which tertiary education is required," Hadisi said.

The study highlighted that a lack of access to tertiary education could potentially hinder faster transformation in the CCIs. "More than half of all cultural occupations are held by men (57%). Young women (under 35) are particularly underrepresented in the cultural sector: 34% of cultural workers are young women, compared to 42% of male cultural workers," Snowball said.

The report suggests the cause might be the difficulties that younger women—who are more likely to have family obligations—have working in cultural jobs where working hours may be long and erratic. "International studies reveal that cultural and creative occupations potentially offer more precarious employment than non-cultural jobs," Hadisi said.

According to the report, 43% of cultural jobs are informal and more people work on a freelance or contract basis compared to non-cultural jobs—32.5% compared to 8.3% respectively. Off the back of the SACO data released, the Minister of Arts and Culture, Nathi Mthethwa, highlighted the potential of the CCIs to generate creative capital and create jobs in his keynote address at the South African Cultural Observatory's (SACO) 2018 international conference held in Nelson Mandela Bay earlier this year.

CCIs around the globe are rapidly attracting attention as drivers of economic growth, innovation and job creation. The World Economic Forum's 2017 report on The Future of Jobs and Skills in Africa listed the creative industries as one of 'trending' professions, which had an average growth rate of 7% between 2011 and 2016. "Similar growth in South Africa at this level would support the National Development Plan's aim to create 11 million new jobs by 2030," said Mthethwa.

The Department of Arts and Culture continues to make great progress in unlocking the full potential of CCIs as a catalyst for socio-economic transformation across all sectors of the South African economy.

Emboldened by President Cyril Ramaphosa's call for renewal and change, the department is moving with a greater determination to deliver an inclusive growth trajectory for the country by ensuring economic freedom for the majority of the people.

Mthethwa believes that CCIs are powerful tools to achieve the ideals of the National Democratic Revolution, which prioritises poverty alleviation, sustainable jobs, eradicating inequalities and upgrading people's skills and capabilities in order to enable inclusive development.

In 2016, Mthethwa said that the GDP contribution of CCIs was estimated at R63.385-billion, which represents around 1.7% of the total GDP. This percentage increases nominally to 5.7% (R233 billion) if the multiplier effect is factored into the equation. In 2015, cultural occupations made up 2.52% of jobs in South Africa in both cultural and non-cultural industries.

Including non-cultural support occupations, CCIs employed 4.2%. Altogether, the creative economy accounts for 6.72% of all jobs in South Africa. One example in action was by Mthethwa to strengthen the Mzansi Golden Economy Fund in order to streamline access to finance by artists and arts organisations for the sustainability of their livelihoods.

Another is the engagement with the different structures and individuals such as crafters and the National Dance and Theatre Steering Committee, to ensure prompt service to these art genres. The department is involved in projects in communities across the country, including the revamp of a multipurpose centre to include arts.

The budget allocated to the department for 2018/19 is a staggering R4.5-billion and is projected to be R4.8-billion in 2019/20. Some of the highlights include an allocation of R1.2-billion for the promotion of arts, culture and development and R2.5-billion for heritage promotion and preservation.

Mthethwa adds that the cultural events workstream supported 119 projects throughout the country to the total value of R40-million in the year under review. He added that the Touring Ventures Programme supported 78 projects across the country with R26 million. The department has identified

new flagship projects that will diversify the previous outlook—which consisted largely of festivals—to include new projects in books, fashion and other sectors. The department, he says, will continue to support provincial initiatives to the value of R36 million.

Laying out his vision for nation-building and social cohesion, Mthethwa emphasised that racism has no place in South Africa and efforts were progressing well to criminalise and eliminate it.

The department is taking its leadership role in the Moral Regeneration Movement (MRM) across South Africa very seriously. A staggering R3.5-million has been allocated for the financial year to bolster the efforts of the MRM to ensure that the values of social cohesion and nation-building are instilled in the youth.

Young entrepreneurs

The growth and expansion of the creative sector provide much scope for youth entrepreneurship because it has a strong interface with youth culture. Young people are media-oriented in that youth subcultures are informed by, as well as expressed through, a wide array of texts, images, music and lifestyles.

Youth expressions, however, tend to be subject to much criticism and are hardly ever allowed a voice in the established media. Youth culture has long been associated with social protests as well as future hopes, thereby promising a new life and social change. Young people's biological, social and culturally conditioned flexibility also gives them an ability to unearth deep but hidden social contradictions and the creative sector allows them to express alternatives in a format that is popular. In essence, young people's imaginations are a productive source for the economy and social entrepreneurship and, thus, need to be released from the shackles of convention and outmoded structures.

Creativity is often the biggest asset for young people, who can afford to experiment and take calculated risks in the early stage of their lives and careers when a wide range of possibilities exists. Indeed, one can argue that the absence of opportunities for young people to experiment with new ideas and

take on risk usually differentiates a creative, flexible, entrepreneurial society from another in which institutions are becoming increasingly rigid, hierarchical and risk-averse.

An entrepreneur's relentless search for opportunities is made possible by the "rules of the game"—an economy's entrepreneurial reward structure. For society to support and invest in youth entrepreneurship today is like a venture capitalist investing in the early stage of an innovative company that later achieves equity growth. An economy's future structure is determined by today's investment in human capital and new skills. Investing in creative industries, which share boundaries with the traditional cultural sector, is investing in culture, as today's arts and way of life become tomorrow's heritage

A vehicle for structural transformation

The term cultural or creative industries describes the value chain of economic activities of creative enterprises and cultural entrepreneurs, for profit as well as for non-profit, in the production, distribution and consumption of products related to multimedia/film, advertising and communication services, music, theatre, dance, visual arts and crafts, new product design, festivals, cartoons/animation, textiles and fashion, (slow) food as well as other high value-added products, which are agri-business based. Creative products or services related to tourism or producer-based services with innovative design are also to be included.

The creative industries are also considered the key drivers of demand for the Internet, broadband access and e-commerce on account of people's desire to access creative content.

The creative industries are distinctive in that they have several transaction networks and income streams. The sector generates income from the sale of goods, the provision of services and the licensing of intellectual property. The creative industries create a circular trade and an experiential economy.

For example, a book can be adapted into a screenplay for a movie, which could then generate a soundtrack, which generates copy-right flows and then there is the possibility

of producing speciality merchandise (e.g. toys, clothing lines, crafts) and designs, which may be protected and commercialised through patents and trademarks.

In this sense, the creative industries consist of an ecology of economic flows with value chains that are transversal and that can have “a long shelf life” and generate a myriad of spin offs, with catalytic and multiplier effects. Creative industries are less dependent on natural resources, as compared to the traditional manufacturing sector, which relies heavily on flow resources. Indeed, two crucial inputs to creative industries are human ingenuity and organization, which can be combined relatively easily for consumption. The global entertainment and content industries offer the best examples in this regard.

The creative sector is not just a commercial arena; it is a symbolic and social space where ethical values, psychic meaning and pleasures are displayed, enacted, negotiated and represented. As such, the creative industries are not just informed by existing societal mores and values; they also shape society through the ways in which they represent these mores and habits in text, sound, images, experiences and even products.

From this perspective, the creative industries play a dual role: they are an important area for investment in the new knowledge economy and a means of bolstering spiritual values and cultural identity. This is why countries should “maximise potential economic contribution” as well as “facilitate the national, regional and world dissemination of endogenous cultural creativity” and engage in “culturally inclusive development”.

While creativity has always been a key force behind human development, it can be argued that the concept of creative “industries” offers a new lens through which one can examine and capture kaleidoscopic combinations and recombinations of human ingenuity and organisation.

For CCIs to be able to make the most of the opportunities offered by cultural diversity, globalisation and digitisation, which are the key drivers for the further development of these industries, the challenge is:

To put the right enablers in place by increasing the capacity to experiment, innovate and succeed as entrepreneurs and providing easier access to funding and the right mix of skills;

To help CCIs develop in their local and regional environment as a launch pad for a stronger global presence, including through increased exchange and mobility; and

To move towards a creative economy by catalysing the spillover effects of CCIs on a wide range of economic and social contexts.

At a time when some of our international partners already largely tap into the multifaceted resources of CCIs, South still has to develop a strategic approach to make its strong and attractive cultural assets the basis of a powerful creative economy and a cohesive society. **BBQ**

Che Vigus





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A shining light in the education crisis

NGO making a huge difference in the lives of learners—by supporting the teachers

The SACTWU Edufundi project (formerly Edupeg) was established in 1998 and last year alone offered support to 286 teachers who look after 12 200 learners in 48 schools across four provinces in South Africa. While this might be a drop in the ocean for the South African education system as a whole, Edufundi is making a huge impact in the lives of the teachers they mentor and support, which in turn is creating an incredible ripple effect on the lives of their learners both academically and socially. They are also offering an example for others to follow as private and public organisations battle with the crisis of educating our youth.

“I think corporate leaders underestimate the importance of improving teaching standards, which is a major problem in terms of the standards in education in South Africa,” says Taryn Casey, CEO of Edufundi.

“Many of them focus on learners and improving their opportunities and their access to materials, but it is the teachers who are our change agents in this country. They stay in the system for many years and teach thousands of learners who enter their classrooms and that is where their impact and influence comes in. When people speak of access to quality education for all, they are ultimately referring to the calibre of our teachers as they deliver the content. We need to invest more in our teachers and their training. After all, it’s no secret that the better the education of a nation, the better the economy is for everyone.”

Edufundi believes that mentorship is more effective than other teacher education programmes, especially in terms of standalone workshops.

“Mentorship has been proven to work more effectively. At the same time, we have seen the importance of regular support for the same teachers week after week—that is what I believe is the key for helping teachers fulfil their potential,” says Casey. “What is so powerful about any mentorship process is that so often the mentee becomes a mentor. We have seen a ripple effect in the schools we work with whereby the mentees become mentors to other teachers in their schools and they are happy to share best practice. This is such a positive form of empowerment, as well as a sign of the sustainability of our programme.”

She explains that education needs greater continuity in teaching and practicing techniques, as well as delivering the whole curriculum throughout the year. “There are also massive socio-economic disparities that are entrenched through the system which is a legacy of the past, yet there is also resistance from educators when they assume that partners are there to criticize and not help. And, of course, a huge problem is the incredibly large numbers of learners in classrooms—we’ve seen some teachers who have as many as 100 learners in a single class.”

Casey says that the importance of teacher support is to improve their



Taryn Casey, CEO of Edufundi

teaching practice so that they can successfully deliver the CAPS curriculum, keep learners engaged and therefore improve learning outcomes and learner achievement.

“As we are providing a sustainable programme, delivering practical tools that are very concrete, specific, actionable and measurable, the teachers are able to see noticeable change in their learners’ behaviour, engagement and results. This boosts the confidence and self-esteem of both the teacher and learner,” comments Casey.



"Also, having a mentor walk alongside them with constant support and encouragement has made our teachers feel like they are not alone; they have someone who not only understands them and their situation, but who is also there to provide assistance to make their work manageable and achieve their objectives. It also breathes life back into their teaching practice and makes teaching and learning fun."

She explains that the programme has given teachers huge emotional support, which is important as these teachers often work in very difficult environments with children who live underprivileged areas and have often suffered great hardship or even trauma as a result. This all adds to the huge challenge facing the teachers, over and above just reaching them on an educational level.

"Our mentors do wonderful work when it comes to helping teachers avoid burn-out, which is so important as it is common for teachers to leave the profession due to demotivation, demoralisation and through feelings of having failed in their work," says Casey.

"The programme also recognises the achievements of teachers through the relationships with their mentors and the feedback they receive from their children. This has left teachers in turn experiencing a greater sense of value in what they have been doing. There have been some examples of teachers (young and experienced) who were considering leaving the profession but through Edufundi's techniques and support they have continued and flourished even in challenging environments."

The greatest benefits of the programme are a change in learning behavior and greater discipline in classrooms, allowing teachers to deliver their lessons effectively, ensuring they have 100% participation and are able to reach every learner.

They have also recognized the importance of mentoring and continuous professional development elements in their profession that can occur at any time in their career and that there is always more to learn.

This all creates a conducive learning environment for the learners. They are more engaged, attentive and enjoy their lessons. There have also been reports of reduced absenteeism and learners being right on time for their lessons after break periods.

Edufundi have adopted methodology from the internationally recognised guide to excellent teaching practice Teach Like a Champion (TLAC). The book, by Doug Lemov, comprises 62 techniques that are the tools of the teaching craft. Edufundi uses 19 of these techniques which are appropriate for South African teachers and their environment.

"We have successfully adapted these techniques for the South African context. We have also adapted the training videos using home language (isiXhosa and isiZulu, with subtitles) of the learners to make these training videos accessible for our teachers. The purpose of these techniques is to improve teaching practice. This is done by keeping learners engaged and focused to successfully deliver the CAPS curriculum and therefore improve

learning outcomes and learner achievement," explains Casey.

Schools are provided with the weekly support of a Foundation and Intermediate Phase mentor. These two mentors work with three teachers in each of the Foundation (Grade 1-3) and Intermediate (Grade 4-6) Phases, at each of the schools on each visit. Each teacher is provided with a reflective journal to support them in improving their teaching practice.

Edufundi mentors provide teachers with feedback on their classes in the journal. Teachers are then asked to reflect on and implement this feedback until their mentor's next visit.

"Edufundi mentors provide teachers with simple tools and techniques to create a suitable learning environment. These techniques are all around creating a classroom culture that is suitable for learning and teaching to take place. Teachers battle with discipline in their classrooms, especially with the large number of learners in our schools," says Casey.

"Our teachers have noticed that since they have been using these techniques, they are able to better manage their classes and spend more time teaching enabling teachers to get through more of the curriculum more effectively. In turn, learners enjoy a more positive learning experience overall. They actually start to enjoy going to school, have fun in the classrooms and are more engaged with what they are learning," she concludes. **BBQ**

Dale Rother

Representation matters

South Africa's travel industry has made some incredible strides this past decade in response to the B-BBEE Act of 2003

A study conducted by Grant Thornton and commissioned by the Association of Southern African Travel Agents (ASATA) aimed to reveal the representation of black people in the South Africa tourism industry.

The overall results are quite positive with the majority of travel companies receiving excellent scores on their BEE scorecards. The South Africa tourism industry consists of around 1,780 branches or outlets, including travel agencies and independent travel consultants.

What Does Diversity in South African Tourism Look Like?

Interestingly, out of all the candidates researched for the study, more than 55% of all South Africa tourism enterprises with BEE certificates have a status of either Level 1 or 2. This impressive achievement across the board that shows dedicated commitment to transformation.

In terms of ownership, all the travel based organisations that were looked at are around 40% black and 25% black female owned. With regards to larger enterprises, the study has shown that they've achieved the Tourism BEE scorecard target, set out for black women across all levels of management.

SA introduced the Tourism BEE Sector Code to address two main challenges, namely:

1. The need to become more globally competitive

2. The need to include black people in the tourism sector

The specific targets can be found in this guide by the Department of Tourism, essentially the Tourism BEE Sector Code aims to align itself and create a more inclusive and overall strong framework for the implementation of the BEE Amendment Acts initial vision.

This, in turn, helps achieve more total black participation – specifically in middle and senior management levels. This is because having a higher proportion of black employees means further potential for growth within the company and industry as a whole.

Further skills development for black employees is a tool that can lead to increasing the amount of higher management positions occupied by black South Africans in the travel industry. The industry is still largely white-occupied at this time. This is despite the presence of large diversity improvement throughout the entire tourism sector. This is a core driver of diversity-promoting initiatives.

What This Means for The South African Tourism Industry

The travel sector is now able to serve as a worthy case study that can help other industries follow suit when it comes to diversity and inclusion in the workplace, and for industries as a whole. By making such strides in the pursuit of economic empowerment, the South Africa tourism industry has not only paved the way but shown tremendous value involved in doing so.

Other Industries Making Progress in Transforming Diversity

Alongside the Tourism Sector Code, there are quite a few other charters in key industries providing clear goals and objectives for what transformation looks like in their industry. Black management in the Information and Communication Technology sector was reported at being 27.1%, with only 11% of top management positions being held by women as reported in 2017.

Many other industries like Marketing, Advertising, and Communications as well as the Property Sector and many more have set out their industry expectations as proponents of transformation. This is in an effort to create a trickle-down effect that spreads through other related and impactful industries.

Where Do We Go From Here?

Making the efforts in your company to ensure you're compliant with BEE and have improved your scorecard as much as possible is one of the best investments you can make in both the long and short term. By using the tourism industry, and other examples of people doing it right – we can see what an effect these initiatives can have on a business and industries as a whole.

The benefits of becoming BEE compliant can also be directly beneficial to the level of success a company is capable of. For example, having a BEE certificate allows you to perform business with government sectors and other public entities. It also allows your business to tender. Having a higher BEE level improves your chances drastically on attaining these tenders. **BBQ**



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Never waste a troubling recession

Leadership through the downturn

Exceptional times demand exceptional leadership. And make no mistake about it, these are unprecedented times.

Our world was, until recently, more joined up and interdependent than it has ever been before. Information spreads at digital speed and no economy is immune or unaffected by the force, velocity or impact when seemingly well-informed decisions turn out to be dramatically mistaken.

As harsh as the 2007 global financial crash became, it somehow felt that all the

leading nations were in this horrible situation together. There is nothing like universal adversity to bring leaders much closer in their thinking and behaviour and also make them much more trusting of each other's motives.

With an aggressive and single-minded President Donald Trump at the helm of a highly-charged and belligerent USA administration, the days of global collaboration and cooperation have already been long forgotten. With his pulling out of the Paris Climate Accord, the unravelling of the NAFTA alliance, the kicking off of a vicious trade war with China, the European Union and just

about anyone else he fancies, it increasingly feels like the days of working together for mutual benefit are, unfortunately, long gone.

With Turkey's economy coming under savage attack from the USA, the Turkish lira has lost over 40% of its value this year. There had to be a predictable emerging market backlash. And it wasn't long before China, Russia, Brazil and, of course, South Africa were soon feeling the chill wind of advancing recessionary times.

Every nation is now looking after its own economic issues and the days of globalisation are drifting into our memory banks.

Businesses must be quick to react

Similar collaborative and cooperative behaviour and attitudes rarely exist in business, no matter how bad things get.

In the past, a 'good enough' strategy, with a 'good enough' management team and a strong brand were good enough to 'get by'; but in this new, rapidly changing world, these strengths alone will solve little.

Let's be explicit. By management, we mean strategy, process, procedure, task, execution, KPIs etc.—all the activities that ensure things don't go wrong. Every business practices management now and it is readily available to all. Each and every aspect of management has become commoditised and all your competitors have similar access and are subsequently playing by similar rules.

Management is no longer a differentiator and it no longer covers the cracks of a failing business. This over-reliance on continuing to do the same things, in the same manner, is crucially locking out a new generation of potential leaders who have different philosophies for tackling new and disruptive technology-driven challenges.

This is far from an argument against management, it is still essential. Without management, you will go out of business very quickly. But in these times of transformation and high-velocity change, management is no longer anywhere near enough on its own.

Many of the great South African corporate institutions still cannot escape the 'pull of the past' and even now, in a time of crisis, far too many keep looking for answers back in their history and from previous experience.

It is what a management ethos will naturally lead you to do; to forever look at lessons learnt from years before and study what the "best practice" from their industry was, gleaned from a string of previous successes and failures.

But that makes the gross assumption that what is being experienced now has been experienced before. And it simply hasn't.

The land of innovation

Over the last 15 or so years of travelling to and working in South Africa, one of my most

memorable privileges has been to mentor and coach some outstanding young business talent across many industries. It is a role that has afforded me an intimate understanding and a strong rapport with the South African people and an undying love for the country.

When I left the corporate world and went solo as a Business Speaker, Author and Broadcaster over the last 18 years, one of my early clients was Barclays Bank and I enjoyed a fabulous working relationship with them. This work led me all across the African continent working with Barclays Africa (rebranded as Absa).

Having now had the opportunity to work with the leadership of many more leading South African businesses in many industries and sectors, it is clear that there are many talented managers and experts.

These experiences have left me with strong views on South African business.

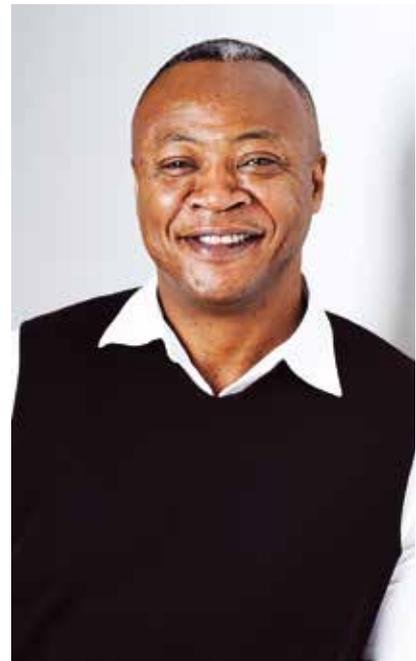
The primary one is that South Africa has more talent than it knows what to do with. A younger, better-qualified and more travelled generation with more naturally collaborative instincts are struggling to get anywhere near the top of their respective companies.

This is both worrying and dangerous. The really top talented ones are leaving the country because they are in demand elsewhere and know they are in this new super-connected smartphone world, which their bosses are not privy to.

In many respects, it is the land of invention and innovation but it has become synonymous with, 'nurtured here, capitalised upon elsewhere'.

These hard-working, aspirational and ambitious employees have fallen victim to the 'tall poppy syndrome', where the best of the best eventually head elsewhere, be it London or the USA, to deliver on their obvious potential. Some are so frustrated that they look to other like-minded and frustrated colleagues and join the growing start-up community.

The government is trying to further stimulate the entrepreneurial culture with many initiatives, like the Small Enterprise Development Agency (Seda), which provides business development and support services to small enterprises. Many of the banks have



René Carayol

also sensed the commercial, community and long-term opportunities that their active involvement will bring.

In 2016, Statistics South Africa (Stats SA) estimated the size of the country's youthful population (14 to 35 years old) to be 20.1-million or 36% of the total population.

This age group presents both opportunities and risks for South Africa in terms of its potential contribution to the economic growth and stability.

On the plus side, South Africa recently entered a period in its demographic structure (the stage when the ratio of the working-age population to dependents is optimal) that facilitates rapid economic growth. South Africa will remain in this fortunate position for several decades.

South Africa must expect and anticipate to be hit hard during this current recession and yet it has the capacity to flourish where others are faltering. It must see the next generation of leaders as a huge asset and not as impatient and entitled novices.

But let's look again at South Africa's strengths. It remains a fervent breeding ground for start-ups that are innovative and visionary. They have been groundbreaking

and pioneering but most struggle with early stage-funding and the banks must remain tuned into taking such risks despite the recession. With the banks aligned to a more positive disposition towards those without long track records of success, most have courageous and insightful initiatives that are making a tangible difference to young entrepreneurs but its far too early for them to 'bear fruit' or the necessary returns yet.

These fledgeling projects should not be ditched because of the dip in the economy. They will be a strong part of the medium-term solution and should not be seen as part of the short-term expediencies.

Being unique, special and different is an inherent strength of South African startups and an invaluable ingredient in the recipe for survival in the downturn.

The South African business community is incredibly self-sufficient and resourceful, which is perfect at the beginning of a venture but perhaps a hindrance as they mature. Asking for help is a sign of strength, not weakness. It is something that needs to be addressed.

Feeling unable (or sometimes unwilling) to ask for help (to, therefore, not risk being seen as a failure) leads to two things:

- Zero collaboration
- Great small companies rarely become great medium or big companies.

To get to the very top you need to share. Collaboration is the new leadership.

And you need someone to lead the way, forget the fact that they may be young and inexperienced, or perhaps do not have the high academic qualifications.

If you're capable, you're qualified.

Where are your new ideas coming from?

In unprecedented times, the only way out of the darkness is leadership; inspired leadership at that.

By leadership, I mean vision, people, teams and culture.

Management is IQ and leadership is EQ. Management is the hardware and leadership is the software.

Leadership is not management; it is how you inspire and energise your people towards your vision—show, not tell. This approach naturally creates more leaders for the organisation, in a virtuous circle that means the best of the best talent continues to be drawn

towards wanting to stay and deliver for the business.

These new age leaders want to belong to something that wants and appreciates them, and want to believe in a leader who also wants and appreciates them.

We are seeing a new generation in South Africa who thinks and acts differently from the past and has a different set of values.

This new generation is sometimes described as acting with a sense of entitlement and not having the work ethic of previous generations, these are sweeping generalisations and unhelpful.

They're not born of the 'permission culture' of the past, and are pioneering a new path. But that alone won't stop them from migrating away or going off to start their own enterprises. They need to feel that they 'belong' and that their voices will be heard and matter.

A sometimes-ultra-cynical business media is not helpful and all the more optimistic young businesspeople deserve a little more balance without losing the media's first-class courage to speak the truth about corrupt power. Let's

recognise the need to be just that little bit more optimistic about the authentic hard-working approach to business and life at work that most exemplify.

Just how optimistic are you?

Do you energise your people or depress them?

Are you driven by the fear of failure or the desire for success?

Do they come to you with new ideas or share problems with you?

The historical South African business dilemma is no longer about talent, it's clearly about leadership and, consequently, the corporate culture.

What's your honest favoured approach? Leadership or management?

There is always one question that I always get asked at conferences when it comes to leadership—are leaders born or made?

In my humble experience, it's neither. Leaders are found.

The biggest myth in developed western societies is that leaders are at the top of the organisation. This is nonsense, it's the managers who are at the top of the hierarchy.

Leaders are everywhere.

Look for those who can influence and persuade without authority. Leadership is not about rank, authority or the hierarchy—they are your true leaders. Identify them, energise them and give them the recognition they deserve. Don't worry about their age or how much experience they have.

If they are capable of doing the job well, then they are qualified. They should be spotted early, supported and developed and then fast-tracked to executive positions. There is much to learn from the way the technology industry in the USA and China have taken risks and invested in young precocious talent, and it has paid off handsomely.

'Old' Europe's enduring business malaise is due, in no small part, to it continuously worshipping at the altar of management for many years, consequently creating cautious and risk-adverse corporate cultures.

It has bred an approach of slowly wanting to always 'make sure', borne out of not wanting to lose.

In contrast, the role of leadership is to be positive, optimistic and uplifting; balancing EQ (emotional quotient or intelligence) with IQ. If management is what you do, then leadership is how you feel whilst you're doing it.

What has become apparent is that it is imperative not to waste a good recession or crisis because this is the time to re-invent your culture and unleash the young leaders within your businesses. They might just have the courage and endeavour to break away from the pull of the past and identify far more exciting and lucrative ways forward.

Let's be clear. When all around are polishing their management books and tweaking processes to try to make sure that mistakes aren't going to happen again, the more progressive businesses are inspiring their people to give that extra 15% discretionary effort that all employees have to give but rarely feel engaged or recognised enough to do so. This new energy and mindset will drive innovation and bring new working practices better suited to the agility and rapid deployment demanded to thrive in today's fast-moving markets.

The answers to the challenges faced by most businesses lie within the organisation itself and yet, time and again, their young people are rarely consulted and rarely listened to.

If they did, the game in South Africa could change forever.

What might you do differently?

When a recession really starts to bite, it might be the time to take an honest review of whether some of the business's issues have been exacerbated simply because they are not unique, special or different, despite some being very successful for a very long time.

Whilst having operated well for years, perhaps they have failed to set themselves apart from a wave of newer, hungrier and leaner competitors.

It might be a time where 'good enough' may no longer be good enough.

Facebook's Mark Zuckerberg has a strong view, "The biggest risk is not taking any risk. In a world that's changing really quickly, the only strategy that is guaranteed to fail is not taking risks."

Therefore, it's an excellent time to ask yourself some tough questions about your business and brand. Is it strong enough and different enough to ride the turbulence? Is it time to take a few calculated risks with your leadership team and promote those who can think and behave very differently from the recent past? It just might be the right time to shake things up a bit and bring much more diverse backgrounds into the executive team.

Finally, ask yourself the toughest question, that only authentic leaders will dare answer truthfully. Are you still the right person to lead this business?

Every progressive business desires stability at the top but an active succession plan is absolutely fundamental to success. Marketplaces are too fast-moving, aggressive and unrelenting for the top team to be in place for more than a decade anymore; there need to be credible younger candidates to take the top roles at any time.

Only then will you be in the position you need and want to be in.

This recession is a perfect storm for South Africa to deliver on its unquestioned potential, but it's high time to engage a new generation of business leaders and note that their lack of experience in doing things the old way might just be the essential missing ingredient.

A new generation of leaders will replicate what is happening all over the world, they will not be denied for long. They are already better-joined-up and might just bring that missing ingredient of collaboration, both inside their respective businesses and probably with partners across the world. **BBO**

"Every success story is a tale of constant adaption, revision, and change." - Richard Branson

René Carayol

Spies in the workplace

Disregarding information security is like keeping the front door unlocked

Data theft became a common thing, and employees – representatives of risk groups, while information protection is getting more and more expensive.

Only 1/3 of organisations is convinced that the security level of their business is adequate. Companies acquire several product items to install on the endpoints within the corporate network, and the executives who used to underrate the need for security

systems are now increasing the investment into guarding confidential information. In 2018 protection products are expected to “charge” organisations about \$100 million. The awareness of the security importance evolves, people admit that information is the key to success because many companies appear to be fraud targets.

Anyway the methods of preventing frequent security incidents within organisations aren't elaborate: only 30% of companies

have their own info security departments or at least one InfoSec officer. “Spies” are usually fired, but many of them remain undetected.

Here are some real life examples of what can happen in the workplace.

If you go—take

A sales manager was fired for failing to implement a sales plan. An insulted employee downloaded the client base



and soon was hired by a small competitor company. There should be no further explanation—a customer base costs companies a fortune.

The situation is typical. How can it be prevented? Ask sysadmins to block the access to the corporate systems—CRM, file servers, email, task trackers - which is given to an employee who is quitting.

When talking about dismissal an employee should be reminded of security policies in the company and of what he or she might face in case of violation. This will diminish the desire to take something which belongs to the company. Data theft is a crime—a violator can be fined or arrested.

If there's an employee time and productivity monitoring system or any other data protecting module installed, a sysadmin should be notified of possible problems and might want to control a particular employee.

Loose lips sink ships

A typical story in many companies—an employee was hired by a competitor but kept communicating with ex colleagues. One of such stories brought considerable losses to an organisation: an employer manipulated former acquaintances and learnt some insider information—about tenders, promotion plans and even meeting partners and contractors.

It's impossible to prevent 100% of leaks. No one can forbid ex employees from talking to someone who is still a staff member. It means that a company will always be at risk. But the risk can be reduced. The best method of guarding is to control all the communication channels within a company. A DLP system can be integrated: it will monitor and analyse all the correspondence in the workplace and alert to violations thanks to tag words online detection. Some solutions allow to stop messages from sending: a suspicious email goes to quarantine where it is to be approved and only then sent by an information security officer.

Anyway it is necessary to conduct a routine briefing—employees should know how to use sensitive data and trade secrets correctly, there should be regulations on divulging confidential information.

Instructive stories narrating how a spy got caught and punished told by a tough info security officer can serve as a preventive measure.

Stop management

One of our partners shared a story with us—a head of department became a reason his employee turned out to be guilty. The situation was simple: a manager called his assistant while he was at the meeting and asked the employee to send him a package of documents to his private email. The documents included sales planning and market research results. The employee didn't think twice and sent him the package which made him the focus of InfoSec officers attention. It took time to prove his innocence. The investigation was conducted, the intercepted base was rechecked, video records rewatched and so on.

Managers' negligence is detrimental to a company: executives have an access to loads of information. It's impossible to guarantee a comprehensive protection against such leaks. Supervisors' use of data, downloading and transferring documents can't be limited – this will slow down or hinder their work.

A DLP can reduce risks: the system will help to detect a leak, conduct an investigation and discover a violator. Before a leak happens specialists should be hired or basic info protection programs installed. An information security department is a contribution to your business development.

Et tu, Brute?

According to the statistics 1/3 of companies fights the consequences of data theft. Almost half of all the incidents is caused by employees. The issue requires attention—staff members control all the corporate information. This power makes them think of using this knowledge for their own benefit.

Here's a real life story: an IT specialist connected a new address to a corporate email which mirrored all the correspondence between two top managers—commercial and chief executives.

The messages could be read by the competitors who were informed of every strategic step the company was making. An info security department is needed to supervise IT specialists.

An information security officer should be provided with instruments for IT department monitoring. SIEM system detects account creating or deleting, notifies if someone tries to type in a wrong password multiple times, allows employees to access data they have no right to handle. A DLP will alert to launching a remote access software on the computer of a chief accountant, for example. The computers of company's executives can be easily scanned by system administrators—there are solutions which allow to block a sysadmin's access to user's folders. PUM system (Privileged User Monitoring) is the safest way to control an IT department. The module supports video recording: employee activity gets recorded.

Personal approach

An employee blackmailed an accountant for a few months having learnt about her personal relationship with the manager. To keep it secret she provided her colleague with copies of financial reports, salary details, sales data and other documents.

No private life within the workplace—no intimidating. Although there can be other secrets a person doesn't want to reveal to his or her colleagues. What should be done? Employees should be monitored, risk groups should be formed—that's how staff members who might be influenced or blackmailed are detected. Such employees may not harm a company but can collaborate with violators when pressured. Risk groups should have a limited access to confidential documents, personal data, research, reports and company strategy.

What a company has to do when an incident occurs is to understand which instruments should be integrated and policies—configured, to analyse, correct security mistakes and not to make new ones. **BBQ**

Sergey Ozhegov, CEO of SearchInform

A flourishing partnership

China is South Africa's biggest trade partner globally, while South Africa is China's biggest trade partner on the African continent



RESERVE BANK

Over the past two decades, bilateral relations between the two countries have gone from strength to strength, quickly growing from a partnership to a strategic partnership to what is now a comprehensive strategic partnership (CSP). The CSP, signed in 2010, prioritises enhancing frequent high-level political exchanges and advancing trade and investment. To this end, bilateral mechanisms such as the Bi-National Commission, Joint Working Group, and the Institute for Strategic Dialogue have been established to facilitate and enhance political interests and economic objectives.

It is worth noting that the most recent people-to-people exchanges between China and South Africa took place when China designated 2014 as the Year of South Africa in China. Similarly, South Africa designated 2015 as the Year of China in South Africa. In April 2017, South Africa successfully hosted the first South Africa-China High-Level People-to-People Exchange Mechanism (PPEM). This is the latest addition to our structured bilateral mechanisms and the first PPEM China has with an African country. The PPEM focuses on 10 areas of cooperation including culture, education, health, sports and tourism. We expect to make even greater progress

through this mechanism in the area of people-to-people exchanges.

Our bilateral relations are central to realising our socio-economic development agenda through our foreign policy as we increase our efforts to implement the National Development Plan, cooperating in the areas of trade and investment, agriculture, the environment and skills development.

During the past 20 years, South Africa and China also cooperated closely with international organisations and strongly supported each other in numerous global affairs. The friendship and mutual trust have been further deepened and strengthened.

In July, the South African President, Cyril Ramaphosa, welcomed the General Secretary of China, Xi Jinping, amid his state visit to the country, ahead of the 10th BRICS Summit and discussions between the two heads of state regarding investment deals and memorandums took place. It was announced that China has promised financial investment in South Africa to the value of US\$14.7-million (R196 billion). This would be a significant boost to Ramaphosa's international drive to raise US\$100 billion in investment over the next five years. President Ramaphosa stated that sectors due to benefit from the foreign investment, include general infrastructure,

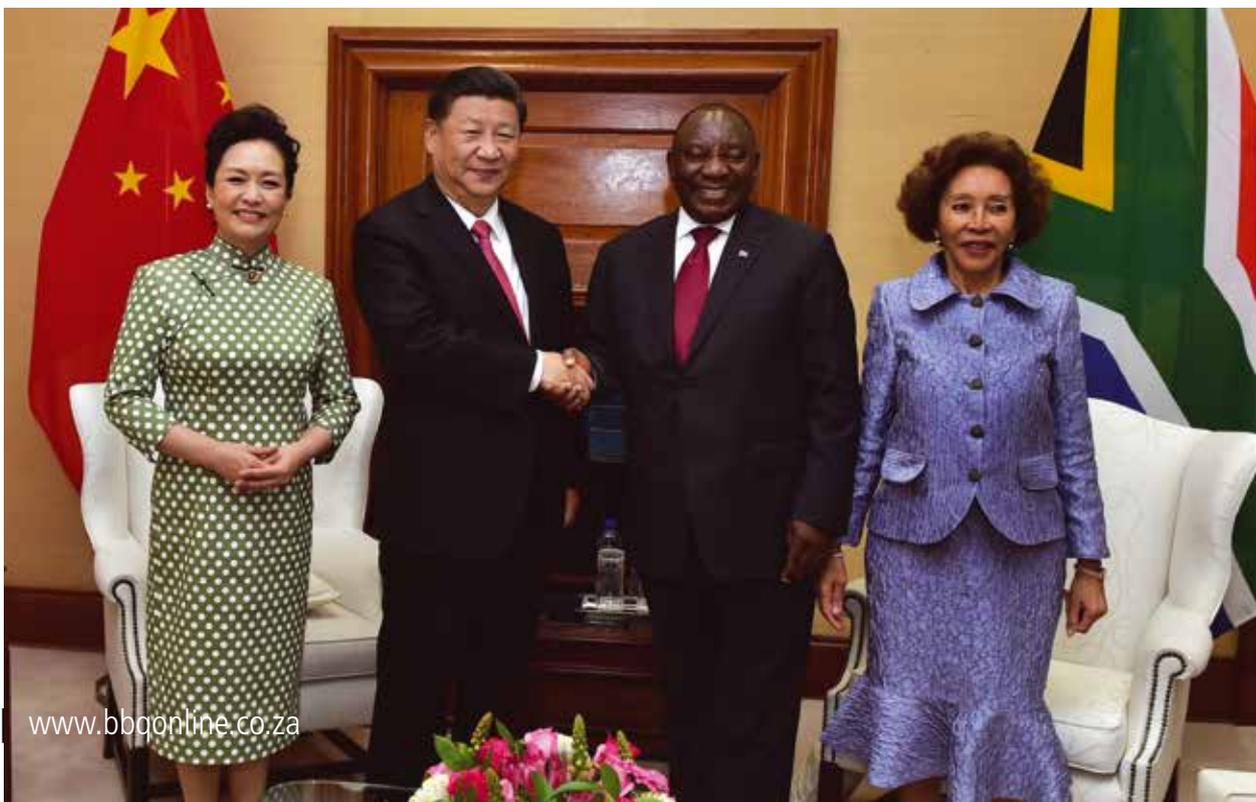
ocean economy, green economy, agriculture and finance.

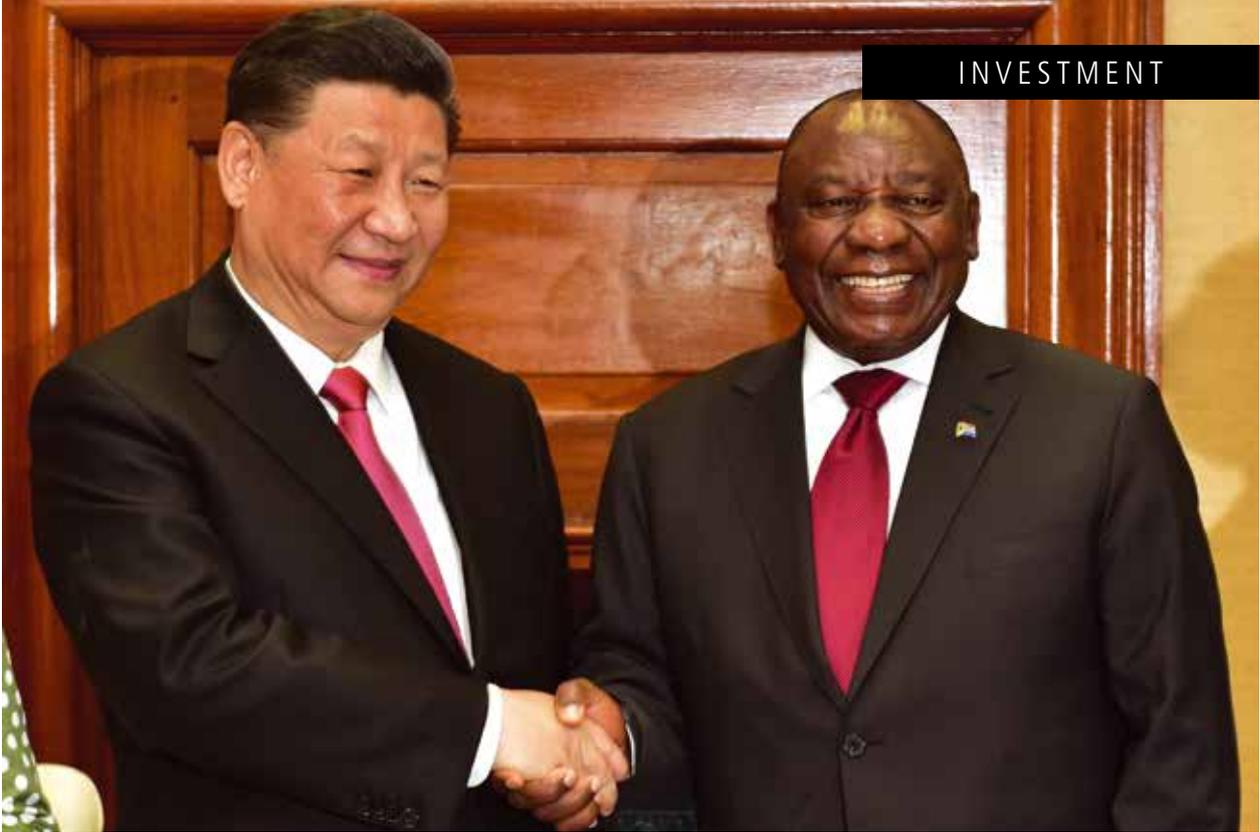
At the same joint-press conference, Jinping himself announced that China would take "active measures" to boost imports from South Africa to support the country's development agenda and priorities.

The state-owned China Development Bank has also agreed to lend US\$2.5-billion (R33.7-billion) to the cash-strapped power utility, Eskom, to complete the coal-powered Kusile Power Station Project in Mpumalanga. And a US\$300-million (R4-billion) loan from Industrial and Commercial Bank of China (ICBC) will go to another ailing state-owned enterprise, Transnet.

The two loans deals were among 14 different agreements signed between the South African and Chinese government departments, SOEs and private companies after the Ramaphosa-Jinping official meeting.

The Daily Maverick reports that the Trade and Industry Minister, Rob Davies, explained to journalists that the measures which Jinping had agreed to take to boost South African imports included sending more buying missions to South Africa, with a focus on purchasing value-added goods from this country. Pretoria sees such measures as steps towards establishing a more balanced trade with China, rather than just exporting





raw materials to that country, and importing Chinese manufactured goods.

As an example of the type of Chinese investment South Africa is looking for, Davies said is the launch of the R10-billion car factory built by the Chinese vehicle company BAIC in the Coega special economic zone near Port Elizabeth.

With an investment of US\$800 million from BAIC, the joint-venture with South Africa's Industrial Development Corp is the single-largest Chinese investment on the African continent. With localised production, the plant will create 2 500 direct jobs and 10 500 indirect ones, and will significantly benefit the development of South Africa's auto-industrial chain, consolidating its position as Africa's number one automaker.

At its full capacity, it will generate an industrial added value of 12.4-billion yuan for vehicles and 6.2-billion yuan for auto parts. According to Xu Heyi, the Head of BAIC, more than 50% of the vehicles made in the plant will be exported, contributing to a trade volume of around 6.2-billion yuan to South Africa.

The BAIC plant is situated in the Coega Development Corporation Special Economic Zone. South Africa represents China's largest investment destination in Africa with an estimated accumulated Chinese Investment of over US\$25 billion and South Africa's

investments in China reaching US\$660 million, mainly in beer and metals.

"What's special about the Chinese is when they make a commitment to invest, they're reliable and they make it happen," he said. Davies added that the Chinese TV and domestic appliance manufacturer, Hisense, would also be expanding its local production.

But he also disclosed that South Africa invests a lot more in China and other BRICS countries than they invest in South Africa and that this imbalance needed to be corrected. He said China's accumulated total investment in South Africa to date was about US\$11 billion and that South Africa had invested a greater amount than that in China.

South Africa's investment imbalance with the other four BRICS countries as a whole was even greater. Total outward investment was about US\$60 billion against only US\$18 billion of inward investment. That's why he would be arguing at the BRICS Business Forum that BRICS needed to support more investment-led trade. If South Africa could expand its production capacity, it and other BRICS countries could also increase their manufacture of intermediate goods, which would boost trade in supply chains. Davies said about two thirds of world trade was now in such intermediate goods and that

the focus needed to be on investment-led trade, not the other way around (as many economists advocate).

Economic gains

The news that China will invest in the local economy has supported some foreign inflows. South Africa's rand firmed more than 1% to a three-day best after President Cyril Ramaphosa said China would invest US\$14.7-billion (R195 billion) in the local economy, spurring some offshore demand for the currency.

"The news that China would invest in the local economy has supported some foreign inflows," said a Senior Trader at Standard Bank, Oliver Alwar. "One of the low-hanging fruit for policymakers is boosting sentiment and the announcement by the BRICS envoys could tip the scales a little bit," said an Economist at ETM Analytics, Halen Bothma.

BRICS

Invited by China, South Africa joined BRICS in 2010 and since then, South Africa has been working closely with China under the BRICS framework. The country's BRICS membership? has enabled us to promote economic development through enhanced trade and investment, expand sectors in which our country holds a comparative advantage and

even provide overseas investment opportunities for South African enterprises. BRICS also provides an opportunity to influence policy-making and alignment among developing countries to make the international economic system more inclusive while strengthening the global order and upholding the principle of multilateralism and the centrality of the United Nations.

One of the most important successes of the key achievements of BRICS that reflect the main benefits for South Africa include the first BRICS financial institutions that were created in 2014, namely: the New Development Bank and the Contingent Reserve Arrangement. These institutions are intended not only to complement the existing architecture, but also to additionally leverage the resources of the Global South to directly address the needs (and shortcomings in the existing

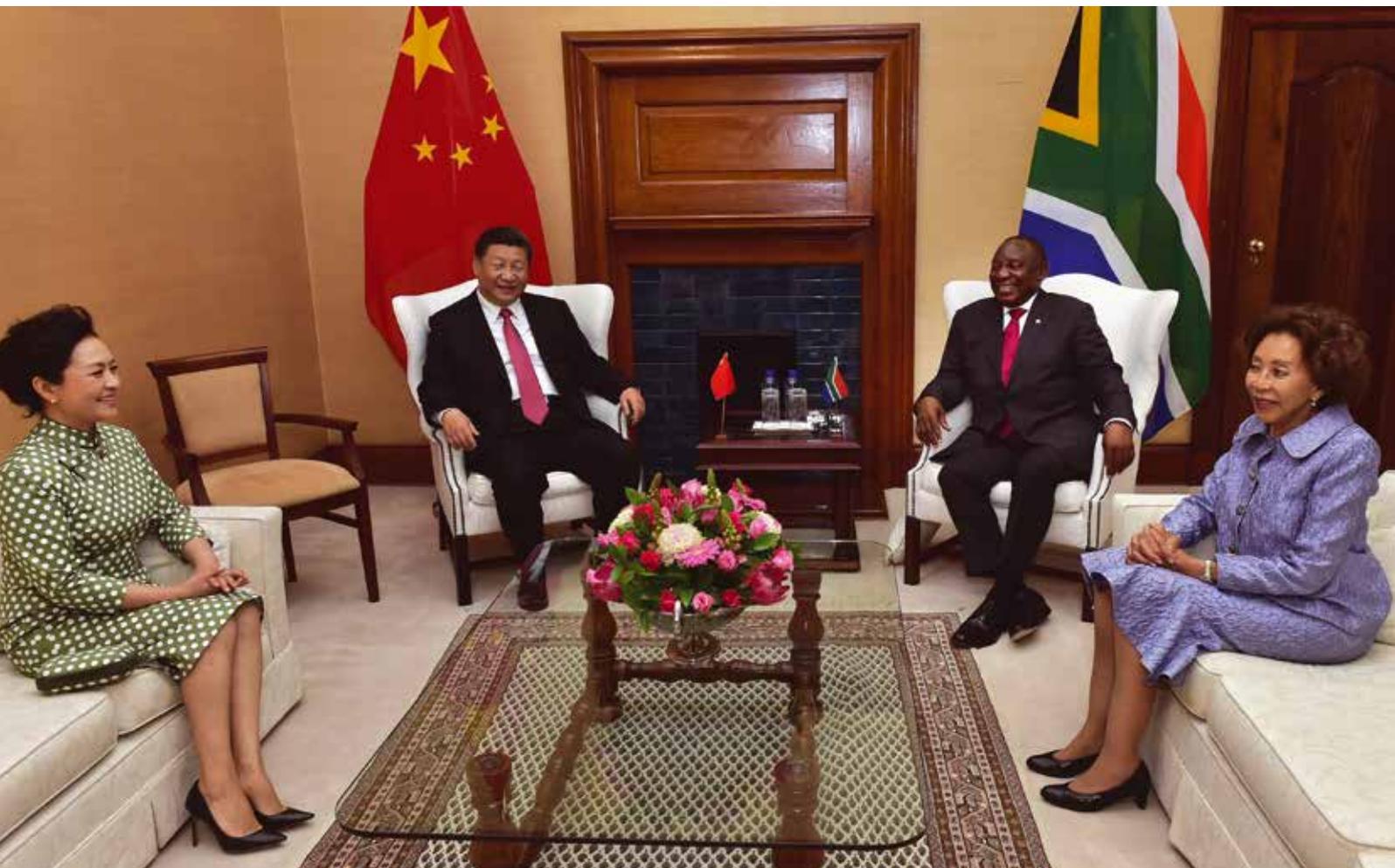
architecture) of the Global South through mobilising its significant resource base (BRICS foreign reserves are estimated to be around US\$4 trillion).

BRICS has been a platform for dialogues among experts/academics youth, businesspersons and others. South Africa values BRICS not only as an economic platform but as the voice for the voiceless mass. The diversity in BRICS in terms of political systems, societies and cultures makes it well-suited to foster new ways of engaging in international affairs.

South Africa has concluded a successful 10th BRICS Summit that was hosted by President Cyril Ramaphosa from the 25 – 27 July. In attendance were heads of state, Brazil, Russia, India and China and the South Africa Government, Rwanda, Ethiopia, Zambia, Angola, Senegal, Namibia, Jamaica,

Uganda, Togo, Gabon, Argentina, the DRC, Botswana, Turkey, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Seychelles, Tanzania and Zimbabwe.

The 10th BRICS Summit was held under an extensive agenda, this was shown in the diversity of discussions—development, economic growth, prosperity, peace and security. According to the statement released by the Presidency, the BRICS countries are firmly in agreement on the need to safeguard and strengthen multilateralism. BRICS leaders committed to the full implementation of the United Nations' 2030 agenda for sustainable development and its 17 Sustainable Development Goals. The bloc emphasised the need for BRICS countries to heighten cooperation in terms of peace-keeping. BRICS pledged to support African development, industrialisation, innovation





and infrastructure development as contained in the NEPAD programmes and the African Union's Agenda 2063.

BRICS endorsed an initiative of enhancing BRICS cooperation in health through the establishment of a BRICS vaccine centre, which will promote research and development in the medical field. The bloc recognised the potential inherent in the tourism sector and in BRICS countries, then endorsed the development of a BRICS Tourism Track within BRICS. The leaders also agreed to women's empowerment by establishing a BRICS women's forum.

Members of the bloc also signed a Memorandum of Understanding on Collaborative Research on Distributed Ledger and Blockchain Technology in the context of the development of a digital economy.

Africa in focus

China's robust economic growth and rapidly expanding presence in global markets have greatly intensified its trade ties with sub-Saharan Africa. China's remarkable 10% average growth rate between 2000 and 2012 has fueled a steadily rising demand for oil, minerals and other primary commodities, many of which are abundant in sub-Saharan Africa.

The top 10 destination countries for foreign direct investment (FDI) into Africa account for 77% and 75% of FDI in the region as a whole, both by the number of projects and capital investment respectively.

Much of China's outbound direct investment (ODI) in sub-Saharan Africa is closely linked to trade. Official figures from the Chinese Ministry of Commerce (MOFCOM) suggest that the ODI to sub-Saharan Africa reached US\$2.52-billion in 2012 and US\$3.4-billion in 2013. In 2012, the total stock of Chinese ODI was US\$20 billion, yet this accounted for just 5% of the total inward foreign direct investment stock in Africa. Meanwhile, the importance of sub-Saharan Africa and Africa as a whole in China's total ODI stock remains below 5% and has not changed much since 2006.

In other words, Africa has benefited from China's rising ODI outflows, but no more so than other regions.

Throughout sub-Saharan Africa, China is investing most heavily in energy and the extractive industries, a pattern similar to its investment strategy in other parts of the world. In West Africa, however, Chinese ODI is unusually concentrated in the transportation sector. From 2005 to 2012, the West African transportation sector received 36% of China's total ODI flows to the region, substantially higher than the 14% average worldwide. Transport equipment is overwhelmingly related to mineral extraction, a sector where Chinese firms are highly concentrated. Transportation was followed by the mining and metallurgy sector; with 32% of total regional investment also well above the 16% average worldwide. Energy attracted the third-largest share of Chinese ODI at 28%, lower than the 46% worldwide average.

China's economic involvement in Africa has taken many forms and information about its financial and trade ties to the continent is not always easily comparable to that of other countries. While official development assistance (ODA) is defined by the Organisation for Economic Co-operation and Development (OECD) to include grants, interest-free loans and concessional loans, Chinese ODA includes the use of financing mechanisms that are outside the OECD's definition, such as export credits, natural-resource-backed credit lines, subsidies for private investment and so-called "mixed credits", which are combined concessional and market-rate loans. Therefore, African leaders and governments portray Chinese engagement in the region as positive because of China's contribution to infrastructure, which impacts the economy.

One of the most critical questions facing African policymakers as a whole and West African policymakers, in particular, is how to maximise the benefits of their increasingly tight financial and trade integration with China. **BBQ**

Dale Rother

The crucial role of mentorship

PPS encourages graduate professionals to mentor the new generation of professionals

The PPS Foundation, set up by the Professional Provident Society (PPS) believes that members of the society and all established graduate professionals have a vital role to play in stimulating the vitality of the new generation of professionals. Through its PPS Professionals Connect Mentorship Programme, the PPS Foundation enables South Africa's professionals to contribute towards bringing the potential of young people to fruition.

The PPS Professionals Connect Mentorship Programme

Launched last year, the programme provides students, professional graduates, and entry-level employees with the opportunity to connect with and be mentored by established or retired professionals from various trades and industries. The programme allows mentors to share their knowledge, skills and life-learnings that will be essential for their future, while also exposing them to a broader range of perspectives needed to bolster their professional and personal growth.

The programme aims to propel the organisation's mission to make a sustainable and measurable contribution to South African communities. This will be achieved by creating a platform that assists beneficiaries during the transition period from tertiary education to the workplace environment, and beyond.

"The importance of the role of mentors cannot be stressed enough. As a young graduate in the corporate world, it can feel like you're alone, and this makes

mentors more important than ever," says Vuyo Kobokoane, the Executive Head: PPS Foundation.

"At PPS, we believe that mentorship is one of the most personalised ways to educate, and that mentorship is the gateway for young professionals to unlock their potential and to understand the workplace, as this will prepare them for the future," she adds.

Why mentorship is critical

It's no secret that educated, knowledgeable and well-trained employees are better able to confidently produce results than employees who lack the knowledge. Therefore, by encouraging mentorship in the workplace, it ensures that young professionals are able to complete their work with the understanding required for the position. "It's important that established professionals take up the challenge of being mentors to young professionals to help in the development of young leaders. This will, in turn, encourage them to become mentors themselves when the time comes," adds Kobokoane.

"With the high unemployment rate among the youth at 53.7% in the second-quarter of 2018 and the graduate unemployment rate at 33.5% for those aged between 15–24, and 10.2% among those aged 25–34 years, mentorship can make a tangible difference in getting the CV right, setting goals, preparing for job interviews and landing the position," she explains.

Through the PPS Foundation, mentees are paired with professionals from various industries and trades including; science, technology, engineering and mathematics

(STEM) related fields—which are the key areas that the PPS Foundation strives to improve access to and participation in.

Mentorship can also help to fast-track the transfer of skills, meaning that businesses will have productive employees quicker than before. "However, it is important that young professionals understand that mentorship is a partnership with mutual trust, respect and understanding. It's imperative that you and your mentor understand each other and can be honest with each other. It will be easier to gain knowledge and advice from someone who has been through the same journey," concludes Kobokoane.

How to get involved

The Professionals Connect Mentorship Programme is one of the corporate social responsibility initiatives at PPS.

To become a mentor, interested individuals can register via www.professionalsconnect.co.za. For more information on the Professionals Connect Mentorship Programme, email professionalsconnect@pps.co.za. **BBQ**

Visit www.pps.co.za for more information.

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Time for women to “step up to the plate”

The South African government asked the women of this country to “step up to the plate” and take their rightful place in the South African economy, especially in the male-dominated logistics and oil and gas sectors

One such standout, Pria Hassan, the Executive Director of the Durban-based Women of Africa (WOA) Fuels & Oils and the Managing Director of Women of Africa Investments, is at the forefront of BEE achievers in the greater logistics industry.

Women of Africa Investments is a women-owned, women-managed, black economic empowerment investment holding company focused on meeting the aforementioned challenge.

Please could you tell us a bit about your background and rise to the top?

I was an ordinary young woman who wanted to fulfil her vision of being a “Broadway star”. It became clear that in the South African market, this would not be achievable, so I settled into studying the laws of our country, determined that this would someday help me to create a better future for my generation of women.

I actually don't feel like I am at the top. Our journey to perfection, for the ongoing empowerment of both women and children, the sharing of our knowledge, motivating and encouraging others to follow their dreams is never-ending. I have not quite reached the top of my sectors yet. Every day, I feel like I have a lot more to do and learn.

“We shall someday be heeded; everybody will think it was always so, just exactly as many young people believe that all the privileges, all the freedom, all the enjoyments which woman now possesses always were hers. They have no idea of how every single inch of ground that she stands upon today has been gained by the hard work of some little handful of women of the past,” is an appropriate quote by Susan B. Anthony. Our young generation of women must never forget the sacrifices us older women have made and continue to make against all odds.

What are some of the challenges facing women in the oil and gas, logistics and bio-fuels sectors?

Access to a sustainable supply of various products

We are still non-refining wholesalers who are entirely dependent on the oil majors to grant us the allocation of products to service the needs of our customers. Therefore, we remain in a queue awaiting competitive pricing and quantity of supply.

Increased cash flow for the purchasing of products

The South African fuel pricing has seen extraordinary increases and this has placed significant pressure on the company's cash flows. We obviously need more finance to



Pria Hassan

buy the same quantity of fuel each month in order to keep our customers' needs met.

Weighted average cost of capital and funding

Our industry still needs traditional funding and lenders are not able to get adequate security against the funding required. We are somehow still locked out of any funding mechanisms or organisations that could support our business growth potential and ideas. It is a serious challenge as we

are paying exorbitantly high-interest costs on a business whose margins are consistently low.

Increased skills transfer and diversity

Men still largely control the logistics sector and there is a perception that women are not capable of rendering a service, which is unique or sustainable. We are still unable to access the skills, intelligence and network to expand the business of women in logistics. It is my dream to also have trucking manufacturers modify and adapt their vehicle specifications to best suit women transporters and truckers. We should have a way in which manufacturers contribute to the expansion of women, actively incentivising more purchases together with the Department of Trade and Industry.

Support of Blue Chip clients

We are having huge challenges getting Blue Chip clients, even though there are policy and legislation, which incentivise and support the development of women-owned logistics companies. Even if we are offered work, it is not supported by any long-term contract, it is ad hoc and we are still required to carry all the risks of securing the trucks and assuring them of an outstanding service.

How do you break down the barriers in these typically male sectors?

I wish I had a foolproof answer to this. Every day, we women try harder to be more and do more to change what we can. The world, however, needs to understand we are human and we are incapable of breaking down the barriers overnight. I ensure that we don't expect to simply enter a market without a sound plan, sector experience, proper research and development, collaboration with our network and, most importantly, patience.

Although many women have succeeded in breaking the barrier of prejudice and exercise professions considered to be typically male in nature, they still face many difficulties and this constant challenge seems to be the incentive that drives most women to prove that yes, they are able to exercise any occupation. Women are the greatest consumers on the globe; they actually drive the buying power of not just working environments but their personal spaces. The world is beginning to recognise this power and what has also helped me to break down barriers is consolidating the power of our vision of women and collectively working together to drive opportunities in the male sectors.

In terms of women in logistics, what percentage of female drivers is there in SA and how are you promoting more female drivers?

I promote women in all sectors of the logistics business, firstly by trying to make them feel safe, secure and comfortable. This is a rough game and it has endless hours, non-stop phone calls or call-outs. We had to create a working environment,



which supported the domestic needs of the women in the workplace. We also see to their medical needs, nutrition, exercise and mental wellbeing. This game places significant pressure on the mind—we are constantly multi-tasking—so I also demand playtime for all of us. We come together, share our fears, pain, joys, successes and acknowledge our failures. I tell them our success is measured by our number of failures. I am not a perfect leader or woman but, every day, I try to be engaging, I ask them not to judge ourselves harshly.

What are some of the developments in the biofuel manufacturing and legislation of minimal levels?

This is a highly regulated and specialised sector. It took me some time to devise a plan on how WOA can play in this space responsibly. The fear that any manufacturing of biofuel may impact on increased food costs in South Africa is a reasonable one, however, we cannot continue to hide behind these concerns. We need to get ahead and understand that there is a lot of waste in

our country in the affluent market. We are exploring this option and our research and development team are finding an innovative solution to permit WOA to participate.

What support do you have from the government in terms of promoting women in the fields you represent?

The government offers huge support legislatively for women in business, however, the impact of these policies has not yet been measured to verify the effectiveness thereof. Thus, we still remain on a back foot in terms of accessing equal opportunities. We are constantly engaged in dialogue with government institutions, however, most of the women's institutions that I support are still begging for private sector funding. These are non-profit organisations and women's groups that are active in the empowerment and acceleration of women in South Africa. Even organisations like the Jes Food Foundation, which is so influential with regard to ensuring that awareness is created around gender violence—specifically, rape—has no government funding or support that is consistent. I am constantly asking all organisations to be more cognisant of allocating percentages of their profits to institutes like Jes Food, Women in Oil and Energy South Africa and so forth, to support their programmes and events, which are directed at empowering more young women.

How do the fluctuating costs in SA in terms of rand value and fuel affect the logistics industry?

The fuel pricing places serious pressure on the cash flow of the logistics business and it impacts the greater economy as every single commodity, all service or goods increase proportionately to the cost of logistics. The South African market is still driven by the serious importation of goods and products, fluctuating currency levels and the ever-increasing transport costs due to fuel—all of these have a direct impact on the consumer. This country has got to understand that unless we manage logistics in a solid, seamless manner, the





drive for cost containment will never materialise due to multiple handling and a lack of ability to hedge the currency beyond a certain value. The logistics market is also facing massive shutdowns and slow growth due to closures of so many businesses that cannot rise above these economically turbulent times. This is why existing customers must be retained and adequately managed, supply chain management needs ongoing reviews and revisions, and technological support should be included in our business to streamline efficiencies.

Who have some of the shining stars in your programme been and what are some of the highlights?

It is unfair to identify a few women when there are thousands who have come through the programme. Each and every one of these women is always paying it forward. We have doctors, lawyers, educators, scientists, artists, entrepreneurs and musicians—a host of youngsters have come through the development programmes. Most of them ensure that once they are financially stable, they give the same opportunity to a deserving youngster in their community. This programme is not about financial enrichment, it's about society realising that the government

alone is not responsible for the education and inspiration of the new generation of women, it's society at large working tirelessly through actions, big or small. The highlights have always been about seeing the end result, watching the domino effect created and more about the fact that we know we were part of this rich history of beating the struggles we have faced as women, young or old, poor or rich, alone or together. We picked each other up and carried the message of hope forward.

What different skills do women bring to the table that men might not necessarily have in abundance?

We are thoughtful, nurturing, strategic, protective and proactive warriors in business. Self-reflection is a powerful tool, and it's crucial to ask yourself if what you "say" and "do" is enriching or impoverishing the lives you touch. Can you look past superficial differences, acknowledge the greatness of others, say a kind word and show gratitude? Every day, our actions can unlock our—and others—full potential. South Africa requires women and men who are strong, resilient, passionate and who have the courage to stand up for what's right. We need a society of critical thinkers and innovators with a hunger for

knowledge and excellence in order for future generations to succeed.

Women bring this and much more to the table, we always think of others first, our instinct is to protect, to heal, nurture and guide. This has helped us to collaborate and grow our business, however, like our homes are volatile and ever-changing, we accept changes in business. So, we utilise our senses to also review and revise the strategic objectives of our business and profession, making us agile and proactive.

In terms of transformation, what else can be done to get better representation?

My hope is that we embrace inclusivity and transformation and make it work, that leadership in this country demonstrates the delivery of their promises, that we improve communication, increase collaboration and that we take risks and make bold decisions, and realise it's our collective ownership to take responsibility for the future of this country. In 10 years, we should be able to say that we defied the norm. We stopped looking at the railroad on the ground, we boarded the citizen-centric wellbeing train and instead of going straight, we had the guts to look up and reach for the sky. 

Greg Simpson



Mining charters and inclusion

Do we have the correct policy and support in place to increase transformation within the sector?

The mining sector has not been immune from BEE demands. Given the history of South Africa and the key role that mining played in racial discrimination since at least the 19th century, some would argue that the mining industry carries a particular burden. South African mining has thus far had three charters which seek to increase black participation in the industry—the first in 200, the second in 2010, and the third charter, released in 2017.

Although the role of mining has declined in recent years, in 2015 it still accounted for

seven percent of South Africa's total GDP. Taking into account the effect of economic multipliers, the true contribution of mining to South African GDP is far larger. In some provinces it is a major contributor to the economy. In four of South Africa's provinces its total contribution is over 10%—in the Northern Cape it is 18.1%, Mpumalanga 20.2%, and in Limpopo it accounts for just shy of a quarter of the total provincial economy. In North West it accounts for a whopping 29.8% of the province's total GDP. It is also a major employer in that province with nearly 150 000 people working

in the mining sector in 2016, accounting for nearly 40% of total employment there. Although mining's total contribution to the GDP of South Africa's richest province, Gauteng, is fairly small (2.4%) it is still a major employer. Some 15% of Gauteng's workers are employed in the sector. Other provinces with a large proportion of people working in mining are Limpopo (10%) and Mpumalanga (22.2%).

The number of people employed in the mining sector is still fairly high. In 2017, the number of people working in the sector was just under 500 000. About five percent of



South Africans work in the mining sector. Including indirect employment, the number of people employed in mining is about 1.3 million. Mining also accounts for a large share of exports—about 25%, rising to 40% when beneficiated minerals are included.

At the same time, mining has done well in transferring value to previously disadvantaged South Africans. Between 2000 and 2014, the value of BEE transactions in mining was estimated at about R205 billion. Mike Teke, a former President of the Chamber of Mines, said BEE deals had transferred at least R159 billion to entrepreneurs, employees, and community trusts. According to a BEE audit conducted by the Department of Mineral Resources (DMR) itself, some 90% of mines had increased average black ownership to over 30%, exceeding the DMR's own requirement. However, the DMR put black ownership of the sector at 20%. The department declined to recognise deals where black shareholders had sold their shares (thus diluting or even completely liquidating the BEE shareholding) and did not recognise deals which did not have

employee or community shareholding. The second requirement, however, was only introduced in 2010, in the second iteration of the Charter. This meant that the 2010 Charter also applied to retrospective deals—a problematic outcome.

Research conducted by the Chamber of Mines, covering the twelve-year period up to the end of

2014 showed that the sector had done remarkably well in transferring ownership. According to the Chamber, 'meaningful economic empowerment participation by HDSA has been 38% on average'. The sector with the highest ownership participation of HDSAs was manganese, at over 40%. The platinum sector had also done well, at 38%. This is significant because platinum accounts for the majority of mining employment (41%) and is South Africa's biggest export earner. The mining sector also makes the single biggest contribution to corporate social investment (CSI) in South Africa. According to a report by an economic consultancy, Eunomix, companies from this sector accounted for nearly half of all CSI spend in the country.

The Mining Charter: Helping or hindering?

Despite the progress made, the DMR attempted to unilaterally impose the third Mining Charter on the industry in 2017. This was widely criticised by many as being harmful to the industry. As the Chamber of Mines pointed out, the South African mining industry had been in decline for some time. The sector is now smaller in real terms than it was in 1994, partly because of poor policy decisions and support provided to the sector. Other sobering statistics include the fact that over the past five years the industry has shrunk by an average of 0.2% a year (compared to overall economic growth of 1.6%), while gross and net investment has declined.

The industry had suffered a cumulative loss of R30 billion in 2015, while nearly two-thirds of platinum operations were loss-making in 2017. Since 2009, mining employment, investment, and mining as a proportion of GDP have all declined. The Chamber also said that all new investments were 'frozen' because of regulatory and policy uncertainty, meaning the industry

was likely to continue to decline. Further reflecting this is South Africa's decline on the Fraser Institute's ranking of the attractiveness of mining jurisdictions. In 2003, South Africa had been ranked the 28th most attractive (out of 47 jurisdictions) for mining investment. In 2016, it had declined to 84 out of 104 jurisdictions.

There was something of a recovery in 2017—ranking 48th out of 91. However, South Africa's recovery was not because of an improvement in mining policy, but rather because of the country's mineral potential. In 2017, South Africa's ranking on the mineral potential index (one of two pillars of the Fraser Institute's index) was 21 out of 91. On the other pillar – the policy perceptions index—South Africa is ranked 81st.

The decline in the South African mining industry is against a backdrop of the country still enjoying large reserves of mineral wealth—which is reflected in South Africa's high ranking on the Fraser Index's mineral perceptions pillar, compared to its policy perceptions index). As long ago as 2010, Citibank reported that South Africa had mineral resources of US\$2.5 trillion – the highest in the world. Australia and Russia were rated as the next wealthiest countries in terms of mineral resources, each with reserves of about US\$1.6 trillion.

The third Charter was seen as possibly hastening the end of South African mining as a significant contributor to the country's economy. The third Charter is seen as a wishlist more than a policy document, and 'filled with populist, but not practical, statements'. Some have even argued that the Charter may have been drawn up for a more sinister purpose, rather than simply being a poorly drafted piece of policy, given that it was a document drawn up with no engagement with the sector, and by people with little understanding of mining. Business Day quoted an anonymous 'influential figure' in the mining sector as saying that it was a 'nefarious and incompetent' piece of policy, aimed at seeing the transfer of assets to cronies, rather than to 'genuinely empower broader' South Africa.

Bobby Godsell, a former CEO of AngloGold Ashanti, who had been involved in drawing up the first Charter, noted that while the first Charter had been a collaborative effort between the government, industry, and labour, the third Charter was a unilateral document. As Godsell noted, 'without the support of those who supply investment funds to mining, this new charter appears doomed to fail.' It is hard not to agree with this assessment when analysing the third Charter. For example, the third Charter widened the definition of disadvantaged South Africans to those who were naturalised after the end of apartheid in 1994. This was a clear attempt to ensure that the Gupta brothers could benefit from a transfer of mining assets.

The third Charter also put a minimum requirement that 30% of shareholding in mining companies needed to be held by black investors. However the DMR and industry have different definitions of what constitutes black ownership, leading to further conflict and uncertainty in the sector.

The third Charter also only gave mining companies only a year to top up their BEE levels to 30%. The original 2004 Charter had given mining companies until 2009 to reach an empowerment level of 15%, and until 2014 to reach an empowerment level of 26%. Allowing such a short timeframe could only have led to something of a fire sale, meaning assets could be snapped up cheaply, possibly allowing politically connected cronies to benefit.

The original mining Charter had also given companies the right to develop their own BEE plans, in terms of setting proportions of the number of black people at various management levels. The 2017 Charter instead set targets for companies. There were a number of poorly thought-out clauses, including some likely to be illegal. The Charter required that one percent of a company's turnover be paid to black shareholders, over and above any dividends due to them. This would discriminate between different classes of shareholders in a way that is inconsistent with the Companies Act, making this illegal. The Charter also required all BEE debt that had not been

paid off ten years after the loan was initiated, to be written off by whoever had supplied the financing – whether the mining company or a bank.

The 30% BEE target was also to be made up as follows—8% to employee share ownership schemes, 8% to communities, and 14% held by a black entrepreneur. Other racially defined prescriptions which come out of the Mining Charter include the requirement that prospecting rights will only go to those with a minimum black shareholding of 51%. Mining companies will also have to put "significant resources into creating and sustaining the 51% black-owned companies from which 26% of all mining goods and 80% of all relevant services will have to be bought each year'.

Following the election of Cyril Ramaphosa as President of the ANC and subsequently the country, it appeared that there was a light at the end of the tunnel. The requirement that companies fulfil a 30% black shareholding, and that previous deals would not be recognised in maintaining the 30% shareholding, was the most controversial element of the third Charter. Previous versions of the Charter had not explicitly stated that previous deals, where empowerment shareholders had subsequently sold out, could not be included in determining a company's BEE shareholding proportion. The Chamber of Mines approached the High Court to get clarity on the issue of 'once empowered, always empowered' once and for all. In April 2018, the High Court granted a declaratory order that the concept of 'once empowered always empowered', was valid—in other words, previous BEE transactions should still be recognised, even if the original BEE shareholders sold out.

As noted above, the third Charter had originally stated that companies which did not maintain their 30% BEE shareholding had 12 months in which to top it up once again. The court also found that the 2010 Charter itself may have been unlawful, as it was beyond the powers of the mining minister, as defined by the Mineral and Petroleum Resources Development Act (MPRDA), a sentiment shared by a number

of legal experts. However, the DMR have applied for leave to appeal the judgment, and claimed that it was concerned that the judgment would hamper efforts to sustainably transform South Africa.

Subsequently, a revised version of the third Mining Charter was released by Mantashe in June 2018. Although there were some improvements to the original third Charter, the revised version still had some issues. For example, it scraps

the 51% ownership requirement for new prospecting rights, gives more recognition to the 'continuing consequences' principle, and slightly reduces earlier procurement and employment equity quotas. It also scraps the 100% compliance requirement for skills development and mine community upliftment, instead confining this onerous demand to the ownership element alone.

However, it still targets an ownership target of 30%, reneging on earlier

assurances by the Department that the ownership target would remain at 26%. There is also a risk that mining companies could lose their mining rights if they fail to maintain a 100% score on their ownership obligations for a certain period. These continued regulatory uncertainties will further hamper investment in this important South African industry. **BBQ**

Kevin Michaels





Reviving an almost lost heritage

Local dance troupe *Die Nuwe Graskoue Trappers* has brought a renewed visibility to one of SA's oldest traditional dances

There is a place in Africa where heaven reaches down to touch the earth. The stars shine brighter, the winds smell sweeter, and the people smile to gladden your heart. And the people dance, as their ancestors danced, in the dust till the dust flies round their feet.

The story of this dancing troupe is one that feeds the soul. It is a story of inspiration, talent and hard work that took humble people living close to the earth to reach for the stars and compete successfully in local and international dancing contests.

These talented young group of Trappers (loosely translated: “rhythmic dancers”) sprung from the remote village of Wupperthal, a charming settlement that originated as a Mission Station founded by the Rhenish Mission Society in 1830. Their troupe name is derived from the names of Wupperthal’s outlying settlements of Nuweplaas, Grasvlei and Koueberg from where many of the dancers hail. Wupperthal itself nestles in an isolated valley in the Cederberg mountains (“the mountains of the cedars”) about 250 kilometers north of Cape Town. The ancient rocks of these mountains are clad with fragrant fynbos and karoo plants traditionally used by people in the area as food and for healing remedies—using knowledge passed down from generation to generation.

In similar fashion, the Riel is a traditional dance that has been passed down through many generations. It is recognised as the oldest dance form in South Africa, and is possibly the oldest in the world. Born out of the ancient Khoi and San rituals that were performed around their outdoor fires, the Riel is today a popular expression of local culture.

The Riel is a high-energy dance involving frenetic footwork and is performed with lots of bravado, showmanship and foot-stomping after the Khoi and San’s way of celebrating a good hunt or a joyous occasion. Other Riel dances include vigorous courtship rituals, and mimicking the antics of local animals—baboons, ostriches, snakes and meerkat. Dances are performed on the bare earth, stirring the dust to swirl round their feet.



Riel dancers are dressed in eye-catching farm worker outfits—the girls in dresses with aprons and doeke (head scarves), and the boys in waistcoats or braces and hats sporting jaunty ostrich feathers. Signature red veldskoene (field shoes) that are handmade locally, complete their couture.

The troupe was formed in 2012. They have been trained and their dances choreographed by their inspirational leader, Floris Smith, himself an ex-professional dancer, and at the time executive chef at the local lodge Bushmanskloof, which provided generous funding for their activities. The dancers are accompanied by several local and legendary musicians whose catchy lyrics, singing and instrumental playing have contributed enormously to the Trappers’ overall success.

And their success has been phenomenal. From their first competitive performances in 2012 to current times, they have been recognised as outstanding with a long list of awards and accolades on local, national and international platforms. Scores of individual and group dance and instrumental awards have been heaped on them by the ATKV, (Afrikaans Taal en Kultuur Vereeniging, or “Afrikaans Language and Culture Organisation”), as well as several from the South African Championship of Performing Arts body. The National Department of Sport

and Cultural Affairs awarded them for their contribution to arts and culture, and for their promotion of an indigenous art form.

They made their winning debut on the national stage in SA when they were crowned as the Junior ATKV Riel Dance Champions in 2013, going on to win the top spot in the under-18 category in 2014. That year Floris was awarded the trophy for Most Dynamic Leader in the ATKV Riel Dance finals. They won the Grand Champion Award for “Best Group Performance”, as well as the gold medal in the “Ethnic Folk Dance” category in the South African Championships of the Performing Arts 2014, which qualified them to represent South Africa at the World Championships of the Performing Arts in 2015 in Los Angeles.

Hailing from rural, impoverished villages, few of the youngsters had been out of the Cederberg, never mind to a city or out of the country, before they started performing with the troupe. Their journey has been a long one, full of challenges. “We had to find nearly R1 million in funding but the real mission was dealing with all the red tape in sending 17 teenage dancers and the band to the States,” said Floris. Fortunately Bushmans Kloof and its owners, the Tollman Family, were hugely supportive, while other major



sponsors include Rooibos Limited, WESGRO and Reagola IT Management.

The GrasKoue Trappers achieved stardom by winning numerous awards—four Gold, six Silver and one Bronze, and secured global recognition through their success at the World Championships in America. The team spent two weeks in Longbeach California, competing against performers from 50 different countries.

Floris has big aspirations for the troupe and constantly strives to create more opportunities that encourage children to work hard and strive for better. The success of the troupe has truly been a team effort with amazing community support, not just from the community of Wuppertal and the sponsors, but from people from all walks of life.

Elsa and the Riel Dancers

One such individual has been Elsa Perez, an 83-year old South African dancer that resides in London. Last year, a film, *Get Riel*, was made featuring Perez and South African Riel Dancing. It was composed of footage of Perez dancing and footage sent through by the Clanwilliam Riel Dancers. The film was entered into the Bristol Film Festival where it was voted third for the audience's choice. Last month, the producers entered it into a film festival in Holland, where we were shortlisted for best feature. Unfortunately, it didn't win but it was very well-received.

In August Perez returned to South Africa to film a feature in Clanwilliam, where the Riel Dancers live in very impoverished communities. The screenplay was written, produced, and directed by Moira Rowan and filmed by Pablo Pinedo, an award-winning cinematographer for his film "Noma". After spending several days filming in various locations in Clanwilliam, a



concert was arranged at Floris Restaurant, inviting tourists from guest houses to attend and the business owners themselves. Elsa performed two dances and the riel dancers performed their three winning dances plus the Rio Samba that Elsa taught them during her time with the troupe.

I was fortunate to attend the spectacular event that showcased the spirit of the town and witness the tremendous support of the young dancers, as well as chat to Rowan about the creation of the film.

Called "Elsa and The Riel Dancers", the idea of the film is to connect Elsa's story of growing up in Cape Town and wanting to follow her dream of becoming a dancer, choreographer and teacher and experiencing some barriers due to the apartheid regime in place at the time. She immigrated to the UK in 1961 and was able to explore her creative potential.

"Over the years she has supported many different projects in SA and the UK but her great love is dancing so it seems fitting that she tries to help the Riel Project," said Rowan. "We are making the film to highlight their need for sponsorship and also to showcase their raw talent. We also wanted to show the young dancers that they too have ambitions and aspirations to succeed in life if given the chance. We were totally blown away by their story of how they against all odds managed to win the World Traditional Dance Championships against 63 competing countries.

"From our perspective, we are going to try and tell the story of the children that make up Die Nuwe Gaskoue Trappers. In the film we focused on four of the dancers," explained Rowan. "Marcelino, aged 17 is a tall, limber guy that is equally good at the Riel, the Riel Tap Dance, and now the Samba which Elsa taught the group while in Clanwilliam. Although very

gifted, he says he will most probably be a farmer, but he tends to come alive in the dance sequences. Marcelino told us when we asked him if he won any sponsorships, when they competed in Los Angeles in 2015, he said no he didn't because he wasn't a featured dancer at the time, but in his words 'He would grab it with both hands if offered one'.

"Seventeen-year-old Letitia is gifted at mathematics and nearly lost her place in school last year as her parents couldn't afford her schooling - she has dreams of becoming a lawyer. Shy Leyral, who wants to be a nurse and Laudi who has aspirations of becoming a teacher."

With the film, Rowan hopes to expand the visibility of the Riel Dancers, improve their circumstances and attract sponsors to provide financial and upliftment support. "Not all the riel dancers will follow a career in dancing and they all seem to dance for different reasons. However, these young people truly come alive in dance and have so much potential but lack the necessary resources to progress from their circumstances. One wonders if given the chance to shine what they would achieve.

"I'm hoping to find business people in SA and the UK who will sponsor the children's education. We would like to appeal to any organisations that have upliftment





Floris Smith

programmes to get involved, especially those interested in empowering young women.

"We believe that that education could help them make better life choices in the long run, and may prevent a life time of hardship. At the moment we are focusing on getting them through school, and then looking for some tertiary opportunities," says Rowan.

Some ways businesses and individuals can assist Die Nuwe GrasKoue Trappers include hiring the dance troupe them to do a performance for a business event – they are a big group and come with the band; sponsor one of the dancers' education/uniform/books; or get in touch with Floris about any local dance competitions or performance opportunities.

When I found about Die Nuwe GasKoue Trappers I was struck by how a group of untrained teenage dancers took the world by storm winning in Los Angeles in 2015. In our interview with Floris for the film we asked him if much has changed since them winning and he said he felt that the kids had become more confident in themselves.

For more information about Die Nuwe GrasKoue Trappers please contact Floris Smith – floris@florisrestaurant.co.za / 027 482 2896. If you wish to follow their incredible journey, the dance troupe has is on Facebook and Instagram.

The heritage of the Riel Dance

Much more than just music and dancing, the Riel Dance encompasses an entire cultural world that spans the Northern Cape, Western Cape, Karoo and some other regions. It represents a way of life with all its customs and traditions, and is a rhythm-and-dance language all of its own. Its roots can be traced

all the way back to the Khoisan, the original inhabitants of much of today's racial and tribal melting-pot of Southern Africa.

The riel originated around the campfires of the Khoisan and Nama after the return of their hunters, after good harvests or during celebrations. The Nama name for the dance, Ikhapara, was derived from the word khapas which means "hat", and the hat of a man was considered a useful article with which to court a woman for her hand in marriage. Hence the dance also became a dance of love and gave rise to many of the dance moves still seen today, while hats still form an integral part of the costumes of male dancers.

As the original Khoi and San languages increasingly disappeared over time, and the influences of Western culture spread across the sub-continent, the name Ikhapara became less used and was replaced by the word riel.

The name was borrowed from the word "reel", a Scottish folk dance, and adapted to the Afrikaans now mostly spoken by the descendants of the Khoisan and the Nama, the latter being the largest surviving subgroup of the Khoi.

Over the years the Riel Dance was also adopted as the dance of farmworkers and sheep shearers in the Karoo, Namaqualand and other regions, elements of their daily life and activities being portrayed in some of the dances.

Owing to the original campfire dancing venues in sandy, desert-like rural settings and the later venues on farms, the dance is today still largely practiced in sandy locations. Adding to the electrifying energy of the dance produced by the fast tempo music and the dance moves, is the kicking up of a veritable dust storm by the nimble-footed dancers. Many of the dances are still performed in a circular movement, just as they were by the ancient Khoisan around their campfires in the dusty veld.

While the riel has survived in relative obscurity over the ages, it enjoyed much popularity among farm workers and other working class people of the Northern Cape, Western Cape and Karoo between the 1940s and early 1960s, after which it started fading away. But it has been placed firmly back on the national dance stage since 2006 with the assistance of the ATKV, with dance competitions and sponsorships.

Thanks to their efforts, today the Riel Dance is again riding a wave of popularity in the regions of its inception and beyond, and is danced by people ranging from toddlers to pensioners. At recent dance competitions more than 80% of the dancers were under the age of 18, a welcome injection of youth that will ensure its survival. **BBQ**

Shannon Manuel



Real leadership is power with good character

Leadership and power go hand in hand, but that power should never be self-serving

Having power is a particular element of leadership. When someone is chosen or selected to take up a role of leadership, it comes with a position of power. So, leadership is, among other things, about that seemingly desirable concept, power. If however, the story ends here, the individual is at most, just a boss.

This is in reference to a particular power, not of authority or coercion, but of influence or the ability to get people to willingly sign up for a particular idea, cause, or a journey. This speaks of potency (power) that is neither dependent on disruptive behaviours stemming from the leader's impotence (inability to fulfil the role) or those dictating and self-indulgent behaviours growing out of an overestimated sense of authority (distorted sense of power).

We have had and still have too much of the latter, where it is about a self-serving power; a position that serves as partial explanation for the leadership mess we (the world) are in. This sad pathology emerges when leaders lose their sense of boundaries and impact people, organisations, institutions, societies such that a good life for all remains a pipe dream.

This leads into a second observation i.e. we have a fast changing context and we do not have sufficient leaders with the necessary character to navigate this landscape.

Character is the inflection point in our conversation i.e. the education and

development of leaders needs to happen on the level of the individual's character.

We know that wherever people form communities, there is always a need for someone to play the role of a leader and if they are not forthcoming people will look for them. To define 'them' is not difficult, as people with ambition, a need for power and prestige will put up their hands and eventually ends up in leadership positions.

Once they have that role, they receive power and the opportunity to have impact. How they then choose to execute power is a function of their character, their internal ethos. Any cracks in the latter 'however fine', if not dealt with will eventually present itself as gaping craters of ineffective behaviour. A lack of character is one of the main derailing factors in leadership.

Building on the concept of character and drama, when we speak of its role in the context of leadership, Shakespeare's words come to mind: "All the world's a stage, and all the men and women, merely players. They have their exits and their entrances, and one man in his time plays many parts".

This is no flippant comment. On the contrary, what is it that causes deep appreciation from the audience (followers) during 'entrances' and the 'exits'?

I have a sense that it is not when the role player gets under the skin of the character, but when the character gets under the skin of the role player resulting in a deep sense

of authenticity, which cannot be shed in the cloakroom after the show, but accompanies the actor home.

At that mysterious intersection, without any announcement, a social covenant is struck between leader and follower containing all the intellectual, emotional, and moral commitment required for the journey. This authentic character potently uses power in the best interest of the world, our continent, our country, the organisation. It is not the kind of power that 'feeds on other people, that takes away in order to get', it is an ambition that serves and is worthy of imitation.

Power to what end? I am of the opinion that in the bigger scheme of things it means the empowered leader's influence to impact the magnificent endowment of resources this continent has and build Africa as the Tree of Life.

This means going beyond the visionary statements the AU issues or our own NDP and similar visions, however aptly and inspirationally described. Without courage (power) to implement ethically, there is no notion of leadership, only provocation.

Imagine a critical mass of authentically powerful leaders that wisely construct a new social covenant and then, with courageous moral creativity, drive it to implementation and completion. Imagine the Africa we can have. **BBQ**

Contributing writer

Vodacom partners with government to improve the state of education in SA

The Vodacom Foundation uses ICT to transform education



Founded over 19 years ago, the Vodacom Foundation has evolved from being a charitable Foundation into a Foundation that is focused on driving sustainable development and socio-economic transformation in South Africa. Vodacom believes in making use of its innovative technology to address societal challenges aligned to UN Sustainable Development Goals (SDGs) and the National Development Plan, a long-term South African development plan.

Vodacom's principle is to work in partnership with government and other civic bodies to transform societies in every market they

operate in. These areas are deeply rooted in the drive to effect social change and are also in line with the 2030 Agenda for Sustainable Development, along with the set of bold new Sustainable Development Goals (SDGs).

Takalani Netshitenzhe, Chief Officer: Corporate Affairs for Vodacom Group and Chairperson of Vodacom Foundation commented:

"Our main responsibility in Corporate Affairs is to serve as an interface between the company and the external environment. In this regard, our role is to ensure that the company is adequately equipped to contribute to policy development and that implementation happens within the existing policy and legal framework. We are aligned towards working within the National Development Plan and the Sustainable Development Goals. Vodacom is a Nelson Mandela legacy champion. We've had a long-standing partnership with the Nelson Mandela Foundation, dating back to 15 years ago when he was still actively involved in raising funding. We strongly believe in the values of human rights, human dignity and diversity, and this is the legacy we believe he left, and we subscribe to it. Mandela championed the rights of women and children and, specifically, education as a key to a brighter future, so the Vodacom Foundation work is centered on those values," says Netshitenzhe.

Netshitenzhe says the fundamental principle of the Foundation is that through our mobile communication technologies we can help address some of the country's most pressing humanitarian challenges.

Our responsibility is to utilise our innovative mobile technology in enabling social change." The company's flagship Education programme aims to enable the enhancement of the education system in partnership with the Department of Basic Education (DBE).

In partnership with the DBE, Vodacom Foundation has connected and maintained 92 teacher centres and over 3000 schools across the country. They have also trained over 200 000 teachers on the use of Information and Communication Technology (ICT) in the classroom. These teacher centres serve as ICT District hubs that ensure continuous training for teachers, learners, unemployed youth and community members. Vodacom e-School provides online Curriculum Assessment Policy Statements aligned digital content has ensured that Vodacom bridge the digital divide in making learning exciting using technology. The e-School portal is zero-rated and has reached over 500 000 learners across the country.

Vodacom Youth Academy is currently in 10 of the 92 teacher centers. The Academy was established in partnership with CISCO, Microsoft, the Independent Development Trust (IDT) and Mict-Seta. The project offers free ICT skills training in both Cisco and Microsoft, focusing on IT (Cisco ITE; A+, N+ and Microsoft). This programme targets out-of-school unemployed youth with Grade 12 certificates having passed Mathematics, Science and English. The programme has provided ICT skills training to hundreds of unemployed youth so that, after graduation they are eligible for employment. The

Academy has benefitted 966 trainees since its inception four years ago.

“Vodacom remains committed to addressing the ICT skills shortage in South Africa. Each year we provide fifty bursaries to top-achieving students from disadvantaged communities to study in some of the country’s leading universities. Previously, we used to focus more on students who are interested in pursuing courses in the ICT

participated in the programme, delivering more than 100 projects. Last year, as a response to the challenge of youth unemployment, Vodacom decided to convert it into a youth development programme.

“Last year, we had a record-breaking response. We advertised and received 6 000 applications and the sad part was that we could only afford to place 20—it is also a clear indication of just how enormous

“Our responsibility is to utilise our innovative mobile technology in enabling social change”

and engineering sectors, but with the Fourth Industrial Revolution that is focusing more on the person as the fourth attribute, we are now taking them into anthropology, people management, psychology, law and digital marketing. We are introducing coding into our education program to develop soft skills such as, creativity, problem solving, negotiation and empathy,” she says.

Vodacom has awarded 1200 bursaries to deserving students since inception in 1999. Although the bursary beneficiaries are produced for the market, they are considered for the Vodacom Discover Graduate Programme where successful graduates are placed on a rigorous two-year internship programme within Vodacom and are absorbed into the company after a series of examinations.

Netshitenzhe says that the youth’s response to participating and grabbing these opportunities has been phenomenal. The foundation has a volunteering programme called Change the World, established in 2011 where Vodacom on an annual basis selects around 20 volunteers to work for a Non-Profit Organisation (NPO) of their choice in South Africa for a year, at no cost to the volunteer or the host organisation. The volunteers have the opportunity to do something close to their hearts while imparting skills and expertise to the NPO. To date, Vodacom has invested more than R35 million on project funds, salaries and grants to the NPOs. A total of 100 volunteers have

unemployment is. This year, after thorough introspection, we have revised our partnership model so that going forward we increase the number of volunteers into this program. Charity begins at home, so, we are also encouraging our employees to actively participate in volunteerism to give back to the communities in which they live and to enhance some of our programs through tutoring and other activities. Recently, the Minister of Basic Education, Mrs Angie Motshekga, shared some testimonials with us from young people who are in the second-term matric programme—matric students who failed and who were given a second chance to repeat matric—using our platform. They said that, had it not been for the Vodacom e-School platform, they would not have been able to pass matric at all,” says Netshitenzhe.

“The same also applies in terms of our Youth Academy. So far, we have produced 966 graduates and about 40% of them are now gainfully engaged, but the most profound thing we discovered with some of these learners is that not all of them want to be employees—there are those who want to be entrepreneurs. These individuals have approached us because they started getting involved in some exciting, innovative programmes but are lacking the support to enter that entrepreneurial phase. What we did was, we linked them with The Innovator Trust, a Small Business Development

Agency created by Vodacom through an R750m investment specifically for SMME development. The Innovator Trust provided SMME training to 10 graduates from the Youth Academy and named the initiative Vodacom Youth Empowerment Programme (YEP). This year, we are increasing the number to 30,” she adds.

Vodacom works in partnership with government and other civic bodies to transform societies. It conducted a high-level assessment on each of the 17 Sustainable Development Goals, launched in 2016, and identified seven, which could have a meaningful impact and provide an opportunity for growth. Netshitenzhe explains that the DBE’s Vision 2030 on education is a comprehensive approach to education focusing not only on the learner but on the teacher, community, parents, nutrition and infrastructure, where the foundation is involved from an ICT perspective.

The Vodacom Foundation has committed itself to spending a further R350 million over the next five years to implement new initiatives and upgrade current resources.

Netshitenzhe is passionate about education and assisting young people to achieve success. Growing up in early childhood in a rural area, her father was a teacher who instilled the value of education and motivated and assisted her to acquire several tertiary education qualifications despite many obstacles along the way.

“Looking at my journey, where I started from in government, and where I am today, I am a living example of what education does to transform lives and, therefore, I always want to give back to the young people so that, hopefully, they can see me as a role model and be inspired to persevere in challenging times. The hallmark of my studies and career was when my government employers sent me to attend a course in Harvard Kennedy School of Government,” she concludes. 



**Vodacom
Foundation**

Inqaba Yokulinda Youth Organisation

Empowerment through Skills Development

Inqaba Yokulinda was established as a Non-Profit Organization (NPO) and also registered as a Public Benefit Organisation (PBO; an organisation that meets the requirements prescribed in section 30 of the income tax act). The organisation started its operations in Ratanda Township, a peri-urban area in the periphery of the Gauteng Province with its vision of “economically transforming communities, one neighbour at a time” and continued to expand to other provinces as the scope to engage in various programmes escalated. As Co-founder and CEO of the organisation, Audrey Buyisiwe Khoza, she is well known as a social activist with her heart rooted in developing, empowering and uplifting the youth. Her passion and professional mandate involves seeing young individuals developed and empowered through ensuring adequate implementation of Education, Transformation and Skills Development which also contributes to their personal development as leaders of tomorrow.

Prior to serving as CEO for (IYYO), Ms Khoza was appointed as a Provincial Project Manager for a Special Program in the Gauteng Province called the Integrated Community Based Services Programme (ICBS) reporting to the HOD from the Department of Health. Her role was to integrate the community-based services rendered by 11 different Gauteng Provincial Government Departments at grassroots level through community structures, with the intention of improving service delivery and eliminating

duplication when services are delivered to individuals and households. Not only has her gained knowledge and expertise contributed to her professional development, these have assisted her with the ability to take recognition of the importance of building a future for our young leaders and entrepreneurs.

Ms Khoza has intentionally strived to be in spaces where her impact could further benefit others, such as serving in the Presidential Youth Working Group, being an adjudicator for the National Lotteries Commission for Beneficiary; Staff Awards and Standard Bank Top Women Empowerment panellist for young upcoming Women Entrepreneurs. She was also nominated by the Centre for Education Policy Development (CEPD) to be part of the Reference Group for a 3 year feasibility study on Youth Community Service funded by DHET and a finalist in the Woman of Stature “Woman of the Year 2018” in Education category. Ms Khoza and the organisation were nominated for the Big Time BBQ Awards, in 2017.

Her engagement in various occasions has aided forming partnerships with entities such as the National Youth Development Agency (for the utilisation of their local youth branches for further reach and impact of programs implemented); Transport Seta; ETDP Seta; Cathseta and FP & M Seta which Inqaba has greatly assisted in ensuring that young graduates, nationally, receive work exposure that is relevant to their studies. Inqaba Yokulinda won the prestigious award in the Gauteng Premiers Excellence awards for the category of Education and Skills Development.

About Inqaba Yokulinda

Inqaba Yokulinda is a strong community advocate that serves as a pillar for



Audrey Buyisiwe Khoza

development of Previously Disadvantaged Individuals (PDIs) in various aspects, predominantly youth, women and children. The main objective is to assist people who desire to move from dependency to self-sufficiency; move from welfare to empowerment through skills development and programmes that speak to the mental well-being of young people, thereby, helping people to lead more comfortable, secure, sustainable and independent lives. This affords communities an opportunity to be active participants in the social and economic mainstream.

The organisation operates in three full in-service branches within the province of Gauteng and continues to build strong and meaningful partnerships and relationships

with reputable organisations in order to achieve greater outcomes, impact and over the last seven (7) years. This also includes the establishment and development of five (5) additional centres throughout the country with similar and an even expanded programme offering; it also enabled the incubation of two other NGOs through mentorship and leadership development.

The initiatives executed by Inqaba build a direction for young people to fulfil their potential and take an actively responsible role in society through simulative; distinctive and enjoyable programmes, thus, creating a sense of community involvement along the way. These programs create an amusing, interactive and non-threatening environment in which the youth are provided with the opportunity to share about behaviours that could put them at risk and provide possible solutions and prevention methods. Also, the organisation itself boasts about having full complement of accredited Youth Development Practitioners & Occupationally Directed Education & Training Development specialists as part of the exceptional team.

Our Programs are as follows;

- Moral Regeneration
- Education and Skills Development (learnerships; bursaries and scholarships)
- Incubation and Entrepreneurship
- Graduate Placement (Internships)
- Mentorship and Training
- Self-development Programmes
- CISCO IT Essentials and End User (Accredited by Cisco Networking Academy under the Nelson Mandela Metropolitan University)
- CCNA (Introduction to Networking)
- Social Programmes and Youth camps (hosted nationally)
- Awareness Campaigns
- Sustainable Livelihoods
- After-school Programmes
 - › English, Maths and Science
 - › Education City
 - › Digital classroom powered by Vodacom
 - › Teaching with Technology
 - › Ajbalo powered by Microsoft
 - › Ribbon Hero



Apart from being accredited with ETDP SETA for Further Education and Training Certificate, Level 04 & National Certificate in Youth Development Level 05, Inqaba takes great recognition in terms of empowering and further establishing a learning culture within communities by offering IT Essentials and End User computing, as an accredited programme, amongst others.

Through the enlisted programs, Inqaba strives to fulfil its objectives, given the necessary support structure by funders and donors. As an NPO, the organisation is dependent on financial assistance in order to available nationally and reach as many communities as possible. This will not only guarantee the organisation's sustainability but will ensure that more young people are uprooted; strong-minded and possess a spirit of independency, nation-wide.

The lack of funds has had negative implications towards the organisation as we continuously receive requests from young individuals from different parts of the country whom are seeking our assistance through our initiatives and willing to benefit from them. We therefore would greatly appreciate it if Inqaba could be supported with this regard as we desire to continue seeing more young individuals

utilising our products and services for reliance and development.

Our Gauteng offices are situated in Johannesburg, Soweto, Corner Martha Louw and Mooki Street, Orlando East and 13141 Martinus Drive, Diepkloof Welfare Centre. We can also be reached in Heidelberg, 621 Portion 21, Sikhonde Ratanda. **BBO**

Existing funders and donors whom are interested in our initiatives and would like to partner with Inqaba can learn more about us on www.inqaba.org.za

Our email addresses are www.admin.org.za/info@inqaba.org.za where we can be reached, alternatively, contact Ntsako Shibambo 081 514 3308 or Tumi Mashishi 081 213 8117 for any inquiries or additional information.





Zion

Material, metaphor and the black body

The Artist, Mohau Modisakeng, uses his body to explore the influence of South Africa's violent history and our understanding of our cultural, political and social roles as human beings

Represented through film, large-scale photographic prints, installations and performance, Modisakeng's work responds to the history of the black body within the (South) African context, which is inseparably intertwined with the violence of the Apartheid era and the early 1990s. His images are not direct representations of violence, but powerful yet poetic invocations where the body is transformed into a poignant marker of collective memory.

"Through the utilisation of my own body, I insert myself into different contexts that define and reflect aspects of our collective history through referencing my own lived experiences as a black South African. In that way, I reconstitute and rewrite my own story and, therefore, my identity on my own terms," says Modisakeng, who believes that although we might recognise history as our past, the body is indifferent to social changes, so it remembers.

"In the same way that the mind is able to store and remember information, the body, too, acts as a repository for all our experiences as human beings.

"Our bodies are marked with scars that tell a story about the wounds we have suffered. So, even in a society built on forgiveness, which goes hand-in-glove with forgetfulness, the marks that recall our past are ever evident and, indeed, indifferent to the social contracts that dictate that we forget in order to birth a 'new' South Africa," he says.

Modisakeng explains that his recent thoughts on the country's politics have been about the lack of context around issues related to the public unrest we have been witnessing, such as the numerous protests, strikes and riotous incidences that make up daily headlines.

"There is a developing culture that seems to be centred on the public spectacle and performance of grievance through the use of violence.

"These responses to the worsening economic inequality in our country are often mischaracterised by factions of the population. The narratives around these issues always seem to paint in broad strokes,

caricatures of black South Africans that often negate the long and painful history of state-sanctioned violence and suffering," he says.

Through his work, Modisakeng engages race, the militarisation of society and the deep divides of post-Apartheid South Africa and the post-colonial continent. In the current time, where racism and societal divisions seem to be increasing, in order to understand how best to move forward, society needs to reevaluate and revisit the past and come to terms with the legacy of Apartheid and colonialism.

"I think the biggest hurdle preventing South Africa from becoming a more whole and more cohesive society is the fact that in 1994, we collectively disowned our experiences and memories and consented to the erasure of an integral part of our social history. While in the past, black people knew that their condition of suffering was due to the racist regime they lived under, today, there is no clear understanding of the cause of our suffering. Today, there seems to be no explanation for the landlessness of our people, no explanation for the growing inequality, no explanations for the culture of violence plaguing black communities, and no explanation for the racism," says Modisakeng.

"To compound the issue, it seems that the collective social struggle to overcome racism and economic inequality in the reconstruction of South Africa was seemingly long abandoned by the white population, leaving the project of reconciliation in the hands of black people. The current prevailing state of confusion and disillusionment is the price our society pays for consenting to forgive and forget the past without the necessary reflection," he adds.

As an Artist, he views it as his main role and duty to tell the truth about our society, no matter how bitter the past and the present might be, and to provide a space and language to unpack some of the most painful aspects of our history, in a way that restores dignity to the marginalised. In terms of culture, he says it is his responsibility to retain the memory that informs his personal heritage as an African in a post-colonial world.

What excites him most about contemporary South Africa is the establishment of new platforms to experience amazing work by local artists. "There is so much attention on African contemporary art at present, with many young African artists breaking ground on the global scene, representing their countries at the highest-level art fairs, biennales and museums all across the globe. It would appear as though things are getting better for the local scene in general, with the art world constantly descending on South Africa to attend art fairs in both Johannesburg and Cape Town," he says.

Many consider the South African art space to lack diversity, and there has always been a concern about the marginalisation or outright exclusion of black artists and practitioners on the local art scene. In recent times, there has been a wave of new art institutions springing up around the country, and such developments have been seen as a signal that the local scene is moving in a positive direction. However, Modisakeng says even with these spaces, mostly funded by old private money, there is little sign of improvement in the wholesale inclusion of black South African artists, writers, curators and institutions in the system.

"Spaces like the recently established Zeitz MOCAA, A4 Arts Foundation and the Norval Foundation are founded on private wealth and, often, these sort of spaces fail to be representative of all the facets of our society. This, perhaps, is due to the fact that such institutions tend to favour transactional relationships that maintain the status quo," he says, further stating that such spaces may contribute more to the impression of progress rather than address the various imbalances and disparities inherent in the local ecosystems of galleries and institutions.

"The power is still largely in the hands of a few white individuals. Museums, commercial galleries, academies, publications and various facets of the industry are still largely reserved for white communities; save for the inclusion of a few black players," explains Modisakeng.

"In my own experience, I have had to confront a lot of challenges related to my career. As a student at the UCT art school, I



had to deal with being one of only five black students in a group of over sixty, three of whom were from outside South Africa. In this environment, one had to navigate the institution, the curriculum, and the Eurocentric environment on their own. As far as I know, institutions like the one I attended still have not fully acclimatised to accommodate the diverse cultures and races that make up South Africa's communities," he adds.

He explains that as a practising Artist, he has been discriminated against based on personal politics and his work, experienced systemic exclusions and has been denied opportunities due to his persistence in talking about the difficult parts of his experiences as a black person in this country.

"Most recently, I was discriminated against on one of the most prestigious platforms in the art world. When I was called to participate in the South African Pavilion at the Venice Biennale, I was naturally very enthusiastic, but my experience while preparing my commissioned work and while presenting the work left me with a bitter taste in my mouth," Modisakeng tells.

"I was embarrassed for our country that on such a platform, long-held racist attitudes seemed to play themselves out for the world to see. The day before the opening, I came close to withdrawing from the exhibition due to the mistreatment I received, from both the curator and the artist I shared the platform with. It was evident that I was brought onto the project as a result of a racial balancing act," he elaborates.

He explains that upon his return from the opening of the exhibition, several journalists that had heard about the mistreatment approached him for a story, however, he had decided to remain silent to avoid such a significant moment being tainted by controversy.

"In hindsight, I see that my decision to keep quiet reaffirmed and reinforced the racist attitudes that nearly spoiled the most important moment in my life as an Artist. So, although there are positive changes in the landscape of art in South Africa, which I am optimistic and joyous about, my personal experiences show that there are persisting racist attitudes towards black artists on the local art scene, especially when they are as visible as I have been," he says.

The journey to becoming a successful career Artist was not an easy one and required self-motivation, self-belief and perseverance. Raised in an impoverished household in the township of Soweto, when he matriculated in 2004, he struggled to raise the funds to study at university even though he had been accepted. Fortunately, he was offered an entrance scholarship to the University of Cape Town. So, with a few hundred rand in his pocket, he left Soweto to start his studies, completing his four



Passage 8

years of undergraduate studies with the help of his family, who had sacrificed a lot in order for him to receive an education.

"By the time I graduated, my work was beginning to gain traction because I had created opportunities for my work by submitting it to platforms such as national competitions and public exhibitions. As I went through the motions, my work was becoming more and more recognised. And because I was using my own image in what has essentially been an extended self-portraiture project, I was becoming more recognised as the audience tied me to my creative work," explains Modisakeng.

"The unexpected result has been that people relate to me as a person in the same way that they relate to the work. This has complicated my life in a way that I would have never imagined, because whatever emotions might be evoked by the artwork, those very emotions are sometimes transferred to me as the maker. As an Artist who tackles difficult issues, such as racism, violence and trauma, the viewer's projection of their experience of the work onto me can sometimes obscure my relationship with them, and vice versa," he says.

Modisakeng defines art as a sixth sense—an extension of the mind, body and spirit. While at times, he will reflect on the lives of the people around him, most of his work is derived from lived experiences.

"I come from a family of spiritual healers and diviners who use dreams and visions to conduct their work. I have inherited this 'gift' in that my work also draws from my own dreams and visions. So, my practice as an Artist all centres on images; abstract, ephemeral and stirring. Therefore, my work as an artist is to study, research and meditate on whatever images come to me, and then provide a context, one that addresses the social and political realities of South Africa.

"My work is never really about something preconceived or known—each work represents a question (a departure) to my audiences and, ultimately, to myself. I let the experience of the work define the meaning in a subjective yet universal sense," he says.

Since his work comes from such a personal place, he says it is difficult to determine the beginning and end of a piece, and that working across many mediums allows for better communication of the intended narrative. "I think an artwork piece is never quite resolved. In fact, I think that even though I work across different disciplines, using photography, sculpture, film and performance, at the core of it all, there is one persistent narrative (truth) that I am trying to relay," explains Modisakeng.

"Sometimes an idea might not be best expressed as a photograph and at times, a still image might fail in conveying a particular concept, and it may have to evolve into moving images or a live performance. The art object itself is merely a sign or referent of an idea

or image. As such, the idea can take different forms. I work most freely with the combination of performance-based work and film. The lack of restraint allows me to shift between mediums in order to address different creative and conceptual challenges," he says.

The reaction to his work has been very positive and diverse and he has had many people share their experience of his work with him, his work evoking emotional responses in audiences from different walks of life. Because his work serves as a conduit through which he processes his own personal traumas as a product of a troubled society, it transports the viewer through self-reflection, pain, joy and even catharsis.

However, beyond that, there is also a cognitive experience that stirs up questions, which often lead to important conversations—perspectives on difficult debates relating to history, politics and the ongoing human experience.

"As I continue to evolve and grow, so does my work. I don't think I could have produced the kind of work I made as a student now, and I will probably not be producing the same work I am making today in 10 years time. The work reflects who I am at the particular

moment I conceive of it. It is said that the role of the artist is to reflect the times. In my work, I always try to reflect the world as I perceive it and as it perceives me. I have always tried to use every opportunity I get to make and present a work that evolves and progresses from the last work I made. I have put that sort of pressure on myself as part of my process to becoming a better Artist each day," he says.

Modisakeng cites his Passage Project, produced for the South African Pavilion at the 57th Venice Biennale, as his most important work so far, representing a personal triumph and a moment of immense pride. While he admires a few artists, he lists fellow South African Artist, Jane Alexander, as an inspiration, not only because of the type of work she makes but also for the nurturing person that she is.

Considered one of the leading African Artists of this generation, Modisakeng has been the recipient of numerous prestigious awards. He was awarded the Sasol New Signatures Award for 2011. He has exhibited at the Zeitz Museum of Contemporary Art Africa, Cape Town (2017); PERFORMA 17,

New York (2017); Tyburn Gallery, London (2016); VOLTA NY, New York (2014); Iziko South African National Gallery, Cape Town (2014); the Saatchi Gallery, London (2012); Dak'art Biennale, Dakar (2012); Focus 11, Basel (2011); and Stevenson, Cape Town (2010). In 2013, he produced an ambitious new video work in association with Samsung as a special project for the 2013 FNB Joburg Art Fair.

"I recall being in Grade 12 in Soweto and being interviewed for one of my first articles in a newspaper, I was about seventeen at the time. In the article, I recall saying that I wanted to someday be a well-known Artist, not only in South Africa, but throughout the world. When I said those words, I could not have imagined the journey that was ahead of me. I did not imagine that I would one day be able to earn a living as an Artist and help my family out of the cycle of poverty. Nor could I imagine that I would win the awards I've earned, or have my work acknowledged on some of the most prestigious platforms the world over. As a youth growing up in Soweto, a lot of things didn't seem possible but I believe that certain journeys



are predestined. One just has to stay the course," says Modisakeng.

"One of the things I would like to achieve in my career is establishing an academy dedicated to bringing art education to black communities. I would like to be remembered as someone who made an important contribution to the South African story," he concludes. **BBQ**

Shannon Manuel





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Consumer-champion CEO Driving the Insurance Sector

A Capetonian business woman is combining her expertise in finance and technology to save South Africans money

Switch2, a division of Clientèle Life, offers to empower people to save money by switching, as the name suggests, to credit life insurance that is more cost effective and better suited to their needs.

Knott is also a Director at JobCrystal, a tech start-up company which provides a unique recruitment tool that automatically matches a job specification to a candidate's CV. With diverse experience in various key specialisations, she is perfectly suited to tech-based entrepreneurial leadership roles with her core competencies including tech start-ups, entrepreneurship, insurance and human resources.

Unsure of what to do after leaving high school, Knott decided to study computer programming, a subject she enjoyed and "had a logical brain for".

"After studying, I got a few jobs in IT and eventually made my way to management level. Having an edge on many by understanding IT jargon helped leaps and bounds along the way. I then got into start-ups and found my new enjoyment. I loved starting something new, growing it and helping staff grow along the way," she explains.

Now, in her current role, Knott says she's particularly proud of being able to work with a staff complement made up of 97% women. It took a lot of hard work and a whole lot of determination to get to where she is now, in a senior position where she can champion the rights of all women.

"The insurance sector needs much more focus on insurance that is unique for women in considering maternity, for example. It should also be clear what is covered and

what insurance options are available in terms of including children or singular families," she explains.

"Switch2 is set on a path of becoming a real consumer champion educating all South Africans about their rights when signing financial or insurance-related contracts. With more education, more consumers will be able to make better decisions for their families, without leaving them in debt."

Knott also aims to empower other women in business. As she says, 2018 is a "women's year" where more and more women are being empowered and are increasing in numbers around boardroom tables.

"I heard a lovely saying recently which said that 'behind every successful woman is a bunch of great women'. I hope that all women assist other women in finding their success. We need more women in senior positions, in insurance and in all industries," she says.

The insurance industry has also come a long way in terms of embracing technological advances, according to Knott.

"Many industries are struggling in the current climate, but insurance seems to be innovative enough in coming up with great new products that consumers can easily sign up for," she says.

"Things have definitely changed. One significant game changer is that people simply don't have the time for lengthy phone calls with insurance providers anymore. This has led to many companies moving to online-based services. There are some phenomenal companies bringing out fascinating, innovative products. It is a tough industry with lots of competition so success is really more about who can innovate and implement their ideas fast enough."

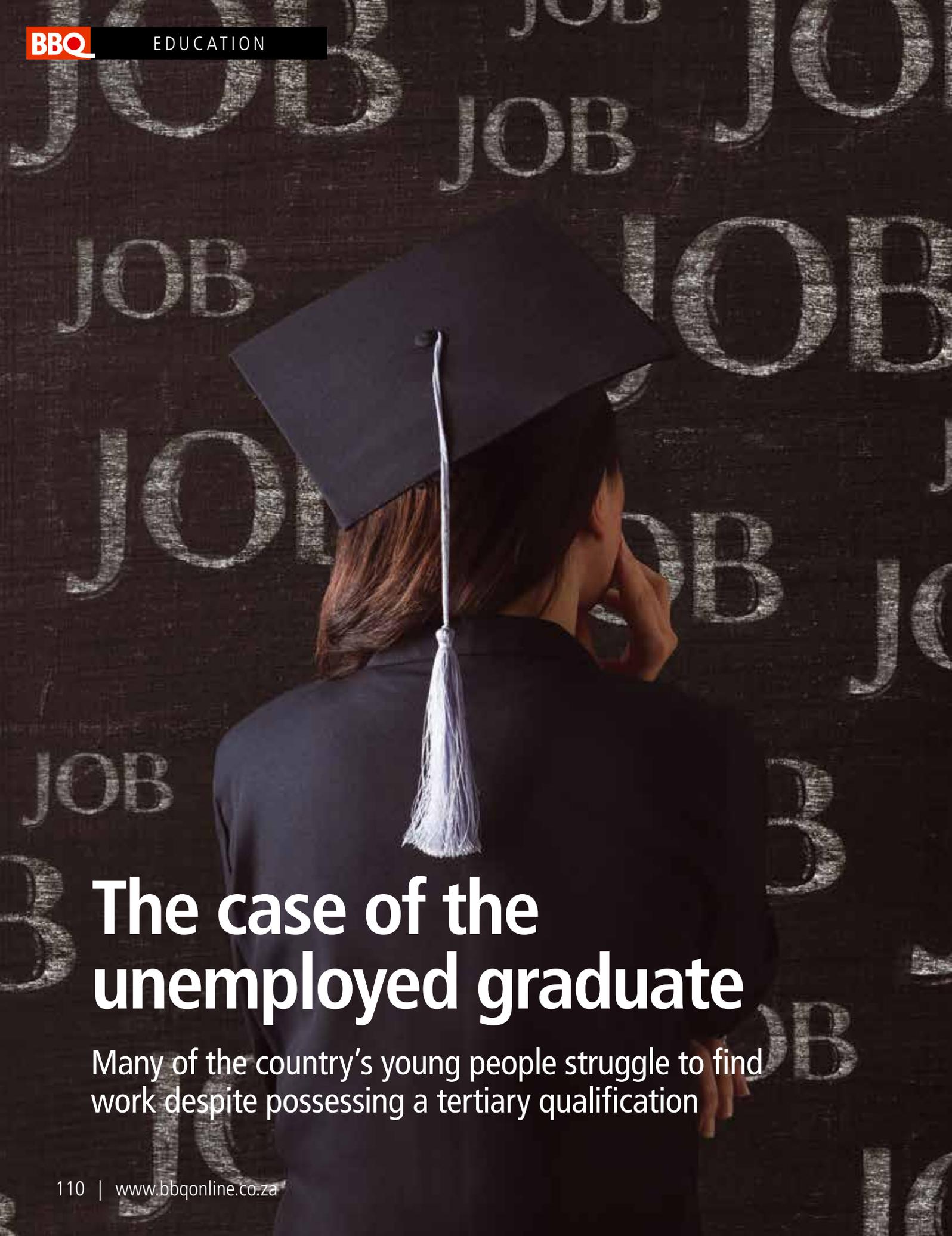


Sasha Knott, Switch2 CEO

To help others get ahead in the industry, Knott mentors underprivileged teenagers through the Kay Mason Foundation, which provides holistic development scholarships to disadvantaged children from Grade 7 to 12. The little free time she has left is spent on completing an Honours degree in Business Management.

"My career goal is to get my doctorate. I'm still studying while I work. My first corporate mentor told me to continue studying after I registered for my degree, but then decided to back out. I had been worried that I would be too old if I finished my degree at 30. Continuing my studies was the best advice I could have taken as I am now on my way to becoming Dr Knott," she says.

Her advice to others looking to get ahead in any corporate industry is to establish balance and to keep learning "or you will be left behind". **BBQ**



The case of the unemployed graduate

Many of the country's young people struggle to find work despite possessing a tertiary qualification

For decades, young people have been taught that education is the way forward—this is true, as education is the catalyst for growth. At a tertiary level, the learning that one undergoes is not only on a professional level, but on a personal level. At the same time, however, the rising unemployment statistics in South Africa and Africa, in general, cast many questions about whether or not universities adequately prepare students for the job market.

The catch-22

What is the employment outlook for college graduates? Though it's better than the worst days of the Recession, there are still a few hiccups to overcome. The job market is competitive and entry-level positions are in short supply. The unfortunate truth is that businesses are reluctant to spend their capital on untested workers, opting, instead, for experienced professionals. That leaves new graduates in a catch-22 situation: They need entry-level work experience to get a job, but they can't get a job to earn that entry-level work experience.

Earlier this year, President Cyril Ramaphosa called on both private and public sector companies to employ young graduates, despite their lack of work experience, saying that the requirement of work experience had become a barrier to employment among the youth. He said this requirement should be put aside and that companies should employ young graduates, regardless of what experience they possess.

"The challenge for unemployed youth is not only one of skills. There are many graduates, who have completed university degrees, who are still unemployed. This is a vast pool of skills and knowledge that is being wasted. Employers need to understand that for our country to succeed, for their businesses to thrive, they must take responsibility for providing young people with the work experience they need. They must realise that the only way to get work experience is to get work," said Ramaphosa.

He added that society had invested a great deal in the education of young people, but that the economy was not benefiting from that investment. "If we are to succeed

in creating more jobs for young people, our economy needs to grow much faster and for that, it needs investment," he said.

In getting youths employed, Ramaphosa said the government has done much through its public employment programmes and investment in infrastructure, as well as by introducing the Employment Tax Incentive to encourage companies to employ more young people. He also spoke about the Youth Employment Service, an initiative led by the private sector and supported by the government and labour, which launched earlier this year to bridge the gap between school and work.

"With a number of large companies already involved, it aims to create a million work experience opportunities for young people over the next three years," Ramaphosa said, adding that the government had also embarked on a massive investment drive that aims to attract R1.3-trillion into the economy over the next five years.

"We are focusing on investment into those parts of the economy that have the greatest potential for growth and the creation of jobs. We are focusing on investment that will create opportunities for young people in particular. If we are to make effective use of this investment, young South Africans need to be equipped to participate in the Fourth Industrial Revolution," he said.

Oversaturated job market

Another reason for the rising unemployment levels is the lack of adequate growth in the job market. Quite simply, there are not enough jobs to accommodate society. While there is an increase in job opportunities, it is eclipsed by the number of job seekers. In early 2017, the unemployment rate was at 27.7%, the lowest South Africa has seen since 2003—that's 9.3-million people looking for work at this very moment.

Unemployment has a dismal cause-and-effect relationship with society. The poverty trend of 2006-2015 found that over half of South African society is living in poverty. That's 30.4-million South Africans (55.5%), more than double the 27.3-million statistic of 2011. As the cost of living increases, this frightening statistic worsens. The



unemployment rate in the 15-24 and 25-34 year age groups is steadily increasing. Of those 9.3-million unemployed, 6 million are under the age of 35.

The additional pitfall of an oversaturated job market is that it has increasingly become the case that tertiary institution graduates are settling for jobs outside of their specialities, so they lose time and money obtaining a speciality that is not and might never be used. And the longer college graduates go without working in their field, the harder it is to land interviews for jobs where they would use their degree.

Is technology playing a role?

Rapid changes in our technological landscape are demanding more from human workers because machines are now capable of delivering more. As automated systems continue to improve, the disconnect between the number of workers and the number of jobs they are qualified to fill is only going to grow. The job market in the age of automation is

going to get even more competitive, so we need to find better ways to bridge the gap and put more people to work.

Pushing for education is important but in this era of rapid technological advancement, it has to be combined with human adaptability and initiative, two skills that might prove to be the most valuable characteristics an employee can bring to the job site.

A new report published by the World Economic Forum (WEF) casts a grim light on the future of jobs across the world, and 1.4-million US jobs alone are expected to be disrupted by technology and other factors between now and 2026. The report is an analysis of nearly 1 000 job types across the US economy, encompassing 96% of employment in the country. Its aim is to assess the scale of the re-skilling task required to protect workforces from an expected wave of automation brought on by the Fourth Industrial Revolution.

Drawing on this data, the report found that 57% of jobs that are expected to be

disrupted belong to women. In addition, the report found that if called on to move to another job with skills that match their own, 16% of workers would have no opportunities to transition and another 25% would have only between one and three matches.

The positive finding of the report is the huge opportunity identified for re-skilling, to lift wages and increase social mobility.

Ultimately, re-skilling may also be the deciding factor as to whether the South African economy survives the Fourth Industrial Revolution. According to a report released by the global consultancy, Accenture, in January 2018, 35% of all the jobs in South Africa are currently at risk of total automation, meaning machines can perform 75% of the activities that make up these jobs.

Accenture said that both blue- and white-collar jobs are at risk. The jobs of clerks, cashiers, tellers, construction, mining and maintenance workers all fall into this category, said the report. Jobs with a lower risk

of automation include tasks like influencing people, teaching people, programming, real-time discussions, advising people, negotiating and cooperating with co-workers. Similar to the WEF's findings, Accenture found that if South Africa can double the pace at which its workforce acquires the skills relevant for human-machine collaboration, it can reduce the number of jobs at risk from 20% (3.5-million jobs) in 2025 to just 14%(2.5-million).

Student debt crisis

In many countries, student debt remains the primary reason why increasing numbers of people are questioning whether the advantages of attending university outweigh such a huge burden at the start of their career. Is attending higher education institutions beneficial when the cost of it can take decades to pay off?

In the UK, the BBC reports that the House of Lords' Economic Affairs Committee revealed evidence that the student loan book would grow to over one trillion pounds over the next 25 years. Similarly, it has recently been reported that there are more than 44 million borrowers who collectively owe US\$1.5-trillion in student loans in the US alone.

Higher education contributes to unprecedented student loan debt challenges in both developed and developing countries. College costs are rapidly rising and student loan debts have reached disquieting record levels for both graduates and governments.

Economies will struggle under the growing mound of student debt as young adults delay marriage, home purchases and childbirth, and have less money to spend on housing, food, clothes or entertainment. As a consequence, governments can expect to confront the dilemma concerning increasing defaults on government-sponsored student loans: enforced repayment versus measured forgiveness. Likewise, students, especially, those with limited resources, struggle with the decision of whether to borrow, delay or forgo higher education.

South Africa faces a major student-funding crisis. NSFAS, the current government student funding scheme, is

unsustainable and doesn't cover all students in need. Furthermore, the universities are under extreme pressure to keep their fees low and include more students. Thus, it is critical that we find an alternative student-funding model that works for South Africa and Africa at large.

Workplace woes

Attaining a higher education is the ticket to a bright future. But are the students prepared for the real world? After graduation, the next step is to look for a job. New graduates are normally eager to put into practice what they have learnt at school. However, life outside the walls of a college or university is different. Adapting to a new environment is important. Knowledge, skills and the ability to adapt to a work environment are necessary to survive the real world.

When students enrol themselves in college, they expect to have all the knowledge and skills a higher education offers them. They have a right not only to be educated but also to be prepared to enter the work environment. It is the duty of the educational institutions to teach and train their students so that they may maximise their potentials fully. Colleges and universities normally focus on the knowledge and skills of students but fail to prepare them for a life after graduation.

Recent studies show that they play an integral role in honing students to be globally competitive. Employers recognise the role of colleges and universities in preparing students for the real world. They agree that, in order to succeed in today's global economy and to prepare a student for after graduation, colleges and universities must improve on the following: communication skills, critical thinking and analytical reasoning skills, the application of knowledge and skills in real-world settings, complex problem-solving and analysis, ethical decision-making and teamwork, among others. Employers also agree that higher educational institutions should be doing more to provide a learning environment and skills relevant to the workplace.

One of the reasons for this is as a result of the large disconnect in what and how

universities teach and the experience of actually working in the job market. University courses tend to be theoretically heavy, with very little practical experience and/or teachings provided.

Furthermore, the very structure of exams and testing, in itself, often focuses more on a person's ability to memorise their coursework than their ability to take the information in and apply it to different situations. This has been shown to be one of the least effective methods of learning. The result of this is that students can easily parrot the theory of their given field, but they often have little understanding of how to apply it. Effective learning requires space for reflection, active participation and the application of new concepts and skills. This learning method is not as favoured at a tertiary level as it should be, resulting in unprepared graduates.

Education remains key

University education is more than the next level in the learning process; it is a critical component of human development worldwide. It provides not only the high-level skills necessary for every labour market but also the training that's essential for teachers, doctors, nurses, civil servants, engineers, humanists, entrepreneurs, scientists, social scientists, and a myriad of other personnel. It is these trained individuals who develop the capacity and analytical skills that drive local economies, support civil society, teach children, lead effective governments and make important decisions, which affect entire societies.

While a degree does not equate to immediate employment, the challenges above need to be evaluated to decrease the deterrent factor. An educated populace is vital in today's world, with the convergent impacts of globalisation, the increasing importance of knowledge as the main driver of growth and the information and communication revolution. Knowledge accumulation and application have become major factors in economic development and are increasingly at the core of a country's competitive advantage in the global economy. 

Kevin Michaels

The perfect voice

Asanda Mqiki, a talented young jazz singer, makes a welcome contribution to the heritage jazz tradition with the launch of a compelling debut solo album, *Nobakithi*

The sheer brilliance of the South African songbook highlights a compositional tradition cemented by the union of different voices. That recognisable 'South African sound' has resulted in a unique hybrid of endeavours, which borrows from everything from marabi to kwela, mbaqanga, Big Band, American jazz, choral traditions, Cape jazz, and more. Underpinning it all is the complex experience of just being South African – which has lent a kind of gravitas to expression born of suffering and triumph.

Now young Asanda Mqiki makes a welcome contribution to the heritage jazz tradition with the launch of a compelling debut solo album, *Nobakithi*.

A versatile vocalist, Asanda has distilled *Nobakithi* to represent what could be her signature sound: "I've been performing a lot with different bands, but the main reason is because I've been trying to find my sound. I can't necessarily say that I've found my perfect sound yet because of all the various musical influences I have, but the path that I'm on is one that I'm excited about. I can

say that I have found the perfect voice which is also part of finding the right sound and with that voice I am ready to re-introduce myself to the audience on this album."

Mqiki is renowned for her on stage presence and energetic performances. It made perfect sense therefore, for '*Nobakithi*' to be recorded live in front of an enthusiastic audience, at the Savoy Theatre in her home town of Port Elizabeth. The album is subsequently imbued with signature Mqiki magic but, it also contains the polish and quality of a studio sound thanks to the



work of sound experts Lineout Productions & F# Music.

The Album Explained

Sharing some of the insights behind this album, Mqiki explained why it has taken this long to record: "I've been performing a lot with different bands, but the main reason is because I've been trying to find my sound. I can't necessarily say that I've found my perfect sound yet because of all the various musical influences I have, but the path that I'm on is one that I'm excited about. I can say that I have found the perfect voice which is also part of finding the right sound and with that voice I am ready to re-introduce myself to the audience on this album and this tour."

As to the type of sound we can expect, the singer says: "This is always such a difficult question for me to answer, but as much it will be a variety of the musical influences that have infused my writing and singing, it will be "jazz to make you happy" and music that touches your heart."

On the album title, she remarks: "This album is called 'Nobakithi' which, is a dedication to my mother. Nobakithi is my mom's favourite song and the first time I performed it for my family they loved it, and that moment felt like it was a blessing for the song, because when I finally decided to introduce the song to an audience, they loved it. That feeling, and experience has shaped my career ever since."

"Since I went solo in 2013, I have looked forward to the time when I could record my music, sharing it with as many people as I can. This album is a tribute to the rich tapestry of where I have come from and the people whose lives have woven their stories with mine to build the current picture. I'm very grateful for the support of Arte Viva Management, Network PR and everyone else who has made this possible.

Nine track playlist

Nobakithi's opening track, MBULELO, is a tribute to Mqiki's parents and their ancestors. Versatile guitarist Ben Badenhorst, who has been seen playing everything from

desert blues to deep grooves, adds colour with mbaqanga inflections.

The moody, reflective push and pull of the title track, NOBAKITHI, sets the tone of the album with a kind of weighted profundity that conveys the emotive depth of this Port Elizabeth singer. It's not hard to see why this is her mom's favourite song – which spurred Asanda on to dedicate the album to her mother. "The first time I performed it for my family they loved it, and that moment felt like it was a blessing for the song, because when I finally decided to introduce the song to an audience, they loved it. That feeling, and experience has shaped my career ever since," she adds.

Nobakithi is co-composed with drummer Thoba Goba. It tells the story of a young girl who leaves home to make it in the big city. Like many before her, she makes mistakes, but is reminded that "she can and should always, come home".

A romantic interlude, I'VE GOT YOU, is more of a vocal-orientated vocal piece – a love song extolling the joys of coupledness. Then the dancefloor beckons with the mischievous NAUGHTY PIRATE, a fun reggae-inspired track dedicated to a generous donor from Asanda's crowdfunding campaign, and co-written with his partner. Qaqambile Qingana adds bounce on synth.

The cool jazzy scat of CHINA CHINO FUNK adds the chill factor, showcasing Mqiki's clubby jazz-funk roots. But the slap and pop bass-driven CAMELLO is the ultimate Nobakithi highlight for me. Written for Mqiki's partner it's a got an alluring, lazy funky groove that gets you nodding, tapping and moving as soon as the bars unfold. It's got a great big, winning feel-good sound – a fabulous crowd-puller!

The magnificent finale, TAKE SIX, sees the singer send Brubeck's Take Five into a spin with a bed of bubbly percussion and marimba tones overlaid with isiXhosa lyrics – a heady reworking of the jazz classic. Extra bonus: Two radio edits, Mbulelo and Nobakithi, complete the release.

A life tapestry

A range of musical influences are infused into the works on Nobakithi. But

ultimately Asana Mqiki reaffirms that this is "jazz to make you happy, music that touches your heart."

"Since I went solo in 2013, I have looked forward to the time when I could record my music, sharing it with as many people as I can. This album is a tribute to the rich tapestry of where I have come from and the people whose lives have woven their stories with mine to build the current picture."

All in all, Nobakithi springs from a genuine, inventive space. Praiseworthy music that makes one a keen participant anticipating the next step in Asanda's boundless artistic journey. **BBQ**

Jane Mayne – Editor,

WeekendSpecial.co.za

Jane is an arts and entertainment editor, columnist and journalist with decades-long experience in the national media industry. As Arts Editor for The Cape Times for nine years she streamed local and international content into daily arts pages and a weekly signature Top of the Times leisure supplement.

What: Asanda Mqiki Nobakithi album

Album release date: 3 September 2018

Available: For digital purchase and/or streaming across platforms including iTunes, CD Baby, Google Play, Spotify
Asanda Mqiki album order CD: www.asandamqiki.com

Asanda Mqiki Website: www.asandamqiki.com

Social Media:

Website: www.asandamqiki.com

Youtube Channel: <https://www.youtube.com/channel/UCryWeBGTGb0WuACKF1pi2CQ>

Soundcloud: <https://soundcloud.com/asanda-mqiki>

Official Facebook: <https://www.facebook.com/asanda.mqiki/>

Twitter: @asanda_mqiki

Instagram: asandamqiki

Hashtags: •#AsandaMqiki #Nobakithi



Fruitful gains

Transformation has been steadily rising in the South African citrus industry

In terms of gross value, the citrus industry is the third-largest horticultural industry, after deciduous fruits and vegetables. During the 2015/16 production season, the industry contributed R14.8-billion to the total gross value of South Africa's agricultural production. This represented 25% of the total gross value (R57.3-billion) of horticulture during the same period. The industry is also an important foreign exchange earner and comprises of four broad categories, namely oranges, easy peelers (soft citrus), grapefruit, and lemons and limes.

The citrus industry is labour-intensive and it is estimated that it employs more than 100 000 people, with large numbers of workers in the orchards and packing houses. An unspecified number of people are employed throughout the supply chain services such as transport, port handling and allied services. It is estimated that more than a million households depend on the South African citrus industry for their livelihood.

The Eastern Cape is the powerhouse of South Africa's citrus industry, accounting for 27% of citrus production in the country. The province boasts the most progressive and successful black citrus growers in the country, accounting for more than one-third of South Africa's exports, and is home to 50% of South African lemons.

The citrus industry's development is spearheaded by the Citrus Growers Association and the transformation in the sector is led by a dedicated unit, the Grower Development Company. Through the levies from producers, the Citrus Growers Association and the Grower Development Company's transformation is targeted by supporting the development of the current 118 black citrus producers

in the country and increasing this to create equity in the sub-sector across the entire citrus value chain.

The rate of transformation

Government transformation initiatives and support programmes, in cooperation with the Grower Development Company, have contributed to a 25% increase in the volume of citrus produced by black producers, marketed formally since 2010.

The increase of 25% over this period highlights the potential for expansion in areas environmentally well-suited for growing citrus in the province.

However, the fact that, currently, only 1.7% of formally marketed citrus is produced by black producers remains an indictment on the rate of transformation in the industry and is a call for a step-change in the transformation agenda.

Priority agricultural economic transformation strategy

This step-change is to be addressed in the Eastern Cape through the implementation of a priority agricultural economic transformation strategy for the province.

This strategy seeks to position the Eastern Cape to become a food basket for the country and for agricultural production to supply the basis for a re-industrialisation in the product value chains that will provide opportunities for young entrepreneurs and increase employment in the province.

The strategy sets out the steps to enable land reform farmers and rural communities—targeted smallholder/subsistence and communal farmers—to derive optimal economic value from their agricultural activity through customised government-supported

partnerships with organised commercial partners. These smallholder/communal and commercial partnerships will invest alongside land reform farmers, clustered rural communities and the government to expand agricultural economic activities, technology capabilities, training, employment opportunities and general growth in the sector.

The roll-out of the strategy for citrus in the Eastern Cape for 2017-18 encompasses an investment of R9 million from the government. This, together with the investment from the Citrus Growers Association and Grower Development Company, will target the expansion of 50ha of new citrus trees and support 100ha of pre-bearing trees, benefiting 32 black producers. The programmes will provide training and capacity development for 36 black farmers and contribute to the creation of 75 new employment opportunities and an increase, over time, in the capacity of export production by 820 000 cartons.

In 2016-17, the department budgeted an amount of R19.1-million and a further investment of R22.4-million (the 2017-18 financial year) has been set aside for completion of the state-of-the-art Ripplemead citrus packshed in Ngqushwa that will provide export-compliant processing and packaging for local black farmers. This will further enable expansion in the area of some 400ha of citrus plantation along the Keiskamma River over the ensuing five years.

The water allocation reserved for transformation, through the expansion of citrus by black farmers, in the Sundays River targets the expansion by 2 000ha over this period. Water right Water rights allocations of 750ha have already been granted by the Department of Water and Sanitation.



Attracting the youth

Through strong partnerships and cooperation with farmers, the citrus industry can make a significant contribution to achieving the development targets set in the National Development Plan. Government has recognised the need to get energetic, young people into agriculture to ensure that people do not only get involved in agriculture when they retire. The provincial government has set aside R20-million for 2017-18 to support youth already working in agriculture. Among others, this funding will cater for agro-processing, which citrus is part of.

Positive partnerships

Thirty emerging citrus farmers farming on 300 hectares on the Mabunda Farms in Xitlakati village outside Tzaneen were left wanting nine years ago when a strategic partnership contract with the Limpopo Department of Agriculture's parastatal, Agricultural Rural Development Corporation (ARDC)—to source funding and gain expertise and markets for their oranges, grapefruits and lemons—expired and was not renewed. Their fortunes changed for the better in 2016, when the Lona Group partnered with the Mabunda Farmers' Cooperative and invested in the group to drive empowerment, job creation and land reform in the agricultural sector. The Mabunda farmers started Mabunda Citrus and, with the Lona Group's guidance, they are now exporting their produce to Europe and the Middle East. The partnership between the two groups also ensures some gains in the economic welfare of the community, with the Mabunda community holding 51% shares in Mabunda Citrus and 49% being held by the Lona Group.

A top producer

The partnership between emerging farmers in the Gamtoos Valley and the cooperative with its headquarters in Humansdorp has resulted in the success story that is the Entabeni Citrus Farm. Entabeni Citrus Farm was named the top orange producer in the Eastern Cape for the second consecutive year for the 2016/17 season; a win, which

Mr Khaya Kato, the Managing Director of Entabeni Beneficiaries describes as being essential to changing the perception about the stigma of failure attached to such empowerment farming initiatives.

The continued success of the Entabeni Citrus Farm is largely as a result of the partnership between The cooperative and eight beneficiaries of Entabeni farming in 2014, where the long-term sustainability of the beneficiary farm is ensured through the provision of financial and advisory assistance from the cooperative for continued growth in the emerging farm's profit rates.

Transformation partnerships

In February this year, the fortunes of a number of black citrus farmers changed for the better with the formation of Eden Agri Citrus, a holding company that now holds the majority of shares in the Eden Agri Services citrus packhouse outside Fort Beaufort. Eric Nohamba, who has been farming citrus for 26 years, is the chairperson of Eden Agri Services. Siseko Maqoma, the Director, says: "From the outset, Shaun Brown, who was sole owner since the packhouse became operational in 2010, had a vision that we should all take ownership of the packhouse but, unfortunately, when we started out, none of us had capital to be part of the shareholding. We've gotten to the stage now where five black farmers have taken up 70% of the shareholding of Eden Agri Services." Eden Agri Services is now made up of 10 growers who deliver their product to the packhouse, which is packing clementines and navels at the moment.

Increasing skills

The Citrus Academy is a non-profit company that was established by the Citrus Growers Association to enable human resource development in the Southern African citrus industry. The academy is tasked with addressing specific challenges faced by the industry, being low production skills levels, employment equity, scarce and critical skills, black economic empowerment and the quality of skills delivery.

The Citrus Academy's 2018 report revealed that:

- Bursaries

In 2017, bursaries were awarded to 55 students studying at 22 academic institutions across South Africa. Eighteen students graduated at the end of 2017, of which six achieved diploma qualifications, six completed B-degrees and six completed postgraduate qualifications. Of the 18 graduates, four continued to study towards further qualifications in 2018, seven were employed in the citrus industry, two found employment in the wider agricultural sector, and four were seeking job opportunities at the time of reporting. Ten students achieved distinctions in their final examinations and five achieved first-class passes. Seventy-three bursaries have been awarded for the 2018 academic year, with 25 awarded to students joining the Bursary Fund for the first time. This increase in the number of bursaries in 2018 is related to the growth in the citrus industry, and an increase in the demand for new talent. Two students who benefited from the Bursary Fund previously joined again to further their studies.

In 2017, 24 students received support through BEE citrus enterprises, with the assistance of the Citrus Academy. Nineteen bursaries were awarded to students still at school, four to diploma or certificate students, and one to a student involved in postgraduate studies. One student found alternative funding. For 2018, 25 bursaries have been awarded in the BEEBS category. Eighteen bursaries were awarded to students at school and seven to students studying towards diploma or certificate qualifications.

- Internships

In 2017, six students undertook internships at six different enterprises. Funding for the internships was provided by the AgriSETA. These internships were for a period of twelve months, and were successfully completed in December 2017. Four of the interns continued with their studies in 2018. Two of the interns were employed full-time, following their internship. Five students started internships in 2018. 

Che Vigus



Lanzerac Wine Estate

Home to the world's first bottled Pinotage and one of the oldest heritage farms in the Western Cape

Fifty kilometres outside of Cape Town you'll find the small town of Stellenbosch, nestled between the vineyards of the Cape. It is often associated globally with its very recognizable university, perhaps even its rugby side, Maties, but its most popular attractions for most are the vineyards and the many wine farms in the surrounding areas.

To get the true feeling of the area, we decided to visit and have an overnight stay at Lanzerac Wine Estate, one of the older estates in the area. Going back, it is not just old; it is century's old, dating back to 1692.

While very well known, Lanzerac Wine Estate suffered terrible damages last year during a fire, so we knew there would be changes once we arrived – perhaps for the better. What's more, why wouldn't one want to visit the wine estate where the world's first ever Pinotage was bottled?

The farm itself stretches over 150 hectares, 71 of which are under vine, which also makes it one of the larger estates in the area. In terms of accommodation, Lanzerac

boasts 53 rooms, of which 28 are standard, 18 luxury and 5 junior suites.

However, all renovations were not complete at the time we visited, with the entire manor house off limits, but by the time you read this article, the estate should be 100% open with renovations complete.

Summer would be the best time to visit, when the farm will be in all its glorious beauty. It's also a working farm, which offers visitors a sense of being part of something alive.

Wine

The main attraction for many, and the reason many travel from around the globe to visit the Lanzerac Wine Estate, is the wine. They produce it all, and at award-winning quality, from the Merlot to the Chardonnay to the Syrah to the Cabernet Sauvignon, and each comes with its own unique flavor.

In recent years the wine-makers have wanted to honour Mrs English, the woman who bought the farm in 1914, and under whose guidance the farm produced its

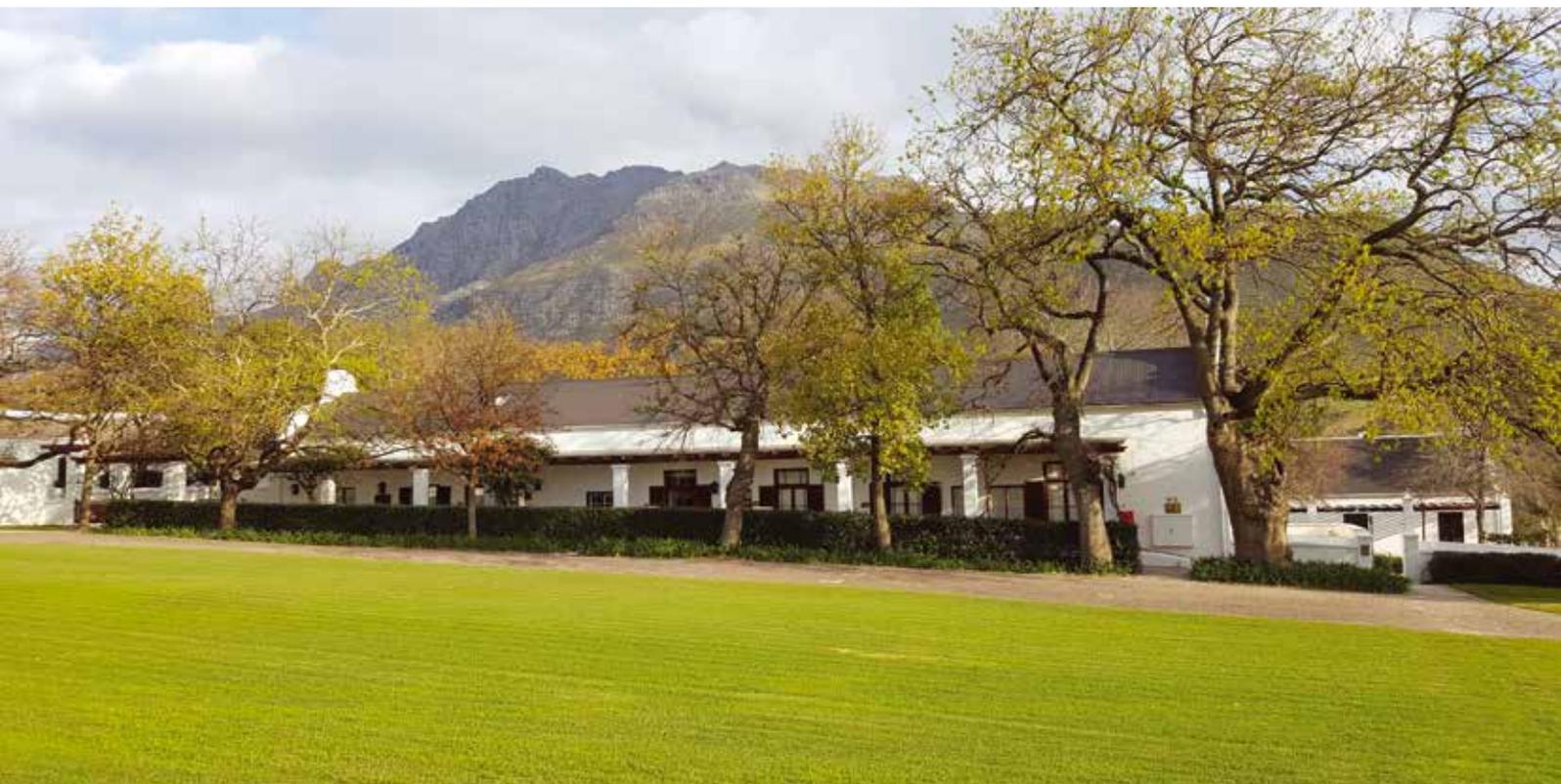
first bottled wine from grapes cultivated on the estate.

"The Mrs. English Chardonnay 2016 uses grapes from Jonkershoek which has a unique terroir within the greater Stellenbosch district in that the temperature in this belt is consistently lower than the Stellenbosch average. This results in slower ripening and ultimately the perfect phenolic ripeness of grapes," says cellar master, Wynand Lategan.

"Each barrel was inoculated with a different yeast strain, which provides me with different building blocks when I finally blend the wine before bottling, and it ensures a softer, yet multi-dimensional, wine," says Lategan.

But wine is far from all that Lanzerac Wine Estate offers. Individuality is clearly very important, as each and every room on the premises looks different.

While the estate is a sought-after venue with locals and international guests flocking to it, it also has a rich history. Marisa McLaren, a manager on the premises, explains that many people come there often,





and they have been doing it for some time. If you sit outside and eavesdrop on a few conversations, you might even catch a few stories by people in their fifties explaining how their parents brought them to Lanzerac and where they used to play.

After the fire, many were concerned that the estate's buildings, rooms and general feel would be modernized, but McLaren says their fears were for nothing. They have kept everything, as far as possible, how it was, or similar. Flooring from 1815 can still be found.

Being on the Estate doesn't mean you have to be stuck there for the entire day. They offer a shuttle service to and from town, three times a day so that you can explore the town, all the craft shops and coffee bars at your own leisure. As modern times go, the most popular question is a yes, too—you do get free WI-FI.

For those who would just like to sit and enjoy the tranquil environment and wine, there is something for you too. A visit to the spa on the property will have you relaxed in no time. There you will find a steam room, indoor heated pool, hot tub, a sauna and a personalized treatment room, seven actually—couples rooms are also available. One of the seven is reserved for people living with disability.

A fitness room can also be found at the spa but that is reserved solely for in-house guests, while the rest is available for people to come and enjoy it as they like.

If you do one day visit the estate, make some time to visit what they call Die Werf ("The Garden"). It is classified as a heritage site because the walls that stand there are still the same walls that were first put up in 1692. Quite an incredible sight.

According to McLaren, there is a myth (yes, only a myth), that Mrs. English still walks the halls of Lanzerac today, so whenever something funny happens within the corridors of the Estate, they tend to say, "Mrs. English is having fun again today."

Cape Town has many great offers in terms of accommodation, wine tasting and just general tourism activities, but if you're looking for a place to spend your long summer days, you can't go wrong with Lanzerac Wine Estate.

The shuttle service might offer you an opportunity to leave the premises, but once you are there, it is difficult to leave. With so much to experience, don't be surprised if you're jumping between activities on the farm.

Of course, after the wine tasting, or before, whenever your taste buds feel up for it, you have the five-star food to look forward to. For all-day breakfast, gourmet sandwiches and sweet treats you can visit the Lanzerac Deli while the Manor Kitchen has put itself on the map as one of the top destinations in the area for classical and buffet dinners.

Should heritage and casual food be more in your line of preference, the Taphuis is

where you'll want to be. Pub meals with ingredients sourced from farmers in the area is sure to send your taste buds tingling with freshness. It has been a popular place since the 1960s and although damaged during the 2017 fire, they have managed to retain the original feel through refurbishment.

Lastly, if you're a rugby supporter, the Craven Lounge might be more your cup of tea. Named after the famous South African rugby player, Dr Danie Craven, here you are offered the best of the rest—fine wines, craft beers, spirits, cigar lounge and some small plates of eats in an informal setting. It's the perfect place to relax after a long day of activities with your favourite people.

One cannot go wrong with a visit to this estate. Whether it be for a day-outing or a longer stay, it offers something for everyone, kids included. I have just touched the surface of a place that exemplifies beauty.

Just as a side note, should the urge to just relax in your room make an appearance (perhaps the wine tasting went a bit too well), the rooms are exceptionally spacious, you might even find that it beats what you have at your own home.

Five-star doesn't quite seem to do the entire estate justice. The venues, food, wine tasting and service were all magnificent. **BBQ**

Ralph Staniforth

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The builder who's changing the SME sector

CEO Changing the Game for SMEs in SA





Karl Westvig, CEO, Retail Capital

Some business leaders focus on driving their own strategy forward, while others change the playing field for everyone.

Karl Westvig is not only growing his business at a blazing speed, but his core focus is helping small businesses across South Africa pursue their own goals and dreams in order to achieve their own significant success.

An entrepreneur with a passion for start-ups, Westvig is co-founder and Chief Executive Officer of Retail Capital—a company which provides funding for SMEs to help them build and grow their businesses.

The company was born of a necessity to significantly boost the industry and it is doing just that. It has seen year-on-year double-digit growth and expanded the core services that help the company—and those it supports—go from strength to strength.

In fact, Retail Capital has already seen a turnover of R150 million, which is expected to double within three years. In the time since the company launched in 2011, it has provided more than R1,5 billion to South Africa's SME industry.

The SME sector contributes 36% to the national GDP, but with the costs of running a business in South Africa continually rising, it's understandable that many startups and entrepreneurs might need a little help.

While small businesses might be having a tough time of it in 2018, Westvig says that this does not mean the future isn't bright.

"The fact that we are seeing more and more businesses expanding and growing

is promising. South African businesses are upbeat, albeit cautious, but we all need to pull together to make a positive impact on the economy," he says.

However, the growth of any successful business does not come without hurdles and challenges along the way. This is true for Westvig's career too. Before he channelled his energies into Retail Capital, he started and invested in a number of other businesses.

He was instrumental in launching and growing RCS, the Foschini Group's consumer finance business—monetising the retailer's store-card base by creating personal loan products. By the age of 30, the business had been partially sold and he had enough money in the bank to take a break, but he was "having too much fun" and was "ready to start something new". So, naturally he started his Angel investment fund: Como Capital. Over two years, he invested in five businesses—to build them up and help them grow.

Some ideas thrived, while others didn't. But this taught Westvig that you need a deeper understanding of an industry in order to succeed in it.

"The credit-related businesses I'm involved in are a success; others have been less successful. You can read extensively, but if it's not your core industry, you simply don't know what you don't know. Start-ups are fun. You brainstorm, you partner with great people and you put some cash in. But when things aren't going as well, then the business needs you full-time and it's impossible to really be on the ball with five businesses that need you at the same time," he explains.

"Some of the businesses lost money, one broke even, one made money, and one's a great business. That's Retail Capital. As a credit-related business, it was in my wheelhouse. My founding partner, David Lewis, also came from a credit background. I was very involved at the beginning, in underwriting deals, policies and hiring people, but as the business grew, Dave handled the day-to-day operations. When he stepped down, I took over the reins. And I knew that to continue feeding my passion, I had to view the platform as a launchpad for other initiatives."

He has since created a success story out of the lessons from both the victories and the mistakes of his previous endeavours.

"I'm a builder. I view business as a puzzle. I picture it, work out what needs to go where in terms of skills, capabilities and solutions, and then I put it together," he explains.

It is also important, in light of unemployment rates and the necessity for job creation in South Africa, to help others get ahead.

"Retail Capital is now backing the Youth Employment Service (YES) initiative, an exciting addition to the plan for job creation and skills development. We are planning to bring interns in, who we can train and help become productive members of society," he says.

When he's not boosting businesses, Westvig spends much of his time travelling locally and abroad, cooking, sampling South African wines, golfing, embracing the latest tech gadgets, and trail running, with a book to hand wherever he goes to read whenever possible. He advises business owners always to have two books on the go, one to stimulate the brain and the other to help switch off and unwind.

"It's important to have balance in your life, in order to succeed in business. That will help you with all of the other building blocks—the research, the time, the patience to grow the business that you envision. If you do it right, and lay strong foundations, the right people who share your vision will come on board and you will be halfway there. Everything else comes down to passion and knowledge," says Westvig.

"Of course, none of this happens overnight and there are many factors and variables at play, in any business. We are still finding ways to build and improve this organisation, for the business and everyone who works for it or does business with us. And we will continue to do so." **BBQ**

Mwangi Githahu

Mwangi Githahu has been a journalist since 1989. He is a freelance writer/editor who works for a number of publications in South Africa and Kenya and is based in Cape Town.



Building coalitions

Africa's oil and power industry is back in business

Africa's oil producers have taken a hammering during the long oil price slump from 2014 to 2016. World oil supply growth outpaced that of the oil demand, with world oil supply growing by 5.8 million barrels per day (mbd), while world oil demand increased by 4.3 mbd. Once-booming economies like Angola suddenly found themselves reeling when the black gold lost so much of its value. Worldwide, investment dried up, projects were put on ice and instability undermined confidence in oil-based economies. So dire was the situation that the Organization of the Petroleum Exporting Countries (OPEC) felt compelled to flex its muscles and do something about the situation.

In late 2016, OPEC made a Declaration of Cooperation, seeing OPEC members and non-members collaborate on production cuts. African nations played a vital role in the initiative. A tremendously disciplined coordinated effort ensued: production was cut, the oil price rallied and the market stabilised, creating a platform for renewed investment.

Africa as a whole could benefit from this situation. Recently, with the addition of the Republic of the Congo, Equatorial New Guinea and Gabon to the club, the number of African OPEC members grew to seven—the single largest bloc in the organisation. However, the promise of renewed growth will only be fulfilled on the basis of regional

cooperation in the form of energy coalitions that address industry needs, energy challenges and the need to bring private-public partnerships into the fold.

“Energy Coalitions” was indeed the theme of Africa Oil & Power 2018, which ran from 5-7 September at the Cape Town International Convention Centre 2.

Addressing the topic of building energy coalitions, the former Zambian President, Rupiah Banda, said that while Africa's oil and gas sector has an established a legacy of strong performance in the energy sector, boasting several long-time members of OPEC like Angola and Nigeria, there is a new driving force behind the continent's development in the form of new exploration,

especially in frontier markets and by independent oil and gas companies.

“The building of new relationships and new cooperative efforts will be a strong predictor for success for these new markets and for the continued development of Africa’s legacy producers. And we saw some of these new relationships blossom this year, as several African countries, including Equatorial Guinea and the Republic of the Congo, joined OPEC as the organisation’s newest members,” Banda said.

“In the next 10 years, new countries such as Uganda, Kenya, Senegal and Namibia will join the ranks of Africa’s oil producers. Zambia’s own oil and gas exploration resumed with enthusiasm in the 2000s, following the discovery of oil and gas in Uganda and Kenya in the Great East African Rift Valley, with our first discovery in 2006,” he added.

Banda underscored the pivotal role played by independent oil companies in the exploration and development of Africa’s resources, citing independent oil companies like Oranto Petroleum, Tullow Oil and Bowleven as strong leaders in the sectors.

“The importance of these exploration efforts cannot be overstated—not only is the economic development at stake but we know that the energy necessary to propel the next generation of African prosperity is under the ground,” he said.

Africa must continue telling the African story to the world and sell the dream of discovering oil and gas to the international finance community, he added; it must be made clear that the rewards of working here far outweigh the risks. At the same time, it is necessary to ensure the sustainable development of Africa’s domestic capacity.

Banda said that many African markets are challenged by a lack of capacity, “But we must rise to the task—creating an enabling fiscal regime that will grow local banking and financial institutions; creating opportunities for indigenous companies to be part of the exploration success story. We must demand more from our local institutions and trust that they have the capability to excel. Here, we can learn from our African brothers, such as Nigeria and Equatorial Guinea, both of whom have created strong local content policies to build up local capacity. Just this year, for example, Equatorial Guinea expelled an international company from operating in the country for failing to adhere to its local content regulations.”

Few would disagree that there is an unacceptable contrast between the wealth of resources available in Africa and the paucity of the electricity supply. Banda called on industry partners





to collaborate and implement policies “to enable large-scale power projects, to allocate natural gas reserves for domestic uses, to fully develop the natural resources available, including renewables sources, and to continue collaborating through regional power pools to ensure a consistent source supply for everyone on the continent”.

The OPEC Secretary General, H.E. Barkindo, also celebrated the achievements and opportunities present in the African energy industry. Reflecting on events since 2014, he said, “Our industry has been on a remarkable journey during this period; it has undertaken profound changes; witnessed sobering lows, followed, thankfully, by dizzying heights. We have seen geopolitical events of immense significance, the development of new technologies and the breathtaking emergence of unexpected actors. And this has had significant repercussions, here in Africa; a continent brimming with promise in terms of economic development and investment opportunities.”

In addition to African OPEC members, Barkindo thanked Sudan and South Sudan “for their unwavering commitment to the global oil market stability”.

Reflecting on the downturn, Barkindo said that OPEC’s Declaration of Cooperation showed how future energy coalitions could cooperate.

In this instance, the industry had worked together to turn around a dire situation, as Barkindo described: “By July 2016, OECD commercial stock overhang reached a record high of about 403 million barrels (mb) over the five-year average. The OPEC Reference Basket price fell by an extraordinary 80% between June 2014 and January 2016.

“Ominously, investments were choked-off, with exploration and production spending falling by an enormous 25% in both 2015 and 2016. Additionally, nearly one trillion dollars in investments were frozen or discontinued and many thousands of high-quality jobs were lost. A record number of companies in our industry filed for bankruptcy.

“The magnitude of this situation led OPEC Member Countries and 10 non-OPEC producing countries to embark on a concerted effort to accelerate the stabilisation of the global oil market. With the landmark Declaration of Cooperation, 24 (now 25) oil-producing nations agreed at the first OPEC non-OPEC Ministerial Meeting held on 10 December 2016 in Vienna, on voluntary production adjustments of around 1.8 mbd. The Declaration has been subsequently amended to take effect until the end of 2018.”

As a result, industry-wide and public perceptions of OPEC have undergone a significant shift, with the organisation repeatedly demonstrating its credentials as a body “committed to international cooperation, working with other producers, honouring its commitments and promoting mutual respect among all nations”.

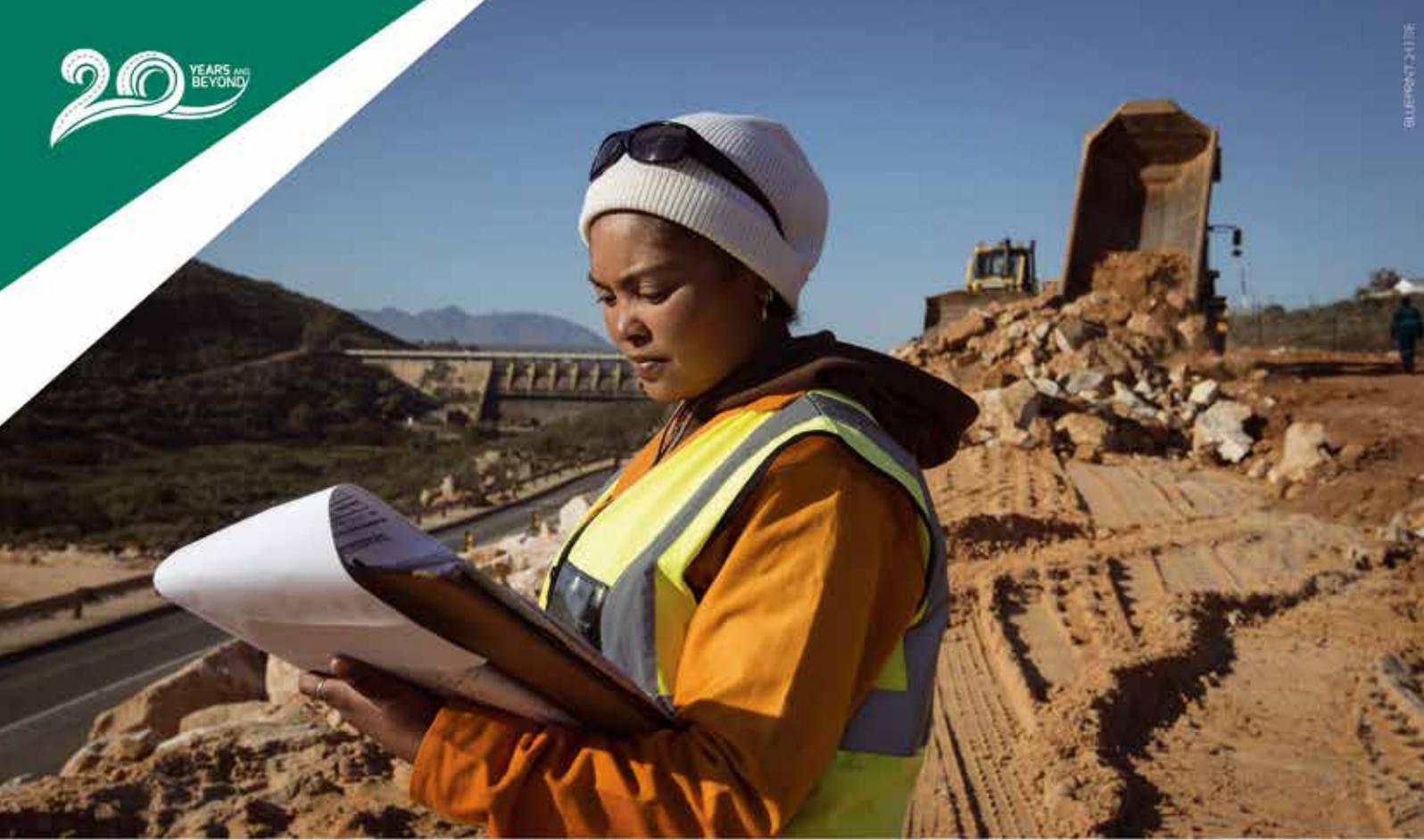
The unprecedented strategic partnership of 25 sovereign producing nations “is unparalleled in the history of the oil industry” and constitutes a fundamental and essential component of the future world of energy. Its success can be seen in the reduction of the OECD commercial stock overhang by more than 370 mb since the Declaration of Cooperation came into force, switching to a deficit of around 41 mb in July 2018.

Looking to the future, Barkindo stressed the importance of ensuring sustainable stability for the sake of not only industry partners, but also consumers. It is necessary to spread confidence in the industry and encourage an environment conducive to the return of investment. This entails further institutionalising cooperation.

“Such an approach is necessary, given trends expected in the future world oil demand,” elaborated Barkindo. “In the period to 2040, the required global oil sector investment is estimated at US\$10.5-trillion to meet the future world oil demand that is expected to surpass 111 mbd by 2040. This represents a staggering increase of 16 mbd. Indeed, the world will attain the 100 mbd level of consumption in the fourth quarter of 2018, much sooner than projected. Therefore, stabilising forces, which create conditions conducive to attracting investment, is essential,” he added.

Ultimately, society has the collective power to bring about stability. “This force exists in the desire of producers, consumers and investors and ordinary women and men throughout the world, to have sustainable stability in the oil market,” said Barkindo. “This force thrives in the hearts and minds of decision-makers who know that cooperation, collaboration and teamwork remain the most effective problem-solving techniques this industry or, indeed, any industry knows. This force can lead us out of any darkness and into the light. It is based on the principles of transparency, fairness, equity and respect among nations. It can be encapsulated in a simple phrase: cooperation for sustainable, oil market stability.” **BBQ**

Greg Penfold



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SANRAL recognises the critical role it plays in the construction and related industries. We are mindful of the impact SANRAL has, in terms of business and job opportunities.

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We believe this is how we can promote growth, mobilise investments, create jobs and empower citizens.

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BUILDING SOUTH AFRICA
THROUGH BETTER ROADS



The beauty of the deep

With a love for all things wild and natural, Lawyer turned award-winning Underwater Photographer, Fiona Ayerst, spreads awareness of our oceans and its marvelous inhabitants

Conservationist and possible mermaid, Ayerst has had an emotional connection with the ocean almost since birth. Born in Nairobi, Kenya, she spent many holidays in the warm Indian Ocean around Mombasa.

"My parents say that I swam before I could walk. As far as I can remember, I have always been passionate about water and being immersed in it. As a child, water became my place to play and I developed a deep association with it. I have spent thousands of hours in the water—I feel totally at home in it. Even as a teenager, I was more interested in being in water than anywhere else. I would swim up to one hundred 25-metre lengths, four times per week. Not to swim fast, but just to be there, where I was happiest. As a child, I often dreamt that my entire home, as it stood above ground, was submerged under water. All my recurrent nighttime dreams involve water and always have. I feel safe and happy in water and up until this day, it remains my 'go-to' place if I am stressed," she says.

She started photography as a hobby around 14 years ago, then in April 2007, she decided that she needed a career change. She was a Litigation Attorney with her own practice in Johannesburg at the time. She sold the files in her firm and instead decided instead to follow her passion for photography. She says that while some may have called this a 'mid-life crisis', she likened it to a moment of clarity.

"I knew that I wanted to spend my life doing something that I am 'deeply' passionate about. Whilst I enjoyed law, it was more of a means to an end. Getting out of law was a process for me rather than a specific one thing that happened. However, I do recall the decision occurred one day when all the signs I'd received from the universe came together in one day and I realised it was time to sell up and do something I loved even more than law. So that's what I did," says Ayerst.

Her images have won awards in numerous photo competitions and have appeared in magazines and newspapers worldwide. She writes for several magazines, works as an Editor for Beyond Blue magazine and is a Director of Africa Media. In 2003, she won South Africa's Wildlife Photographer of the Year and in 2012, she gave a TED talk titled 'My journey into water'.

"I live to see, smell and breathe animals, particularly those of the unknown and mysterious depths. Our oceans are magical and powerful, dreamlike places. South Africa has such a huge and incredible coastline with a wealth of diverse creatures and activities and I try to show people what they may otherwise never see. I also spend time trying to spread awareness of conservation issues through my lens. I'm also a keen



writer and public speaker on these issues. Someone at one of my talks once asked me why I do these talks and I had to think about my response, which is: the ocean has given me so much over the years, so much joy and peace. It's the least I can do to return the favour."

While a Land Photographer as well, Ayerst is best-known for her underwater shots and more specifically, her shark photography. With her images, she challenges viewers and fellow photographers to move away from stereotypical images of animals that elicit fear or a negative feeling, aiming to break this notion that once people see the same type of image constantly, they automatically start associating those traits with that subject.

"The human brain is a fascinating thing. We are able to convince ourselves of almost anything and we are also capable of being brainwashed. In the past, media has made us fear sharks, viewing them as killing machines that only want to eat us. Nothing could be further from the truth, in reality," says Ayerst.

"I feel it is irresponsible for the media to brainwash people into believing something that doesn't exist just to get sales from hyped-up images and footage. People do have a visceral fear of being eaten alive but it has been proven, scientifically, that we aren't on the menu. I would like to

replace fear with respect. That is my goal," she adds.

She has swum with many species of shark, including the macro-predator, the tiger shark, and the massive but tamer whale shark. "As you can imagine, I have had some interesting moments involving swimming or diving with sharks as they tend to be curious creatures. I have not yet felt particularly threatened but when a shark swims through your legs and you only see it as it comes out in front of you, there is always a moment of intense panic, no matter how many times you have swum with them. They are amazing creatures that are sadly facing more and more threats by people," she explains.

Ayerst says that the current major threats to marine environments are innumerable. Over-fishing and utilising without any clear idea of how it affects the ocean as a whole, pollution in its many different forms, global warming and a lack of respect and caring, are but a few that she mentions. Having spent a lot of time in and around oceans, Ayerst is perpetually concerned for the oceans of the world and all of their inhabitants.

"I have been diving for more than 20 years, completed about 5000 dives and I have seen a decline in the numbers of fish and, in particular, sharks. I have seen turtles becoming increasingly petrified of interactions with divers," she says.

"Most people have concerns around whales and dolphins but very few people know about the delicate ecosystems not visible to the naked eye. For example, if just one sea cucumber is picked up from the sea floor, a myriad of smaller animals living on it die too. There are so many small and microscopic creatures that rely on the ocean retaining its balance but, presently, very little in our world is balanced. However, a few of the protected areas that we do have, have shown us that

the sea can bounce back strong and hard. Recently, I read that 21 marine protected areas have been proposed for South Africa and it is some of the best news I have read in years. There will be opposition of course, but the benefits of MPAs are well-known to scientists and those who care for and study the sea and our effort to protect it," Ayerst explains.

She says that while the world is awakening to the need to protect our oceans,

sufficient progress is still happening too slowly. Ayerst believes that the sooner humanity stops viewing natural resources as commercial and personal commodities, the better and the more hope there will be for the survival of the oceans. Her message is for people to dig deeper than financial gain and they'll be surprised by how much more they find.

"People can learn a lot from animals and have truly life-changing, positive



encounters with them if they set aside this belief that humans are the superior species. What does superior even mean, after all?" questions Ayerst.

"Science alone won't solve global challenges; we need to attune human behaviour with the wider world. We've been inspired by nature for many thousands of years and now we have the formal concept of 'biomimicry',

which explores how we can learn from nature to solve human problems. Underwater, I watch how the clownfish couple protects and actively supports their eggs with passion and ferocity. I see how the anglerfish hunt using a 'fishing rod' and how the scorpion fish use camouflage. Just like on land, much of it is about food and reproduction. Why shouldn't we learn from animals?" she asks.

While she initially started taking photos of wildlife only, she has started to incorporate people, exploring the relationship between man and animal, which she believes is an extremely unique one.

"Because animals cannot speak, the relationship between them and people is purely empathic. I have watched human beings take hooks out of sharks' mouths underwater. This



takes time, to gain the shark's trust and to allow it to know that you mean it no harm and want to help, even though it was one of our kind that put the hook there in the first place. It's a distinctive connection between human and animal. And there are countless other examples of interspecies communication all throughout the world," she says.

Of her many memorable moments she's had while photographing underwater, she says that any day on the annual Sardine Run, when you get a bait ball of sardines is a day that builds up hundreds of amazing memories. However, a day that really sticks out as one of the best was when she swam with two whale sharks, six dolphins and three humpback whales at the same time, in Sodwana Bay in 2014.

"It was one of those 'Walter Mitty' moments where I was so stunned that I didn't want to miss the scene and I didn't even take a picture. It was all over in about 10 seconds as nothing stays the same for long in the fluidity of the ocean. I will never forget those 10 seconds—those moments, for me, were life-changing. What I mean by that is that I apply the thought and feeling of that specific moment to many of the things I do and think. I think that gives me a positive outlook on life, in general," explains Ayerst.

Asked if the lifestyle of a wildlife photographer is as glamorous as it's cracked up to be, she replies that there are always two sides to every story and that while there is definitely a very positive side to being able to travel and interact with all sorts of incredible animals in exciting and strange countries, one has to be flexible and prepared to travel in less-than-luxurious conditions and sometimes downright dangerous situations.

A highlight of her job, explains Ayerst is the receptiveness of audiences to her talks.

"I think many people feel they know so little about life under the ocean, therefore, seeing my photos helps them to understand what there is to protect. I'd like to think that each of those people goes away wiser and ready to make a difference in their own way. I arrange monthly beach clean-ups in Mossel Bay and I am busy working on a new programme to teach swimming, snorkelling and, ultimately, underwater photography to underprivileged kids in my area," she explains.

Ayerst is the founder and Director of a conservation education NGO, Sharklife. She gives talks around the Garden Route on the plight of sharks, the state of our oceans, overfishing and urging people to become more conscious of their seafood choices. She is a representative for the South African Sustainable Seafood Initiative (SASSI), which is part of the World Wildlife Fund (WWF).

"As a Writer, I try to pick up on current topics and write about them from a conservation perspective. I also use my photos to teach as not everyone likes to read. I own a journalism internship programme where I teach young people to write environmental essays—as I believe the more good people we have writing about these issues, the further the word will spread. With the oceans, it is going to take a massive effort from everyone. Kids learn from what their parents do. Thus, Sharklife and any other conservation-driven NGO have a responsibility to educate as many people as they can reach," she explains.

Annually, she arranges the local "Paddle Out for Sharks" to raise awareness and build advocacy for sharks. On Sharklife's website—www.sharklife.co.za—people can take free online courses to understand shark behaviour and biology.

Marine conservation issues that she is currently working on include investigating conch and other shells, and their collection and conservation along the African coastline. She is regularly involved in the collection of plastics and other rubbish, together with other members of her community.

On whether she has found her purpose in life she says, "I have avoided controversy to some extent. I do not want to be seen as a 'bunny-hugger' although, in secret, I am one. I strive to be taken seriously by everyone as I think that in that way, more people will listen and to some extent, I feel I am still finding my voice.

"I have been struggling with the 'activist' title and have shied away from being labelled as such for the reason given above but also because it has been difficult for me to see animals suffering at the hands of humankind. More recently, I have become aware of the fact that I can overcome my intense disliking of this by confronting the suffering and trying to help alleviate it," says Ayerst.

"I remain, however, a sensitive person and so it's a process I am going through. I am working on it and I hope that once I can confront all the atrocities I see, I will be able to fight harder and with more vigour. Once I am at that point, I will believe that I have found my purpose in life. It is at that time that I will have the personal strength to do more and get more involved. At the moment, I feel as though I am still skirting around the rim and am still anxious about what jumping in will do to my psyche. I suppose I am protecting myself, not from the sharks—I don't fear them, of course. It's our anger and disconnection from nature that I fear the most," she concludes. **BBC**

Shannon Manuel

The Toyota Fortuner 2.4 GD-6 4x4 6AT

Adventure awaits



My first experience with the then-new Toyota Fortuner was when the well-known Motoring Journalist and good friend-turned Earth Pilgrim, Geoff Dalglish, invited me to join him on an expedition from Johannesburg to Isiolo, north of Nairobi. Here, we were to meet the Tour d'Afrique in 2008. This annual event takes cyclists from Cairo through East Africa including Ethiopia, Kenya, Tanzania, Zambia, Botswana and Namibia, before ending the journey in Cape Town. The Fortuner was to be used to help make a film of this epic adventure.

Our route took us through Botswana, crossing the Chobe River via the ferry at Kasane into Zambia. Here, we visited the mighty Victoria Falls at Livingstone. Our route then took us north through Zambia and into Tanzania where we visited the Mikumi Game Reserve, which the main road traverses. We then travelled on to Arusha where most adventures stay before attempting to summit Mount Kilimanjaro, the highest mountain in Africa.

Price: From R459 000
This model R506 000



After entering Kenya, we spent a few days in the Amboseli National Park, which is famous for its elephant population and the amazing view of Mount Kilimanjaro with its snow-capped peak. Our journey then took us to Nairobi and on to the town of Isiolo, where the tar road literally ends. From then on, it is gravel towards the Ethiopian border. We turned around here as we were warned about the possibility of bandits on the road. Here, we waited for the intrepid Tour d'Afrique riders to meet us.

This particular Fortuner had been used by Geoff and his team on an epic overland adventure from Dakar on the West Coast to Timbuktu and southwards to Cape Town. This expedition became part of a seven-part TV series and helped launch the vehicle into South Africa as a versatile and accomplished newcomer.

Whilst the latest Fortuner still has the same basic look, it has evolved into a much more sophisticated vehicle, although still with its original promise to be top of its game in the SUV market. Toyota has always managed



to build and market rugged, reliable, super-efficient and good-looking products into whichever market they compete in, and the Fortuner is no exception.

Although similar in looks, the latest model has an air of sophistication. The front and rear spoilers on the Fortuner give the vehicle a tough no-nonsense look, enhanced with the colour-coded front and rear bumpers. The darkened side and ¾ rear glass also help with the overall good looks of the vehicle.

The vehicle can accommodate up to seven passengers in various configurations but probably the most popular is probably the five-seat version with ample space for luggage. The Fortuner is ideally suited as a family vehicle and can be used in many ways for the day-to-day transporting of children to and from school, for weekend excursions into the country or for the annual holiday.

The Fortuner has more than enough space for a multitude of uses. Besides its size, the vehicle is extremely comfortable, with partial leather seating. The passenger compartment has a host of features such as air-conditioning, front and rear, and an audio system, with USB and Bluetooth. A multifunction display is also standard. The seats are completely adjustable with one-touch electric

windows. Cruise control is also standard whilst steering column adjustments further enhance the driving experience. Bi-halogen headlights ensure that night driving is not only a pleasure but safe. The rear LED lights and high-mounted brake light further enhances nighttime safety. Colour-coded power retractable with built-in indicator wing mirrors are an added enhancement, which are especially useful when parking.

This perfectly designed 4x4 also has more than enough power with 110kw@3400rpm and torque and 400Nm@1600-2000rpm to take you where your heart desires, whether it be cruising on the open road or in real 4x4 off-road conditions. The automatic six-speed transmission offers as many options as you may need, including the full 4x4 mode in high or low range. The high-approach angle of 29 degrees and the departure angle of 25 degrees ensures 4x4 driving in all conditions is attainable. A tow hitch is also standard for the addition of an off-road trailer if required.

Toyota has once again not disappointed and continues to produce an exceptional 4x4. The Fortuner is also available in a 4x2 version. **BBQ**

John Elford

Pictures courtesy Geoff Dalglish and Toyota SA

Warranty: 3-year/100 000km
Service Plan: 5-year/90 000km
Extended 7 years up to 200 000km



Women and innovation

South African, African and global innovators showcase their exceptional talents at South African Innovation Summit



Xoliswa Daku

Hot on the heels of Women's Month (August), the SA Innovation Summit (SAIS) in September featured entrepreneurs pitching their business ideas, investors investing, creatives drawing inspiration from all around, businessmen and -women networking and delegates learning about the innovation potential of Africa.

Among the women who spoke at the event which took place at the Cape Town Stadium between September 12 and 14 were Xoliswa Daku, CEO and Founder of Daku Group of Companies, and Tanya van Lill,

CEO of Southern African Venture Capital and Private Equity Association (SAVCA).

Others who spoke included University of Cape Town Vice Chancellor Prof Mamokgethi Phakeng, former First Lady and activist for the rights of women and children Graça Machel, Head of Public Policy at Uber South Africa Yolisa Kani, Executive Director at CSIR Biosciences Boitumelo Semete-Makokotlela, and founder of Intelligent Impact Aunnie Paton Power.

"These women have already achieved so much and their passion for the work they do is apparent. Despite working in male dominated environments they have succeeded in the highest echelons of the business world. They are well placed to help other women do the same," said Audrey Verhaeghe, Chairperson of the SAIS.

Speaking about inclusivity of women in the workplace, van Lill says: "Globally only 13% of private equity investment

professionals are women. In SAVCA's latest survey of the private equity industry we found that we have a 20% representation of women in South Africa. We are ahead of the international average, but it is still a male-dominated industry."

She shared her dismay at how often women abdicate wonderful speaking opportunities, passing them on to their male counterparts. Aware of the male-dominated space she works in, van Lill helps to practically empower female fund managers and professionals working in private equity through SAVCA events held exclusively for them.

Globally, only 12% of CEOs are women and that in South Africa this figure is even less. "We have to struggle against the long-established stereotypes about what women can do and what industries we can work in," says van Lill.

The challenge for women in the workplace is not solely external, though. Both Daku and



van Lill mention the self-inflicted pressure they have felt to be "perfect" in all spheres of life. "My work-life balance suffered a blow a few years ago because I wanted to achieve everything at the same time," says Daku.

Van Lill chips in: "I have learnt that you just can't be a top achiever at work and also make it to every single sports match your child plays; you can't study an MBA and run with all the biggest projects at work. As women we need to be okay with not being excellent at everything all the time, and find a balance that works for us in the different stages of our lives."

Daku and van Lill are living examples of hope for other women with great aspirations to make a difference and achieve success in their careers.

Daku is the winner of the Top Performing Entrepreneur prize at the 2017 National Business Awards and the 2018 Gauteng Business Achiever of the Year award. As CEO and Founder of property company Daku Group, she has a passion to "lift others up while you climb" and is mentoring 20 young business women, sharing from her wealth of experience.

According to Daku, the biggest challenge to women's success is "believing in themselves. In most cases their self-esteem is very low, but it need not be so."

Van Lill rose from working in a temporary position at a bank with no tertiary qualification to being headhunted for the position of CEO at SAVCA. She shares the same sentiments as Daku: "I think as women we are often our own worst critics, we criticise ourselves far more than we should and are more risk averse than men. We need to look at why this is the case and find solutions to these challenges."

Her advice to young women looking to enter the business world is to accept every challenge that will take you beyond what you know you are capable of and help you to learn on the job. "I didn't have the funds to study and only started studying after working for a few years, so I had to find ways to upskill myself. I just said 'yes' to every opportunity and learnt a lot," she says.

Verhaeghe, who was awarded the Women in Leadership Award at the Women in Excellence Awards 2018, believes that women should find their own, authentic way to lead. "Emulating men will not bring balance or authenticity to the workplace. We need step up as women and bring powerful, uniquely feminine flavoured leadership to bear at work in issues such as work and life balance, better communication, better connectedness and better co-creation," she concludes. **BBQ**



Tanya van Lill

Mwangi Githahu

Mwangi Githahu has been a journalist since 1989. He is a freelance writer/editor who works for a number of publications in South Africa and Kenya and is based in Cape Town.



Discovering the technology driving Africa forward

The world's largest Africa-focused Technology Media and Telecommunications (TMT) event – AfricaCom – has been at the forefront of the communications conversation on the continent for the past 21 years



What started primarily as a telcoms event discussing how to get voice services – fixed and wireless - to the many unconnected, has evolved into the premier go-to place for discovery, business solutions, networking, which has led to the exponential growth of digital democracy and the rise of Africa.

21 years on and technology and telecommunications have now converged to enable pretty much everything, from social calls, to health, education, transport, computing, manufacturing, broadcast, finance and everything in between. “It’s an exciting space to be involved in” commented Tom Cuthell, Portfolio Director of KNect365, the company responsible for bringing AfricaCom to the world. “We live and operate in a fully connected ecosystem where TMT drives economies, and smart cities – the world over. Curating the content for the 2018 AfricaCom is a never ending lesson in how vast and ubiquitous technology has become and what the opportunities are for Africa. There is real potential to leapfrog the rest of the world in terms of where it takes the continent and those that follow.”

Terms such as the Internet of Things (IoT), 4th Industrial Revolution (4ICT), Artificial Intelligence (AI), the rise of robots and machine learning, are now common parlance. For those in the tech world these developments are easily understandable and present exciting opportunities for business growth, but for the ordinary man in the street, the speed at which we are moving towards full convergence, can be somewhat daunting. This is especially true for those living in the less developed areas of the continent where many are still getting to grips with the basics of being able to make a simple telephone call, have running water, electricity and access to basic education.

So, while AfricaCom addresses the top end of the spectrum—those equipped with smartphones that run over LTE and now 5G, connected home appliances and smart transport options (amongst others) - the event also looks to address how to roll out the infrastructure and supporting services that can connect the next billion people.



As the conduit for connectivity, the Telecommunications companies (Telcos) have the ability to unlock the true value of Africa’s digital transformation. This will also require Telcos to redefine their business models to avoid being relegated to the status of ‘dumb pipe’. Rob Shuter, Group President and CEO, MTN, who is a ‘Headliner’ at AfricaCom this year, will discuss the evolving role of the African telco in a new age of data and digital services.

Whereas the Telcos may continue to own the billing relationship in the current communication equation, the ability for customers to connect, converse and consume content is no longer dependent on telcos, with a myriad of alternative methods available to them. In order then, to do more than reverse downward revenue trends and prosper, telcos will need to re-engineer their businesses to grab a slice of the paradoxically, increasing volume pie. This will be one presentation guaranteed to hold attention and stimulate debate.

(The Headliners is a series of high-level presentations and panel discussions and also FREE of charge to registered visitors—for more information on who else you can see go to: tmt.Knect365.com).

From LTE to 5G in Africa

Kicking off proceedings on day one of AfricaCom and under the banner of ‘Digital connectivity to drive socio-economic development’, will be a discussion around Africa’s readiness for 5G. This also sets the scene for

5G Africa (formerly LTE Africa), which will run over two-days. 5G Africa will focus on defining and developing preparations for the next evolution of mobile connectivity across the continent.

Supplementing the 5G discussions for premium delegates, are tracks covering 5G enabling technologies—MEC, NFV, SDN, Network Slicing—that will lead to a proliferation of next generation services such as AR/VR, AI and VOLTE.

The IoT

As the Fourth Industrial Revolution continues apace, bringing with it, greater connectivity and subsequent products and services, IoT becomes a tangible gamechanger for cities, enterprises (and end users). Consequently, AfricaCom 2018 will concentrate a number of discussions and a 3-day IoT World Africa conference track around how this can be achieved. Delegates can unlock the African IoT opportunity with sessions focused on making a business case for IoT; why—and how—IoT will bridge the “digital divide” in Africa and the transformative impact of IoT on Africa’s social and economic development.

As Africa urbanises with more devices connecting to the IoT, the African smart city becomes a reality but, what are the essential ingredients to achieving this? How are ambitions with socio-economic realities aligned and what makes a smart city, smart? Day Two of the Headliner sessions will look at realising the African smart city vision.

For enterprises, the key question is what technologies to use to ensure participation in the digital era; how to separate the hype from the practical—what will really lead to innovation and business success and how to stimulate a corporate culture that supports innovation and entrepreneurship.

The critical role of policymakers and regulators in determining how Africa and Africans will connect to strengthen their economies, also forms part of this year's Headliner agenda. Enabling an African Information-based society will be critical to the continent's ability to advance and transact—a case study, presented by Senator Olabiyi Durojaiye, Chairman, Nigerian Communications Commission, will shed light on how this can be achieved.

The Money

Underpinning all development and future trade, are financial services, so what's next for African Fintech? Headliners will address the opportunities that exist in the midst of this financial services paradigm shift. For premium delegates, Fintech Africa will discuss, among other things, mobile money interoperability with leading MNOs and financial institutions, as well as blockchain deployment and cryptocurrency opportunities in Africa. Top quality fintech start-ups will also pitch their game-changing solutions.

Broadcast

Rounding out the Headliner discussions at AfricaCom 2018, is a series of discussions that address the shift in how broadcasting models are developing in line with digital transformation across Africa. This content complements the newly launched Africa Video Forum (AVF), the evolution of TV Connect Africa.

It's been a trend for a couple of years now, but entertainment on the go is still growing. At AVF, a key session will be around how to keep data costs low by off-loading to wi-fi as much as possible, in order that consumers can be constantly connected. Beyond wi-fi though, what are the next connected innovations? Reduced data costs will also lead to more live-streaming services, yet another discussion point at AVF. Live-streaming also impacts on the media and film industry so how can these sectors keep up, change or lead? Whatever the answers, it's bound to be fascinating.

Artificial Intelligence

Talking of intriguing, what's the buzz around AI—is it really going to take over the world and take away human jobs or is it going to open the doors to new possibilities? Tackling these questions and more, The AI Summit Cape Town, will be held at AfricaCom. One of the more contentious

bound to attract an interested audience will be the presentation entitled: Building an autonomous workforce: AI in Mining. On the flip side, AI is also increasingly instrumental in saving lives which Manu Kumar, the Chief Digital Officer at BUPA, will share with interested parties, as too how AI is enabling banking and the retail sectors and their customers.

The Technology Arena

AfricaCom is a huge event. It expects over 13 000 delegates this year, with more than 450 speakers and 400 exhibitors. As bewildering as it could be, the organisers have cleverly delineated the areas from the main exhibition hall that contains the 'engine' of technology – all the nuts and bolts, fancy bits and intangibles that make the end result happen. Over in the Technology Arena (in the new section of the Cape Town International Convention Centre), visitors will be able to experience some of the new technology that is driving Africa forward.

Whether you are involved in technology, media or telecommunications or whether you are a student looking to the future, AfricaCom is the place to be to get 'connected' this year. **BBQ**

AfricaCom takes place at the CTICC, Cape Town 13 – 15 November 2018.





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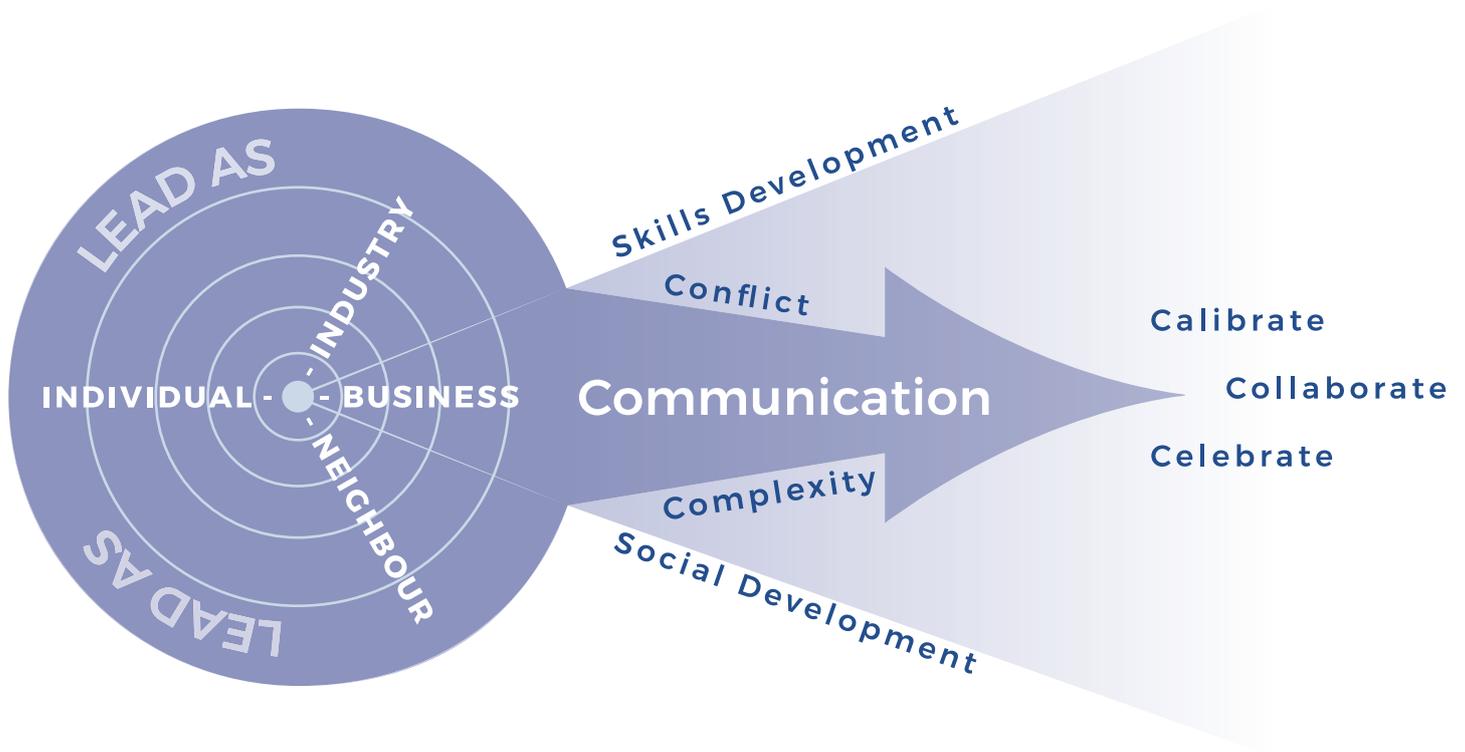
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