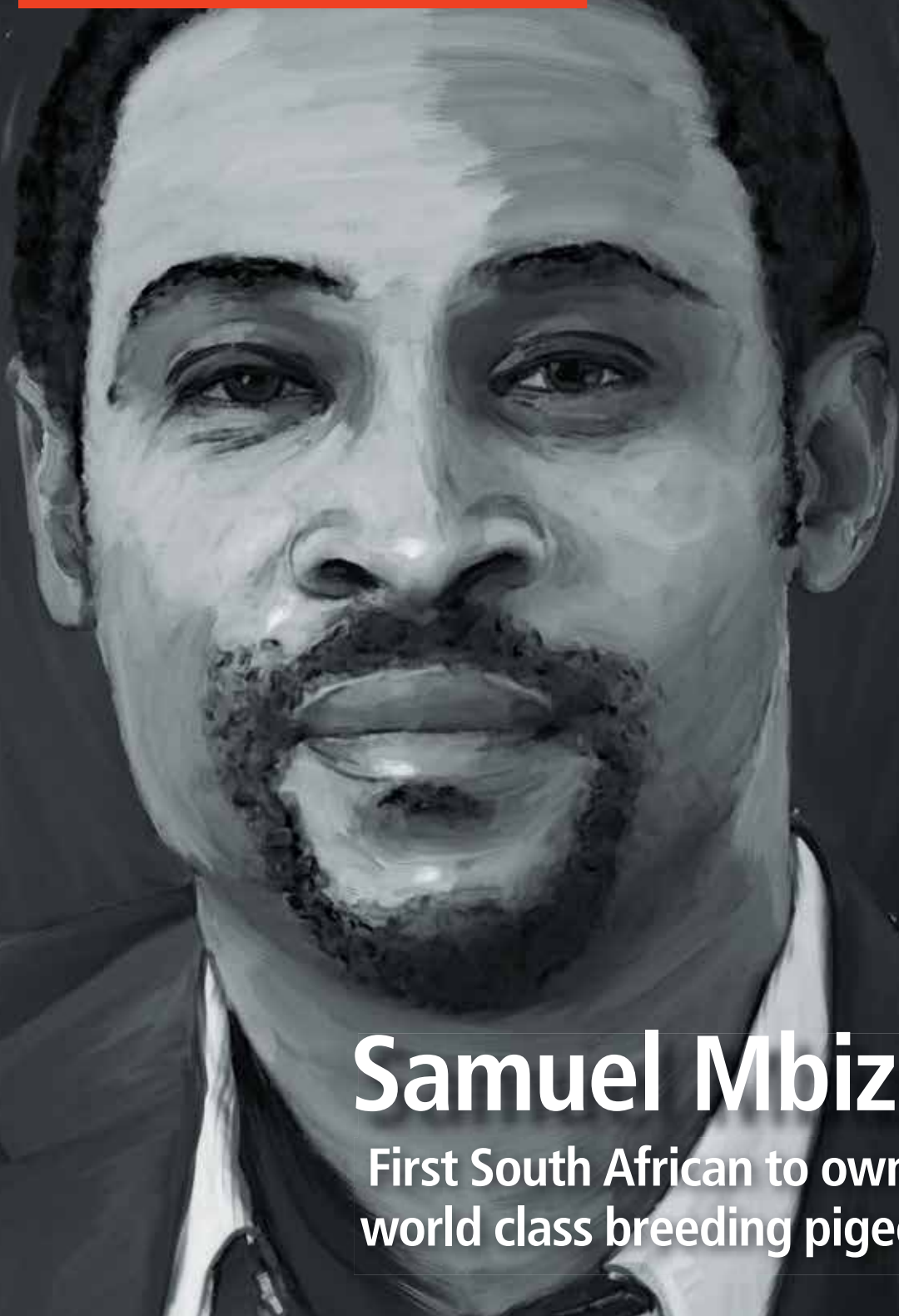


# BBOQ

BLACK BUSINESS QUARTERLY



**Samuel Mbiza**  
First South African to own a world class breeding pigeon

SOUTH AFRICA'S PREMIER  
BLACK BUSINESS  
LEADERSHIP MAGAZINE  
SECOND QUARTER 2017

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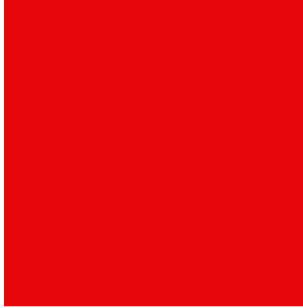
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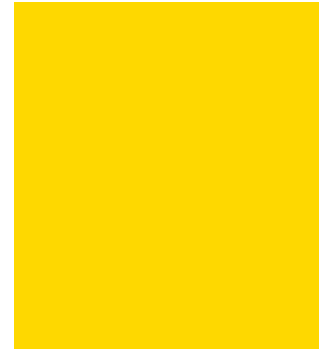
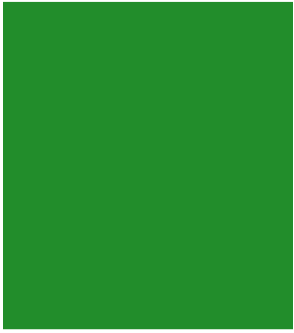
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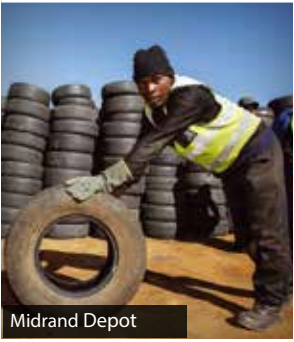
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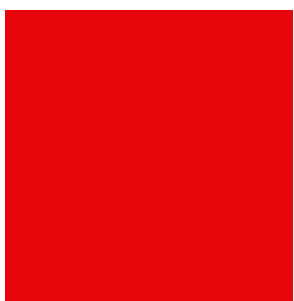
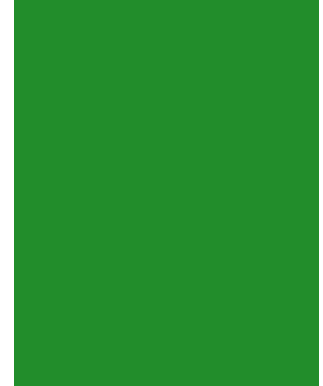
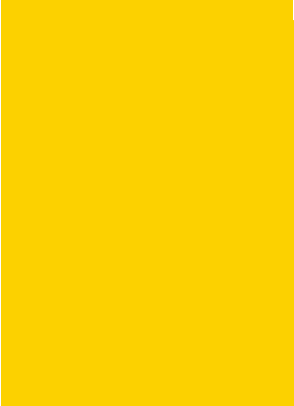
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**Samuel Mbiza**  
First South African to own a world class breeding pigeon

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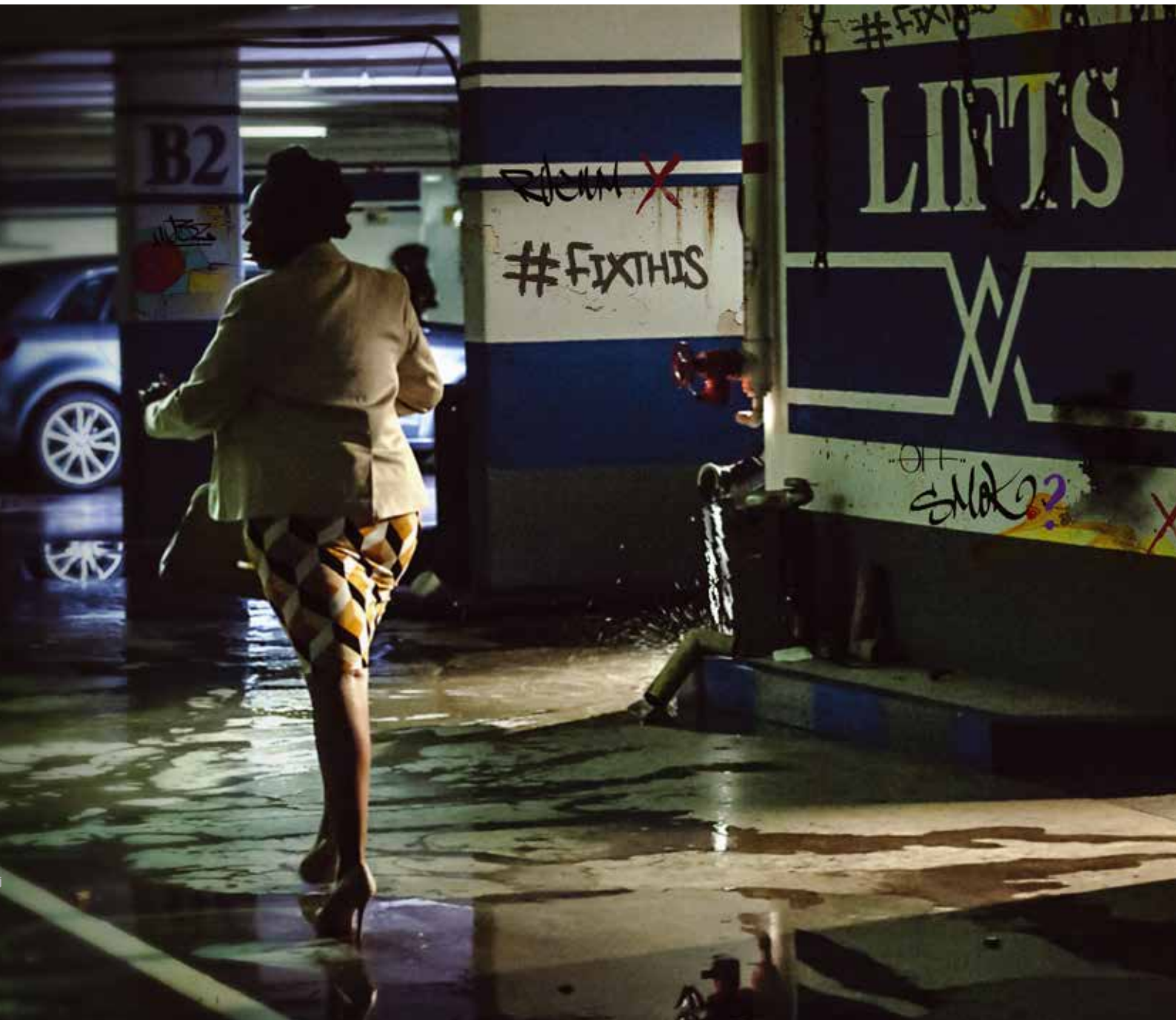
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## EDITOR'S NOTE



They say that youth is wasted on the young. I remember thinking how wrong that statement was when I was a young lad... and how right it feels now that I'm twice the age of a young lad! When you're young you have all the energy but often so little opportunity, so very little money... and so little experience. But lots and lots of energy. On the flip side, when you're older you're bountiful with experience, often a lot of opportunity, hopefully a tad bit more money... but usually very low on energy.

Of course, that's changing now, as young people are getting richer quicker, and the internet and various shades of disruption are enabling young people to have opportunities that were never there in the past. At the same time, people are living longer and there is a greater movement towards a healthier lifestyle—and with that comes greater energy that gets pumped into our aging bones. The same applies to every generation to some or other degree. However, what saddens me is that in South Africa so many of our young are experiencing a very wasted youth.

Through lack of work, dire poverty and financial and social despair, our young generations are growing up year after year with meagre scrapings of a youth. This creates an environment in which they lack so much and, as a result, it robs them of the opportunity to contribute in a positive way to our economy. A further sad outcome is the lack of opportunity, as well as guidance and positive role-models, who can guide them towards that brighter economic future, creating a downward spiral for our youth. If you have had the benefit of a good education or good mentoring, you will no doubt be well-aware of the principles of compound interest and residual income. These two economic principles are, to a large degree, the foundation of, firstly, financial security and, secondly, wealth accumulation. For our youth (not to mention our many previous generations who suffered excruciating financial distress over the past 100-plus years), the inability to access the financial benefits of compound interest and residual income (through lack of opportunities, education and mentorship), place them at an enormous financial disadvantage which will hamper them for the rest of their lives. Just like residual income and compound interest creates a pleasant (and sustainable) upward chart in one's financial life, the absence thereof sees an individual's finances slowly slide into the Valley of Desperation.

However, it's not just financially that this upcurve or downward slide happens: children and young people growing up without adequate or positive role models, as well as moral and spiritual guidance puts them at a distinct disadvantage over young people who have had such emotional support. Of course, there are always individual who are able to rise themselves out of financial and social despair, but this is an extremely difficult thing to achieve on one's own, hence the importance of role models. As we enter Youth Month and Women's Month, it's the perfect opportunity for all of us to think again about how we can play a positive role in guiding and mentoring our youth, as well as women, who still trail far behind men in terms of opportunity as well as rewards.

The good news is that there's also a payoff for you, the mentor (whether you're a man, woman or younger person)—engaging with people with a different background, mindset, or energy than you can offer you new perspectives on your life as well as a range of market opportunities that you might not yet be aware of. So go out, and help make South Africans great again. **BBO**

*Lindsay*

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**AIRLINK**  
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Samuel Mbiza

## Driven to success

Perseverance and passion are what drives Samuel Mbiza, a successful businessman, religious leader, and the first South African to own a world class breeding pigeon. Black Business Quarterly, once again, had the opportunity to sit with him and delve deeper into his views on leadership, success, and life.



B. Medina

**P**igeon racing isn't a typical South African sport, not to mention that you are the first black South African to own a world-class breeding pigeon, Golden Prince. Where did it all start and how did you get to where you are now?

My mother had show birds and that is where my love for animals stems. I was raised to love animals and that became a deep-seated passion for me. I bought my first bird whilst in Primary School, using my lunch and transport money, but I was unable to race it as the racing clubs were in the coloured areas, but the more predominantly in the white areas during Apartheid. It just wasn't possible for me to race them due to area and boundary constraints. These pigeons are so different from what I call park pigeons, as they need to race and they also need specialised care.

I needed to put my passion for racing pigeons on hold, when I was called to the service of God. My family has a long line of prophets and God chose me to walk the same path. Getting back into pigeon racing took a while as I needed to find the correct people to offer advice and support. This took me hours on desktop research, looking for pigeon racing clubs, and reaching out to some of the top fanciers.

Remember that this sport is dominated by white males and, whilst most were very supportive and offered a lot of advice, I did receive a prejudiced response to one of my emails, asking me if I knew that pigeon racing was a sport. The response made it sound like I wanted to buy pigeons so I could eat them. I didn't let one person upset me, though, and persevered and nurtured relationships with the people who were open to guiding me. The lesson I learnt through that one email was never to judge a whole race on one person. The irony is I am now the first black South African to own a world leader in the pigeon racing world.

#### **How does the South African pigeon racing industry compare to the international circuit?**

You can't compare the two, the reason being that the international market has

been part of this sport for a much longer period of time. Pigeon racing began in Belgium and, as such, the best bloodlines have been developed and retained there, leading to a worldwide reputation as leaders and, as such, the most respected nation.

Golden Prince, our recently purchased world leader, is a Belgian bird from one of the strongest bloodlines and remains there for breeding purposes. Belgium and the Netherlands in particular have the whole world as a market but, on the other hand, the South African market is very different, as we largely sell to other South Africans or to the rest of the continent, but hardly ever to international buyers. It is for this reason that my first auction will be held in Belgium in October, rather than in South Africa. Generally, the international population will fly to Belgium for an auction, but we don't have that kind of reputation yet. As South Africans, if we keep buying well-pedigreed birds then we can develop the market here.

As the first black man to break into the international market for pigeon racing and breeding, I believe that I have helped transform the sport, not only locally but also on a global stage for the next generation of fanciers. In order to ensure that there is, in fact, a 'next generation', I have opened an academy, and this has been founded on my deep belief in providing a platform for children who, like me, are growing up in a township and surrounded by poverty. Here I will guide and mentor the students on how to raise, train and race pigeons. This will provide income for their families, as well as broaden the South African fancier base.

#### **Pigeon racing takes a great deal of preparation and care, what would you say your favourite part of the whole process is?**

I definitely enjoy preparing my birds for a race. It can be compared to selecting the national team for a sport. There is a selection process in which you have to carefully consider which bird is best suited for a specific race? Which have the greatest chances of winning? After all, like with any sport, it is ultimately about winning. Once I



have chosen the right birds then I make sure they are well prepared, and I have my own special combination of food and medication, which I can't divulge for obvious reasons. Before a race the excitement is palpable, as the whole team and I are making sure everything is perfect.

#### **What do you see as some of your greatest achievements?**

As a man of God, it is quite difficult for me to talk about my achievements without first reiterating that I would never have come as far as I have without my faith, and without the constant love of God. I also believe in the importance of lifting people up with you.



**Please tell us about the Isambulo Business Forum?**

This forum was driven by my aspiration to unearth human potential whilst fast-tracking holistic human development. Each participant is exposed to business training sessions and networking platforms that enable them to escape their comfort zones and, by extension, their businesses.

Firstly, I identified the business people within my church, no matter the level at which they were, who possessed the vision that could lead them to excellence and personal growth.

The notion of excellence at all costs was also propelled through our Centre of Excellence, which was established by my foundation whose primary objective is to mentor and train people to unleash a positive and winning mindset. It is for this reason that our Centre of Excellence drives a Mind Set Program that allows people to dream big, positively and realistically. At our Centre of Excellence we promote the identification and utilisation of every gap and need that would propel one to the next level. You see, GAP & NEED is the core mantra within the Isambulo Business Forum.

**The Dr. SB Radebe Foundation must represent another remarkable achievement for you?**

The establishment of the Dr. SB Radebe Foundation concentrates not only on the provision of scholarships to those students whose parents could not afford to do so—or provide food and shelter to those without—but it also brought a new future to those church members who were lured to prostitution through a variety of circumstances. These men and women who are viewed as outcasts in our society have been provided with jobs and business



opportunities to allow them to redefine themselves and be repatriated back to society with dignity and pride.

One of the missions and vision integral to the Dr. SB Radebe Foundation is to assure and ensure that our youth are exposed to reading, debate and speaking engagements. Fundamental to the mission of the Dr. SB Foundation was the establishment of a library and a gymnasium. It was not enough for me to train the minds of our youth within the church and the community within which we operate, but it was very key to me to have their bodies developed as well, hence our state-of-the-art gymnasium.

#### **And what about Amajuba Omoya?**

When I was re-introduced to my childhood passion of pigeon rearing and, subsequently, pigeon racing, my objective was to tap into what I viewed at the time as an entertainment, empowerment and investment program for our members. The members of Amajuba Omoya only saw their participation in this sport as mere entertainment. On the other hand, I had a far-reaching mission about this sport and encouraged the members to begin making monthly investments, including investing their winnings from the race competitions for future business projects they wished to embark on. The members indeed took heed of this advice, and more than a few were empowered by their investments and one of them is running a thriving business in Botswana, while the rest utilised their winnings to refurbish their homes or bought motor vehicles.

My greatest achievement in the pigeon sport does not only lie in owning the fastest and most expensive pigeon in the world, but it is the inclusion of the first black women fanciers in the sport.

#### **You are the founder and CEO of Amahlubi Security Co—please tell us a bit about more about the company?**

It was established in 2014 at a time when the elements of crime in our country were increasing day-in-day-out. The result of the increased rate of crime was the destruction of our culture as Africans. All of a sudden it

became fashionable to kill our own in the despicable name of xenophobia. Africans had stopped thinking that these so-called foreigners could actually be your relative. The destabilization of peace in our land has reached unimaginable proportions.

Our vision at AmaHlubi Security is to train and employ a different breed of security officer whose values rest on spirituality and the fear of God. These security officers' mantra is to preserve life, stabilise peace whenever possible and shun robbery and corruption at all costs. One would recall that at other times security officers or companies would be said to have been part and parcel of some crime scene. At AmaHlubi Security we promote peace, honesty, the ability to give your clients peace of mind and the provision of reliable, effective and efficient crime prevention solutions. This is achieved through rigorous monthly training on values and principles of honesty, efficiency and excellence.

On a business level our vision is to become a world-class company and business partner to our clients by providing on-time, effective and efficient service relative to cost and technology. Our mission being to capture and service the neglected market, while simultaneously building a strong base for new markets and opportunities.

We have opened our doors to unemployed men and women from our society. We have successfully established operational sites in South Africa's higher crime zones like: Soweto, Thembisa, Alexandra, Cape Town, Hillbrow, Katlehong and Spruitview, to name but a few.

We have taken men and women through rigorous security training and given them the tools to fend for their families and take their children to school. We have partnered with serious security operators during huge events at the FNB Stadium, Rand stadium and Dobsonville Stadium where hundreds of thousands of people have attended. As the new kid on the block, especially coming from a highly spiritual background, we were initially not taken seriously, but since we had focus and a resolve to eradicate what seemed to be destroying our nation, we kept pushing and never giving up.

### **You are also the founder of the Revelation Church—what role does spirituality play in terms of guiding your corporate ethics as a leader?**

The ethics taught by the Church are what guide me through everyday business transactions. I cannot work with people who do not have the same vision and ethos as I do—this is not about religion, but about personal morality.

### **Who is Samuel Mbiza? How would you describe your growth and personal journey over the years?**

I am a Doctor of Philosophy in Christian Counselling, as well as the Founder and Leader of the Revelation Church of God, which was established seven years ago. To date, we operate 60 branches throughout the continent, with seven branches located beyond the borders of South Africa.

I trace my spiritual beginnings from the tender age of four, when I had visions which not even my parents could understand. At the age of 16, I made a conscious decision no other teenager could make - I dedicated my life to the work of God. While I had no idea what this decision would entail at the time, I have however stayed the course and indeed remained true to my calling and DO NOT HAVE ANY REGRETS WHATSOEVER.

As recently as 2015, I was appointed the South African President of the United Peace Federation (UPF), a global network of individuals and organisations dedicated to building and fostering a world of peace in which everyone can live in freedom, harmony, cooperation and prosperity.

The United Peace Federation (UPF) does not only view peace as the absence of war or a philosophy that applies only to the relationships among nations, it also views peace as an essential quality that should characterise all relationships. Peace is not about race or religion, and it is imperative that people of all religions dialogue and cooperate for peace, based upon the recognition that human dignity derives from a universal divine source that is the basis of harmony and unification.

In a nutshell, my growth as a spiritual leader, businessman, entrepreneur and


mentor can be described as phenomenal and imbued by Divine intervention.

### **Who is your role model?**

My mother is definitely my role-model, through times of difficulty or happiness, she was a constant reminder of how people should be. Unfortunately, my father died when I was four years old and my mother took this in her stride and served as mom and dad to me, teaching me about compassion, perseverance, and love for my fellow man and animals. I wasn't shaped by education, but rather the power my mother showed in all elements of her life and, following her, my strong family line of prophets played an impactful role. His mother—she was a great woman. Without God and my mother, I wouldn't be here today: the world tried to take me but, through my two role models, I am stronger.

### **What are your most important leadership lessons you would like to teach the youth of South Africa?**

I could spout the normal words like communication, delegation, etc. which are important but, if I could relay two of the greatest lessons for me, I would have to choose integrity and perseverance. As I have said, I cannot work with people who have no integrity—this doesn't just mean honesty and trustworthiness, it means saying you are wrong when you are, and apologising and learning from those mistakes. It means living your ethos everyday, never faltering or being embarrassed to stand up and say something is wrong. It means always helping others when you can—don't step on anyone on your way to the top of the ladder.

If I had let that one prejudiced email stop me from pigeon racing, I would never have experienced the pleasure of breaking into the international arena, and bringing pigeon racing to the black community. If I had never carried on when I thought the world was against me, I wouldn't have been able to start my church and help lift more people up. Remember: if it's correct and right, never give up, never stop. 

*Nicole Spruijt, freelance contributor*

# Ruled by race, gender and class

A true legend of South African business (and a role-model for all young South Africans) Dr Judy Dlamini is the Founder and Chairman of the Mbekani Group. She began her working life as a medical doctor, but after 10 years (in addition to four years as an occupational health practitioner), before changing careers and building what was to become an illustrious career in the business world. Dr Dlamini shares with BBQ readers her insights into the challenges faced by South African women in achieving their goals and class.

**M**y interest in this area of study is based on my strong belief that people are born equal but different. It is a belief that equity across gender, race, social class and sexual orientation will be attained in my lifetime.

The key for the future of any country and any institution is the capability to attract, develop and retain the best talent. Women make up one-half of the world's human capital.

Empowering and educating girls and women, and leveraging talent and leadership fully in the global economy, politics and society are thus fundamental elements of succeeding and prospering in an ever more competitive world. In particular, with talent shortages projected to become more severe in much of the developed and developing world, maximising access to female talent is a strategic imperative for business. - Schwab (2012) The aim of this book is to share the wisdom I have gained

in the field while investigating the impact of the intersection of race, gender and social class on women leaders' work experience and career progression in order to come up with strategies for gender transformation at leadership level in corporate South Africa, as the subject of the thesis for my Doctorate in Business Leadership, awarded to me by Unisa in 2014.

My interest in this area of study is based on my strong belief that people are born equal but different. It is a belief that our differences are our strength as a people and should be celebrated. It is a belief that equity across gender, race, social class and sexual orientation will be attained in my lifetime.

Considering where we stand in terms of gender representation in South Africa, and globally, my belief is quite ambitious. This is confirmed by several statistics globally. The world's first female Prime Minister who was not a relative of a male leader, Margaret Thatcher of the UK, was only

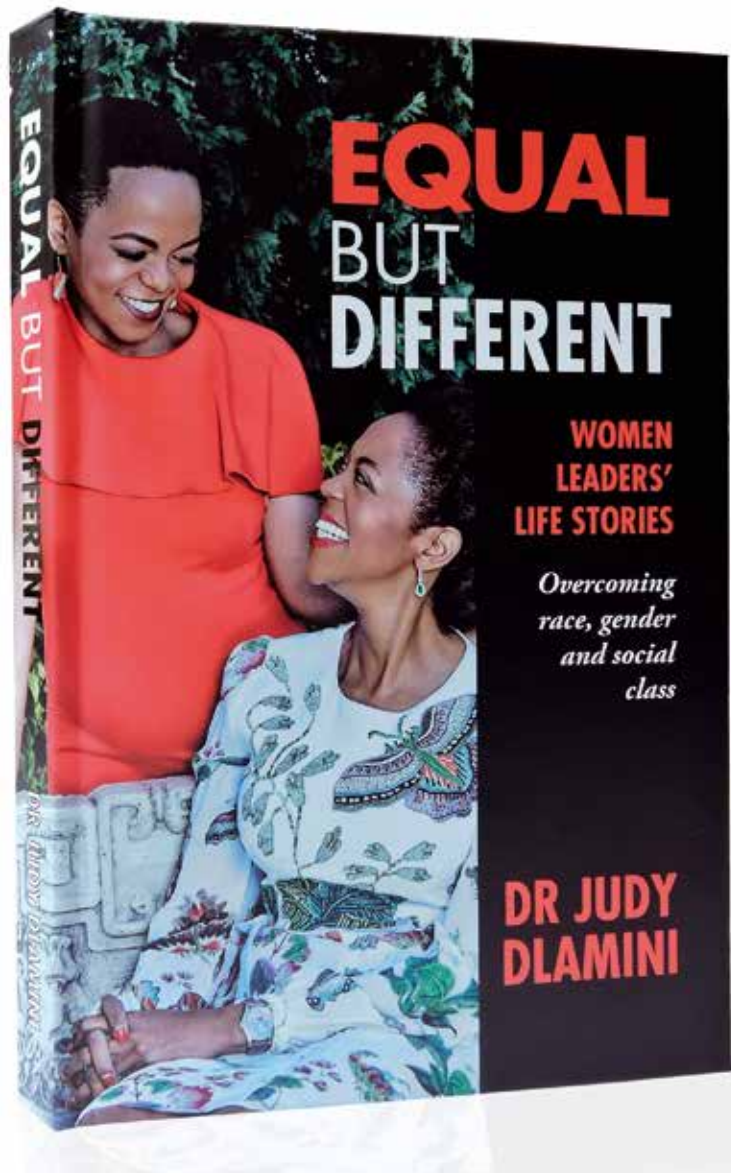
elected in 1979. In close to four decades the number of female political leaders is still just slightly over 10% in the world. Women CEOs of the Fortune 500 companies only account for 4.4% (2015); the JSE is no different at less than 3% (2015).

Getting the perspective of woman CEOs across race and class on how to transform gender at leadership level could add an important voice to transformation and could benefit decision-makers in business and in government. The objective of gaining a better understanding of women's lived experiences in leadership using a more holistic approach, and understanding their success strategies, was to formulate strategies for a racially equitable gender transformation at leadership level.

The under-representation of women at leadership level is a universal challenge that has been investigated by many scholars. However, the inequity persists globally. BWASA 2012; Gastelaars 2002; ILO in Calas & Smircich 2006; Pesonen,

*Dr Judy Dlamini is the Founder and Chairman of the Mbekani Group.*





Tienari & Vanhala 2009; Van de Vliert & Van der Vegt 2004). Bell and Nkomo (2001), Haslam and Ryan (2008), Hoyt & Blascovich (2007) and Sanchez-Hucles and Davis (2010) are some of the scholars who have investigated the intersection of different social identities among women in their corporate experience in the USA.

Nkomo and Ngambi (2009, p. 52) did a comprehensive search to identify published research on African women leaders and managers during the period between 1990 and 2008. Out of 43 publications, 18 focused on women in South Africa. The

topic most commonly investigated was barriers to the advancement of women. Only a few studies investigated race and gender simultaneously (Littrel & Nkomo 2005). One surprising finding was the gross under-representation of research focused on identifying empowerment strategies and policies to effect change in the status of women leaders and managers on the continent (Nkomo & Ngambi 2009, p. 59). Nkomo & Ngambi (2009, p. 52) conclude: The relatively small number of studies focusing on leadership suggests we have yet to fully explore the meaning and practice of

leadership among African women leaders and managers. This is clearly a fertile area for future research studies.

The above statement is supported by Williams (cited in Nkomo 2011, p. 367) who contends that there is a complete lack of "authentic, well-sustained African input" on post-colonialism.

The target population for my study (The impact of the intersection of race, gender and class on women CEOs' lived experience and career progression: strategies for gender transformation at leadership level in corporate South Africa) was women leaders across race and class who held leadership positions as CEOs or chairmen. The chosen participants provided diversity in race, class, professional qualification, sector of work and background (e.g. rural and urban). There have been concerns in gender studies about lack of research in developing economies and by women from those economies, especially Africa (Nkomo & Ngambi 2009). Most of the studies in this field have come from Western countries and have investigated the experiences of white middle-class women, which then become generalised to women of all races and classes. Through my study I sought to give a voice to women across class and race, using their life stories to understand the intersection of different social identities. Eleven South African women, and two from abroad, gave permission for their stories to be included in the book.

The South Africans were Dr Phumzile Mlambo-Ngcuka, United Nations Under Secretary General and Executive Director of UN Women; Maria Ramos, CEO of Barclays Africa; Philisiwe Mthethwa, CEO of the National Empowerment Fund; Gloria Tomatoe Serobe, Founding member and Executive Director of Wiphold and CEO of Wipcapital; Siza Mzimela, Founder and CEO of Fly Blue Crane, former CEO of SAA; Dr Vuyo Mahlali, Chairman of the Development Commission and former President of the International Women's Forum (IWF) South Africa; Sisonke Msimang, former CEO of the Soros Foundation, and writer; Cora Fernandez, Head of Sanlam Investment Management; Phuti Mahanye, Executive

Chairman of Sigma, former CEO of Shanduka Group; Coco Chachalia, Founder and CEO of Grounded Media; Dr Lulu Gwagwa, CEO of Lereko Investments; and Sindi Zilwa, Co-founder and CEO of Nkonki Inc.

From abroad, the participants were Anne Stevens, former Chief Operating Officer of Ford in the Americas; and Nancy Coldham, Founding partner of The CG Group in Canada.

The resignation of three top women leaders from South African companies was further motivation for gaining an in-depth understanding of women leaders' experiences. Cynthia Carroll, CEO of Anglo American, and Siza Mzimela, CEO of South African Airways, both resigned in October 2012. This was followed by the resignation of Pinky Moholi, CEO of Telkom, in November 2012. These were women from different races and nationalities who presided over top companies in different sectors of the economy.

Government has done much for gender transformation, however, it cannot succeed without the support of business leaders. This was confirmed by other women leaders in my study.

Gender does not exist in isolation from other dimensions of difference, such as race, ethnicity, class, sexual identity, religion, age, and nationality. We all inhabit, enact, and respond to many different social identities simultaneously. Similarly, organisations are not only gendered, they reflect and reinforce divisions along other axes of difference as well. These divisions operate simultaneously to create interlocking systems of power; gender is only one relevant strand among many. - Ely and Fletcher (2003, p. 7) Lewis (2006, p. 98) asserts that conflict of gender occurs not only between male and female, but also within the "livedness" of differently positioned femininities in the context of racialisation and unequal "power" exchange.

Diggins (2011) argues that race, social class and sexuality differentiate both our experiences and our interpretation of systematic oppression that we endure.

The realisation that ignoring differences within groups contributes to tensions among groups, inspired Crenshaw to develop

intersectionality as a way of mediating this tension (Knapp 2005). "Intersectionality' acknowledges and illuminates where disadvantages interplay and coincide or conflict between and within groups where new policy approaches need to be considered. Thus intersectionality alerts us to the need to fine-tune policy in a more sophisticated manner than in the past, once we have assessed its impact on people with more than one social differentiation that creates disadvantage." - Squires in Franken et al 2009, p. 51. This assertion is supported by Hancock's (2007) view that recognition of the simultaneity of gender, race and class and its impact on the population you wish to empower is critically important in developing effective comprehensive policies.

The themes that emerged from the women's life stories indicated that while race was the dominant social identity for black women, gender was the dominant issue for white women, whereas class and generational issues formed an overlay to the dominant identities. Language and culture were mentioned by two participants, in each case as a source of prejudice.

The Afrikaans language and culture were issues in companies or regions of the country where the Afrikaans language and culture were dominant, and Indian culture was identified as prejudicial to women's career progression.

South Africa is still battling with post-colonialism—human consequences of external control and economic exploitation of a native people and its lands. Its biggest impact concerns the colonised mind (feelings of inferiority within some post-European colonies, owing to the comparison of their own to the values of foreign powers) and the inferior education that was, and continues to be, available to the majority of the population. The career of the triad of "race—class—gender" started in the USA around the late 1970s and early 1980s when feminists of colour voiced vehement criticism of what they saw as a white middle-class bias, an unrecognised self-centredness in much of feminist theory and politics. Understanding race, class and gender as interrelated structures of

oppression, as Patricia Hill Collins called it, was most strongly advocated in the context of black feminism with its comparatively marked radical (left) tradition of social theory (Collins 1990; Napikoski 1982; Davis 1981).

The political observation that ignoring differences within groups contributes to tensions among groups inspired Crenshaw to develop the concept of intersectionality as a way of "mediating the tension between assertions of multiple identity and the ongoing necessity of group politics" (Crenshaw, cited in Knapp 2005, p. 255).

According to McCall (2005), one could say that intersectionality is so far the most important theoretical contribution to women's studies, along with racial and ethnic studies.

McCall distinguishes three approaches: anti-categorical approaches that she mostly sees represented in deconstructionist and poststructuralist theories; intra-categorical approaches, which focus on differences and inequalities within the frame of one of the categories, be it class, race, ethnicity or gender; and third, inter-categorical approaches, the study of relations between categories.

In the thesis for my Doctorate (The impact of the intersection of race, gender and class on women CEOs' lived experience and career progression: strategies for gender transformation at leadership level in corporate South Africa) the focus was on inter-categorical and intra-categorical approaches. In the past ten years, intersectionality has evolved and expanded from being primarily a metaphor within structuralist feminist research to an all-encompassing theory (Carbin & Edenheim 2013, p. 233).

There are different views on whether it should be defined as a "theory" (de los Reyes and Mulinari 2005; Winker and Degele 2011; Yuval-Davis 2006), a "framework" (Hancock 2007; McCall 2005), or as "politics" (Crenshaw 1991). **BBQ**

*Judy Dlamini (Dr Dlamini's new book, Equal But Different, is published by Sifiso Publishers)*

# The economic aspect of gender-based violence

Not only does gender-based violence have devastating private and social effects, but it also has a sizeable economic impact



It is well documented that South Africa has one of the highest rates of gender-based violence (GBV) in the world. Labelled as the ‘Rape Capital of the World’, South Africans are no strangers to the almost daily horrific tales of gender violence within the country. It remains a critical challenge that is yet to trigger dedicated action to achieve a solid solution. The human impact of gender-based violence is seen every day, however, what about considering the other side of the coin—namely its economic effect?

Certainly, one might ask whether attributing a monetary value to this impact is morally right? Does it not lessen the ethical and social imperative to eliminate violence? Does it not minimise the pain and experience of victims? These thoughts are justified. Putting a number on human suffering is an undoubtedly controversial topic, however, having a calculation of the national economic cost will serve as an important tool in policy and advocacy efforts to end the suffering and injustice of this violence on a national level. While

viewing gender-based violence from an economic lens might be the colder choice, doing so puts gender-based violence in a language that people can understand—if we try to put a number on it, it at least draws attention to it. At the high-level discussion on the “Economic Cost of Violence against Women”, held in September of last year, UN Assistant Secretary-General and Deputy Executive Director of UN Women, Lakshmi Puri stated that violence against women and girls brings huge economic costs to any society.



on gender equality, reaffirming that such violence is a barrier to gender equality, women's empowerment and overall sustainable development, as well as to the achievement of the other Goals. UN Women is working with partners to demonstrate the wide-reaching implications, including economic, of such violence on society."

She went on to highlight that the analysis of the cost of violence shows that much of the response to violence against women and girls to date has focused primarily on intervening with affected women after the violence has occurred.

"Such strategies are essential to mitigate the devastating effects for survivors, but they cannot prevent violence from occurring in the first place", she stated. "There is therefore, also a need to implement programmes that prevent such violence from occurring in the first place. In doing so, we can prevent significant human rights violations and hold the promise of reducing the social and economic costs of violence.

If society would effectively eliminate violence against women, the equivalent costs could be dedicated to development purposes. Those resources could greatly contribute to close the resource gap and enhance our efforts to achieve gender equality and the empowerment of all women and girls, and the sustainable development goals at large."

Global studies on the economic impact of GBV have become increasingly sophisticated over the last 20 years. Some research papers are comprehensive attempts to measure national costs, while others are partial exercises measuring only a particular sub category of cost. To date, there have been more costing studies done in developed countries than developing, due to better quality data.

Cross-country comparisons are challenging, as country specific considerations, including the scope and definition of violence differ, meaning data is not always 100% comparable. Units of measurement may vary, the year of study varies and total costs vary according to inflation and exchange rate fluctuations. The

populations measured, the reporting rates and the types and definitions of violence included in scope also vary.

Despite these understandable limitations, these international studies provide an important reference point for South African policymakers on the scale and magnitude of GBV across other jurisdictions, and put pressure on questions of the scale and cost locally in South Africa.

In Chile, a study found that women's loss of salary as a result of domestic violence cost US\$1.56 billion or more than 2% of the country's GDP. In the United States, the cost of violence against women by an intimate partner exceeds US\$5.8 billion per year. In Canada, annual costs have been estimated at 684 Canadian dollars for the criminal justice system, 187 million for police, and 294 million for the cost of counseling and training, totalling more than 1 billion a year.

For most countries, it's clear that decisive action to prevent gender-based violence will reduce state expenditures and increase productivity. Yet, despite the gravity of the situation and the impact of development, gender-based violence remains invisible in strategies to boost economic growth.

Measuring the costs of violence demonstrates how violence not only drains resources from many sectors, not just the perpetrators and victims, but also presents significant costs to the business and private sector, all levels of government and civil society. This is particularly important to South Africa where it is crucial not to remove scarce resources from the promotion of healthy and viable communities. Essentially, the cost of violence demonstrates the waste of resources that can be more effectively used.

According to a 2014 report released by KPMG, GBV costs the South African economy a staggering R28.4-billion to R42.2-billion a year. The report says the cost could be as much as 0.9% to 1.3% of South Africa's annual gross domestic product. The research was conducted by the human and social services division of KPMG, one of the global 'big four' accounting firms. Based on a prevalence

"The negative impact on women's participation in education, employment and civic life undermines poverty reduction. It results in lost employment and productivity, and it drains resources from social services, the justice system, healthcare agencies and employers. As such, violence against women is a clear barrier to sustainable development. This has been acknowledged in the recently adopted Agenda 2030 for Sustainable Development. For the first time, violence against women and girls is included as a target area under Goal 5

rate of 20%, an assumption that one in five women experience an incident of gender-based violence each year, it puts the country at least R28.4 billion a year. This, the report notes, is enough to either provide wage subsidies for 100% of unemployed youth, build half a million RDP houses, provide national healthcare to a quarter of the South African population or fund over 200 000 primary school teacher salaries for one year.

The National Development Plan and Vision 2030 set forth our country’s plan for economic transformation, poverty eradication and full employment. Not only is GBV resulting in wasted resources that could be used towards the NDP and productive economy growth, the significant investments made by the government and the private sector to grow SA’s economy will be eroded as long as the prevalence of GBV prevails. Simply stated, GBV erodes both the inputs and outputs of growth. While viewing the economic effects of GBV, we cannot forget that it is more than a financial situation. Gender-based violence is perceived as one of the most severe forms of gender inequality and it remains one of the most persistent human

distribution of power between women and men; thus, it has a profound effect on families, communities and societies as a whole. It must be remembered that gender-based violence knows no geographical boundaries, no ethnic

differences, class distinction or age limits and that such costs are borne by individuals and by society as a whole.

**Enough is enough**

In a country with such high levels of violence against women, a responsive justice system is important in ensuring that rape victims and survivors obtain justice. Justice has to be a reality for many rape survivors but it sadly remains only an aspiration. Rape victims and GBV survivors continue to face barriers when seeking redress for the crimes committed against them. In many parts of the country women are subjected to secondary victimisation in police stations and in accessing various medical and/or legal services. In March, international finance magazine, The Economist, ran a feature uncovering what it calls ‘South Africa’s disgrace’—starkly revealing the troubling rape statistics in some regions in South Africa.

where 38% of men (two in five) admitted to having forced a woman into having sex with them. Extending the questions to broader violence, the statistic jumped to 54%.

An even more problematic finding that the study revealed was that a large number of rape cases go unreported and when they do get reported, little is done. Unfortunately, this is a widely acknowledged problem in SA. According to the study, of over 500 sexual assault cases reported to the Diepsloot police since 2013, only one case had led to a conviction, and according to The Economist, it is estimated that only one in every nine cases of rape is reported to the police.

Coverage of rape statistics in SA has been notoriously inaccurate for many years due to low reporting of rape cases, poor record keeping and reporting of rape statistics. Beyond the official number of cases reported to the SAPS, the full extent of rape and sexual assault in SA is unknown.

The most recent data from the South African Police Services shows that between April 2016 and December 2016, there were 30.069 reported cases of rape—down from 32.161 cases during the same period in 2015.

This data shows that South Africa’s rape statistics, at 53.8 cases per 100 000 people in the country, are double the country’s murder rate over this 275 day period. This equates to one person getting raped every 13 minutes.

Applying this to The Economist’s estimate that one in every nine cases goes unreported, the figure gets even more frightening, to someone being raped every two minutes.

In 2014, a memorandum sent to Woman Minister Susan Shabangu signed by Sonke Gender Justice and a coalition of civil organisations, urging Minister Shabangu to implement a fully-funded National Strategic Plan for gender-based violence, made headlines.

More than 35 organisations and thousands of South Africans participated in rallies around South Africa, calling for a


Economic growth	Potential effects of GBV on economy
Steady State	<ul style="list-style-type: none"> <li>• Lost earnings</li> <li>• Lost revenue</li> <li>• Lost tax revenue</li> <li>• Diverted resources</li> <li>• Opportunity cost</li> </ul>
Economy in growth state	<ul style="list-style-type: none"> <li>• Value of output lost to GBV increases</li> <li>• Growth not maximised</li> </ul>
Economy in depressed state	<ul style="list-style-type: none"> <li>• Strikes, unemployment all contribute to increased levels of GBV</li> <li>• Costs of GBV increases</li> <li>• Contributes further to decline in growth</li> </ul>

rights violations of modern time. It is an issue that affects women disproportionately as it is directly connected with the unequal

The publication cited an anonymous survey conducted in 2016 in Diepsloot, a densely populated township north of Johannesburg,

national strategic plan on GBV during 16 Days of Activism against violence against women and children.

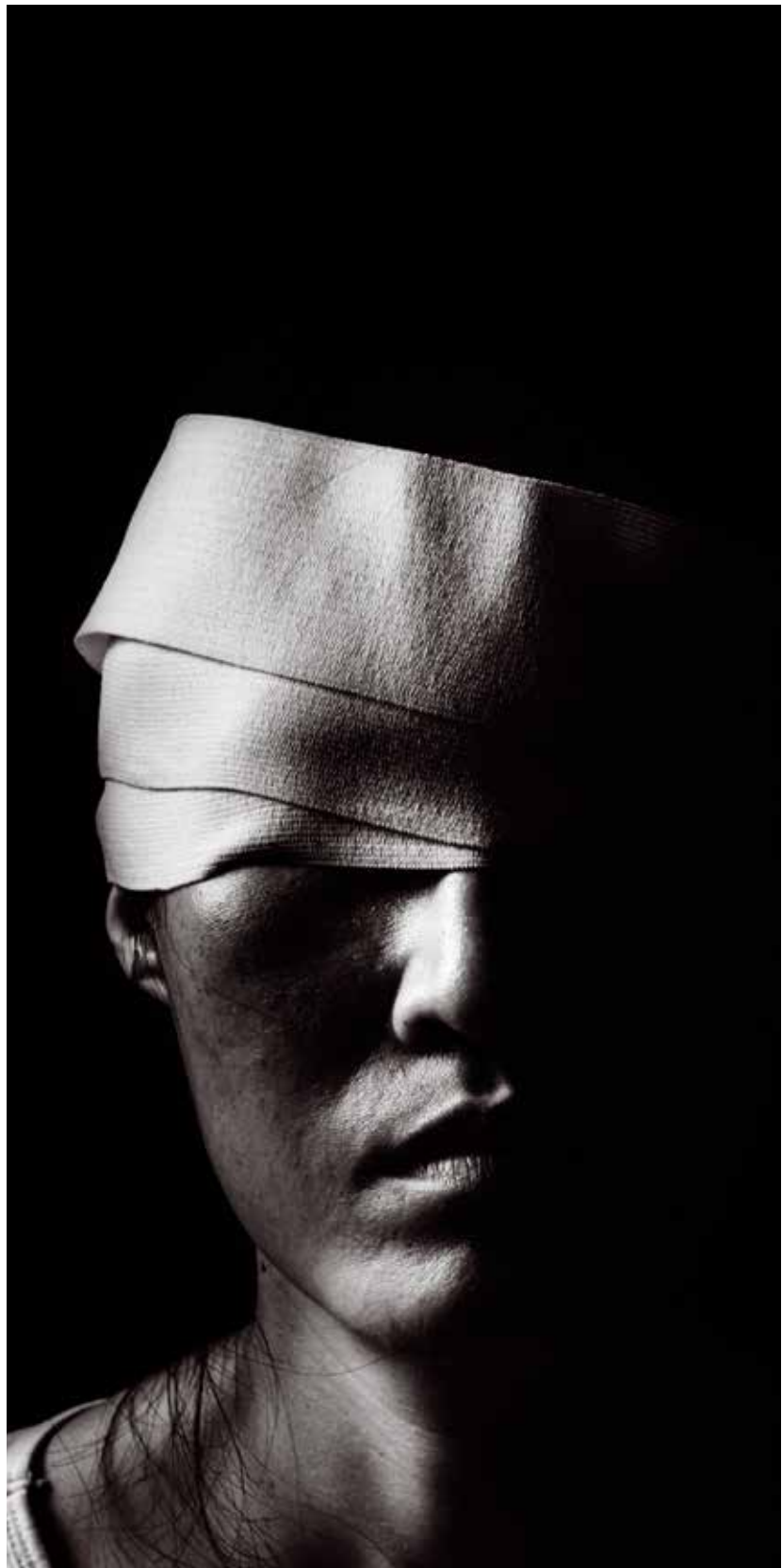
Sonke Gender Justice is a non-partisan, non-profit organisation, established in 2006. Today, Sonke has established a growing presence on the African continent and plays an active role internationally. Earlier this year, Sonke demanded that the South African government take its call for a National Strategic Plan on Gender-Based Violence (NSPGBV) seriously.

The organisation cited that an NSPGBV will provide for better service delivery for victims of violence, but will also look at the critical primary prevention aspect of GBV and the need to roll out prevention programmes that address harmful gender norms and masculinity, and equitable relationships - amongst men and women alike. Nonhlanhla Skosana, Community Education and Mobilisation Manager, Sonke Gender Justice says: "South African society as a whole needs to talk openly about gender-based violence. Men need to stand up and hold each other accountable. We also urgently need to see politicians taking a stand against gender-based violence." "An NSPGBV would provide a coordinated response amongst the government, civil society and the private sector and hold each stakeholder accountable. Sonke is also calling for the NSPGBV to be costed and for the necessary funding to be made available." 

*Shannon Manuel*

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# Wonder Women

A more personal look at  
women breaking through  
the business industry





*Fre-Nay Brown, Brand Home Manager of Van Ryn's Brandy Distillery in Stellenbosch.*

**What is the best and worst decision you've ever made?**

Best decision: Deciding to go back to study for my Post-Graduate Diploma in Business Management and Administration (PGDipBMA) at the University of Stellenbosch Business School (USB) and now doing my MBA, also at the USB.

Worst decision: Taking so long before I went back to study further.

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

We do not have enough female representation at a senior level within

business. Women have a significant role to play within senior positions in business and industry. Negative perceptions regarding female leadership still exist and each of us in leadership positions have a responsibility to show how incorrect those perceptions are. It takes time to change perceptions and stereotypes in terms of women's capabilities and the unique attributes they bring to the boardroom table.

**What advice would you give to young women still determining their path?**

First determine what is important to you in a career. Then find out as much as you can about the direction you want to follow. Speak to people within the roles you see as a

potential direction for you to pursue. Always remember that to be successful in business does not mean that you must turn into a man and have character traits that are more masculine. Embrace your femininity as a strength. Do not forget to use your natural intuition when you make decisions.

**Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

Get to know yourself and accept yourself without any judgement. Believe in your own abilities as an individual. Surround yourself with people who have a positive influence on your life. This includes friends and role models. Follow your instincts when faced with difficult situations. Intuitively, you know what needs to be done. See any failures or setbacks as opportunities to learn. Find a lesson you can take forward within your career in everything that happens to you.

**What's the best advice you have received in business that you wish to pass on to our readers?**

Network with people from different disciplines within the business world. Consider each interaction as an opportunity to learn more.

When faced with difficult decisions that are outside your normal frame of reference, call on your network of people to assist you. This makes the whole decision-making process a learning experience for you and strengthens the relationships you have within your network.

**What woman/women inspires you and why?**

All women who manage to maintain a family while having a successful career and maintaining her femininity.

**Biggest travel goal?**

Cooking tour in the Italian countryside.

**Most admired character trait in a person?**

Humility.



Swastika Juggernath, Marketing Manager for Bata South Africa

### What is the best and worst decision you've ever made?

The best decision was starting a family with children and a home to help me balance my lifestyle. The worst decision was not doing enough to stand up against racism in the earlier years of my career when I was still young, impressionable and subjugated by senior management.

### What do you think is the most significant barrier to female leadership?

Confidence, a woman can conquer anything a man can, you just have to believe in yourself.

### What qualities, in your view, do women bring to business and industry that men generally might not possess?

Multi-tasking! It's evident in my home, work environment and social life- so I can safely generalise, that working women are accountable for a lot more responsibilities in their all-round lifestyle.

### How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?

According to the 17th CEE report, females in senior positions account for 33.3% vs males

at 66.7%. This is open to interpretation. For me, I am optimistic that it increasing since 1994 (always my benchmark). We are moving in the right direction, however the pace could be accelerated.

### What's the best advice you have received in business that you wish to pass on to our readers?

A senior manager of mine had recently joined the business and displayed her academic certificates on her office wall. My first premature re-action was to tease her that she was showing off.

Her reply was simple: "As women we often go through more challenging terrains as industry easily associates a women of being weak and incapable in a business environment.

The certificate is to declare a stance, up front that I am full capable.

This show case makes them think twice before those condescending, weak minds attempt to scrutinize my skills, experience, knowledge and capabilities."

Since then I have also followed suite and display my hall of fame wherever I go

### Tell me about a project or accomplishment that you consider to be the most significant in your career?

I obtained my Masters Degree in PR and Communications.

### What advice would you give to young women still determining their path?

Knowledge can prepare you for any situation. As millennials the internet is always at your fingertips, so use it to research as much as you can about everything! Careers, employer expectations, stresses associated with particular careers, advice on lifestyle, healthy eating, starting a family,

### Now that you have faced certain challenges and experiences, what advice would you have liked to given to a 13-year old you?

Trust your parents, at 13, you think you know everything. They are wiser with a lot more experience in life, and will always want what is best for you.

## RAPID FIRE QUESTIONS

### I could live without...

Coffee or tea?	Coffee
Sugar or salt?	Sugar
Fruit or vegetables?	Vegetables
Emails or phone calls?	Phone calls

### Biggest pet peeve?

Completing someone's sentences when they struggle for words, or take too long to finish

### Best book ever read?

I read academic literature because I am working on my PHD. Reading for relaxation is a luxury I do not possess at the moment.

### Biggest travel goal?

Bucket list comprises five of the seven contemporary wonders of the world. Exploring more of the world with a truly local and authentic experience. Non-of the tourist/foreigner agendas.

### Most admired character trait in a person?

Trust

### Best tool used to destroy the proverbial glass ceiling – chainsaw or sledgehammer?

Sledgehammer

### Gomolemo Manche

Gomolemo is a young, vibrant, future focused businesswoman. She was introduced to business at a very tender age and is also Managing Director at Sun Success Construction; a family owned and successfully run business for 7 years now. She owned and managed a News Cafe Restaurant in Northcliff for 3 years and is passionate about women development. She has travelled around the world, enjoying countries such as Brazil, China and the United States of America. Her travel endeavour's made her realise her passion for the travel and tourism Industry.

### What is the best and worst decision you've ever made?

The best business decision I made was to set up the Manche Investment Group structure, alongside my mother and sister who are also both business owners (Tshego Manche owns La Manche Clothing, and Palesa Rose Manche owns Sun Success Construction). I realized a business journey can be lonely and quite isolated, but as the Manche Investment Group we are stronger as a united front.

We have different strengths and have made a concerted effort to support, include and uplift each other. A big learning for me is that I based my recruitment decisions on emotion, rather than making it a business decision. I wanted to employ as many people as I could, and give them a platform to learn, grow and move forward in their lives while providing for others. In as much as one can hire a great attitude and personality, the employee needs to positively contribute and add value to the business, as opposed to taking all your resources to improve and upskill the individual. My initial hiring decisions could have been more objective.

### What was your dream job as a kid?

I actually wanted to get into the music business. I have a deep love for music, it's such a uniting force. I love that anyone, regardless of colour or religion can relate to it. I was a backing vocalist for one of the biggest RnB acts in SA, and I had just landed a recording contract and was set



*Gomolemo Manche (31), Chief Igniter at Lerato Travel – [www.leratotravel.com](http://www.leratotravel.com)*

to become a singer, when I realized that I just couldn't identify with that life—I didn't want fame and attention.

I've always loved travelling, it teaches you to open your mind so it was a natural and organic attraction for me, and once I was in the industry, I loved it.

### What do you think is the most significant barrier to female leadership?

Two things—access to funding and access to the market. Startup capital is really hard to come by, specifically for women I feel. And secondly, it's my experience that men do not take women in business seriously enough. Instead of a potential business partner, men see a skirt, an object. It's incredibly disrespectful, and I'm continuously disheartened and discouraged because I have to work so hard to prove myself, to the point where I'm apprehensive to go out and get new business because I know what I'm up against. I wish that men would treat women as equals and treat women with respect, so that we could focus, unite and accomplish great things together.

### What woman/women inspires you and why?

Women like Basetsana Kumalo and her sister, Johanna Mukoki, who founded Travel With Flair, are two of my biggest inspirations, as is Khanyi Dhlomo and my mother Palesa Manche. These women are extremely tough and consistently achieving new things. They also give back to their communities.

### What will be the biggest challenge for the generation of women behind you?

The women behind us are so fortunate in so many ways. They have access to information and opportunities however, they have to realise that despite the degree(s) they have to their names, the world owes them nothing. You have to be tenacious, push boundaries, go the extra mile, give back and be passionate about your work, or your life won't be a success. I encourage young women to think long and hard about what they really want to do with their lives - be anything but complacent.



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*Parmji Natesan, Executive: Centre for Corporate Governance at the Institute of Directors of Southern Africa (IoDSA).*

**What do you think is the most significant barrier to female leadership?**

Women trying to act like men—the whole reason for needing more women in leadership roles is because we are different to men. Of course men have their strengths and positive traits, but women have their own unique strengths and perspectives as well. We are just different, and different is good, different leads to better decision-making and ultimately performance. The traditional single-perspective view of conducting business is slowly making way for a blended perspective.

**What woman/women inspires you and why?**

Every day women, not necessarily in leadership positions, who manage to juggle careers, homes, families, financial and other stresses; and do so in their stride. They remind me of the quote—Here's to strong women. May we know them. May we be them. May we raise them.

**What qualities, in your view, do women bring to business and industry that men generally might not possess?**

I don't think we can generalise and attribute certain qualities to women and not men. I think it's more the case of them just being different. I explained the benefits of this "difference" in an article on Gender Diversity on Boards that I wrote for the Corporate Report magazine a few years ago, where I said: Diverse groups are better able to solve complex problems. Members of diverse groups challenge one another more readily and examine more aspects of a problem, thus avoiding group thinking; they also tend to be more diligent around people they view as 'different'.

Some strongly believe that the dialogue around the boardroom table is much more vivid, not because women are better than men, but because they just go about business and leadership differently. Another common-sense reason for gender diversity on boards is the fact that women control the majority of consumer spending, and also form a large percentage of the educated workforce.

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

This probably differs by organisation, industry, sector country etc. Whilst the statistics of women on boards in listed companies in SA (18%) is still a way off the 30% that we are aiming for, progress in SA has actually been better than many other countries around the world, and I expect this trend will continue, as we see

regulators and policy makers buy in to the benefits of gender diversity.

**What advice would you give to young women still determining their path?**

Find what you love doing, and the passion will keep you soaring to new heights. There is no harm in trying different things and taking different forks in the road as you progress.

**Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

Believe in yourself and don't let others get you down, you are capable of so much more than you can imagine if you put your heart, mind and soul to it.

**RAPID FIRE QUESTIONS**

***I couldn't live without...***

Coffee or tea?

Neither, only water! A healthy body, a healthy mind, a healthy woman!

**Fruit or vegetables?**

Both – nutritious and delicious

**Emails or phone calls?**

Emails definitely! And whatsapps! So that I can respond when convenient in between meetings and other commitments.

***Biggest pet peeve?***

Laziness, you would be amazed at how much you can achieve if you use all the hours in the day productively.

***Most admired character trait in a person?***

Sincerity – the absence of pretence. Be yourself!

***Best tool used to destroy the proverbial glass ceiling – chainsaw or sledgehammer?***

Your mind and spirit



Veronica Modieleng, Managing Director, Veromo Enterprise, PR and corporate events guru.

**What is the best and worst decision you've ever made?**

The best decision I have ever made was becoming an entrepreneur. The worst decision I have ever made was staying in a toxic and abusive relationship for 6 years.

**What was your dream job as a kid ?**

My dream job was to become a pilot. I love travelling so the job would have taken me around the world, and I would get to see different people and different cultures

**What do you think is the most significant barrier to female leadership?**

Their ability to change their mind-set and make compromises. Most women settle back into their socially evolved role around mid-career. This restricts their movement in demanding leadership positions. However, with the advent of technology many constraints and barriers of the past may cease to exist in a not too distant future. Therefore the only limitation that may remain would be the mind-set.

**What woman inspires you and why?**

Bontle Maoto, she is a go getter and strives for excellence in all that she does (personally and business wise)and she is a very prayer full woman. Which she has imparted on me aswell.

**What will be the biggest challenge for the generation of women behind you?**

The biggest challenge for the generation of women behind me will be finding, and staying true, to their identity and self-love. Most of us women now, we live to please the world and not ourselves. We hide who we really are just to fit in.

**What qualities, in your view, do women bring to business and industry that men generally might not possess?**

Loyalty and effectiveness.

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

It's very important to have women in high positions in business, I personally feel that women do things much better than men and are able to be neutral when it comes to serious decision making. As a country we are not their yet in full ensuring that there is equality in the high positions and businesses between men and women.

**What's the best advice you have received in business that you wish to pass on to our readers?**

Be the best you can be, do not compete with anyone. Allow yourself to fail because there

is a lesson in your failing. Learn from it and move on.

**Who is your role model and why?**

Michelle Obama. She is a woman of substance and has a very positive energy around her. She is true to herself. Like me, she loves women empowerment and I see myself having her as a mentor one day.

**Tell me about a project or accomplishment that you consider to be the most significant in your career?**

The Gauteng Youth Expo this is a 10 days program done by the Gauteng provincial government and I got an opportunity to partner with them in coordinating 4 dialogues (tea & biscuit young women dialogue, young women in business seminar, Mind refinery and fathers and sons dialogue) that were highly impactful in the lives of young people that attended the expo.

**What are your immediate and long term career ambitions?**

My immediate ambition is to create more platforms for SMME to get information and touch as many lives as possible, and to seek more opportunities for SMMEs. My long term ambition is to build a Media Empire that is 100% black and women owned.

**What advice would you give to young women still determining their path?**

Entrepreneurship is never easy and it will never be, run your own race and never give up on the dream you have. WOMEN, LEARN TO COSE YOUR LEGS AND OPEN YOUR BRAINS! Believe in yourself, work hard and you will overcome at the end.

**Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

Never live under anyone's shadow. Follow the commands that your parents give and do not hang around with the most clever kids in school. At the end of the day they will lead you to the wrong path of life. Be a fool for God, and be humble. Know your worth and never let others derail you from success.

**What is the best and worst decision you've ever made?**

Best decision - joining Suncoast

Worst decision - not taking a gap year after school to travel and explore the world a bit.

**What was your dream job as a kid and why?**

As a kid I always dreamt of becoming a teacher. I think it was because I was blessed to have such wonderful educators during my own schooling career. I wanted to inspire others as much as I was inspired.

**What woman/women inspires you and why?**

Strong women inspire me. Women who are neither ashamed, nor embarrassed, with being mothers, career women and mentors.

**What will be the biggest challenge for the generation of women behind you?**

The greatest challenge will always be the fallacy that women cannot balance their home and professional lives.

That stereotype will take time to fade despite the fact that there are many more successful women in the boardroom nowadays compared to a decade ago.

**What qualities, in your view, do women bring to business and industry that men generally might not possess?**

In a nutshell, women bring a hefty serving of compassion into the workplace, coupled with a high level of emotional intelligence. As we see more and more millennials infiltrate workforces, these characteristics have become critical to retaining staff and having a happy and healthy workplace.

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

Whilst there has been an increase in the number of women occupying senior management positions, I believe we could still do better.

We cannot afford to have window dressing mentality any longer as women are

constantly proving that they are forces to be reckoned with.

The ability to make sound business decisions has demonstrated that our business acumen has increased and we are being taken more and more seriously by our male counterparts.

**What's the best advice you have received in business that you wish to pass on to our readers?**

The best advice I have ever received is from my current leader who told me that the more successful I am, I must always remember that not everybody is going to be my biggest fan and that it's ok because that will only drive my ambition further. He also advised me that I must continually develop myself in order to remain relevant.

I must never allow myself to settle into a comfort zone and to always stretch my thinking. In all of this though, he stressed to me the importance of remaining humble and helping as many people that I can.

**Who is your role model and why?**

My role model is Sheryl Sandberg COO Facebook. Her book 'Lean In' pretty much summarizes the challenges women in business face .

She is one of the most sought after senior management professionals in the world and she continues to fight the battle for women and encourage us to make our mark unashamedly.

**Tell me about a project or accomplishment that you consider to be the most significant in your career?**

Project that I am proud of—being the custodian of Life and Soul at Suncoast. My personal involvement from roll out, to implementation, to sustaining the culture... makes my heart warm and always brings a smile to my face.

**What are your immediate and long term career ambitions?**

Immediate—to be the best HR Manager in the Gaming Industry by displaying a holistic understanding of this constantly evolving environment.



*Deshnee Naidu - Human Resources Manager at Suncoast*

Long term—to manage my own casino property within Tsogo Sun.

**What advice would you give to young women still determining their path?**

I would encourage them to be aware of their strengths. Know what makes them tick and then choose an appropriate field of study eg. You either like people or you don't, similarly you either have a knack for numbers or not. They must be true to themselves and not allow themselves to be forced into something they do not enjoy studying.

**Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

That it's ok to be exactly who you are. Don't compare yourself to others. Don't wish to be something or someone that you think is better or prettier.



Sonqoba Maseko, COO Sifiso Learning Group

#### **What was your dream job as a kid?**

I wanted to become a psychologist, as I wanted to serve and help people and help solve issues.

I had a desire to learn how the mind works, and although I didn't go the psychology route, I still believe I help people every day.

#### **What do you think is the most significant barrier to female leadership**

I believe the biggest challenge is not having enough female role models higher up the career ladder for young women to aspire to

replicate. There is certainly a gender bias, and a patriarchal society.

The other draw back for women is a belief held by many women that hard work will speak for them and that their results will ensure they are acknowledged, however women need to ensure they 'back themselves' more, and proudly showcase their exceptional achievements.

#### **What woman/women inspires you and why?**

My greatest inspiration is my mom, a woman with a great many ambitions. She raised her kids with a great deal of tenacity and persistence, always achieving more.

#### **What will be the biggest challenge for the generation of women behind you?**

There are so many options and opportunities—so for many it may be hard to choose the right paths= and direction. It is so important to know yourself well enough to make these important decisions.

It's imperative to ensure you find a career or role that encapsulates all of your best talents and skills.

Millennials are more focussed than ever on doing good for society so this presents an interesting challenge in terms of career fulfilment. In addition, women leaders of the future will need to work together to create organisations for what the world should look like so that these organisations are incredibly flexible and adaptive.

#### **What qualities, in your view, do women bring to business and industry that men generally might not possess?**

Women often encourage a very consultative process in the workplace and encourage a collaboration to reach consensus, while their feminine touch is seen through their interest in their peers, & their colleagues' career growth and their holistic being.

#### **What advice would you give to young women still determining their path?**

- Never assume your work or qualification will speak for you. Don't be afraid to speak for yourself or for your achievements.

- Use relationships in the workplace or mentors to better your business skills and knowledge, rather than merely to boost your confidence.
- Always aspire to more than you anticipate you can achieve, you will achieve more than you expect if you push yourself.

#### **What are your immediate and long term career ambitions?**

Playing an active role in creating an educational model for the future, setting kids up for the 4th Industrial Revolution.

#### **Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

- Explore as much as you can
- Have more fun
- Don't worry about making mistakes

#### **Fun questions:**

##### **Coffee vs Tea**

I could live without either

##### **Salt or sugar**

I'm savoury not sweet, but try to limit both, having cut out sugar

##### **Emails vs Calls**

prefer emails, as I can be an introvert

##### **Favourite book**

Good to Great by Jim Collins

Biggest travel goal? I aim to visit every country in the world

##### **Most admired character trait in a person?**

Integrity

##### **Best tool used to destroy glass ceiling chainsaw or sledgehammer?**

Use both - as I believe it's actually a concrete, ceiling, you're not always sure where you're going and sometimes you're blind-sided.



*Candice Watson, Area Head of Talent,  
British American Tobacco Southern Africa*

**What is the best and worst decision you've ever made?**

The best decision I made was to have my children early in my career. Although very stressful at the time, it afforded me the opportunity to grow up with them while developing my professional life. The skills I've developed in arranging schedules, school activities, and taking care of the occasional runny noses whilst studying at postgraduate level and holding down a full-time career has been one of my greatest achievements. The worst decision I made was buying a convertible a few years ago. Believe me, at the time the idea of driving with the roof down, sunlight on your skin and wind blowing through your hair was all too entertaining. But when the novelty

wears off you realise the high insurance costs, accelerated depreciation costs, and kids growing up faster than your residual depreciation is a price way too high to pay on a depreciating asset.

**What was your dream job as a kid and why?**

My dream job as a kid was to become a flight attendant. Growing up in a township, the idea of boarding an aircraft was far-off and unimaginable. But, even at an early age, I had a determination to defy the odds and what society expected of me. The idea of stepping onto an aircraft neatly presented and polished and being transported from one destination to another filled me with great excitement. As I've had the privilege of

traveling in my career I now understand that travel is not a luxury, it is a necessity. Travel opens your mind to places, people, culture and the great expanse of God's creation, which always amazes me. I still get a lump in my throat when we edge over the African continent, as I realise how incredibly blessed we are.

**What do you think is the most significant barrier to female leadership?**

I personally think that one of the most significant barriers to woman in leadership roles is outdated social paradigms of both men and woman in society. These paradigms are set on historical social norms of the roles females play in society: child-bearer, caregiver, emotional (to name a few). Although these traits are virtuous and necessary, it's not the immediate traits we ascribe to leadership.

Therefore, these paradigms have not kept up with the same pace of change that society and technology has evolved. A woman today has more options to pursue wider career choices, decide when and how to bear children, and decide if and when they commit to long-term relationships. Yet, in the presence of all these options we have the luxury to exercise, we still hear about pockets in Africa of female circumcision, and, closer to home, the increase in violence against woman.

And the glaring statistics in corporate South Africa that repeatedly report, in relation to their male counterparts, that woman still do not occupy an equitable distribution of C-Suite roles.

**What's the best advice you have received in business that you wish to pass on to our readers?**

In a world where you can be anything, be yourself." I cannot tell you how much this very simple but profound statement has altered the direction of my life. In senior leadership roles, we spend most of our time, whether in person or remotely, engaged with our organisations. There is simply no way that you can pretend to be someone that you are not in this context.

The greater tragedy is the lost opportunity in not bringing your authentic self to the table: the unique set of skills, experience, energy and perspective that no-one else around the table has but you.

At British American Tobacco, we believe that our strength lies in our diversity. In fact, one of our key talent branding initiatives asks prospective employees to 'bring your difference'.

### What advice would you give to young women still determining their path?

There are no shortcuts to success. It's that simple. You must work hard, consistently giving the best version of yourself.

At times the road to success is paved with loneliness, and then, there are those that will be attracted by the limelight of outcomes that is non-the-wiser to the journey that lies behind.

I want to encourage every determined young woman with a big dream to pursue her destiny with confidence, and caution her to make room for set-backs and disappointments.

These too, are a necessary part of the journey of leadership. My late dad always said: "Child, you have to take the sweet with the bitter."

And finally, to make time for herself, deliberately and consciously, choose to step back, reflect, breathe, and enjoy the journey.

### Now that you have faced certain challenges and experiences, what

### advice would you have liked to have give to a 13-year old you?

I want to look my 13-year-old self in the eye and tell her that the only obstacle to greatness is her belief in herself. The road will bend and turn, opportunities will come and go, but one thing that she should never lose sight of is her belief in what is good, what is true, hard work, and hope in a better future, as this is the fuel that will continue to fan the flame of destiny within her.

#### RAPID FIRE QUESTIONS:

##### I could live without...

Coffee or tea?	Tea
Sugar or salt?	Sugar
Fruit or vegetables?	Fruit
Emails or phone calls?	Emails

##### Biggest pet peeve?

Bad service

##### Best book ever read?

Swimming Up Stream, by Professor Shirley Zinn

##### Biggest travel goal?

Back-packing with my younger sister through Italy

##### Most admired character trait in a person?

Integrity

##### Best tool used to destroy the proverbial glass ceiling – chainsaw or sledgehammer?

Sledgehammer

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Phumi Mthethwa

**What was your dream job as a kid and why?**

I always wanted to be an air hostess. I used to watch them in the movies and think that they were such beautiful and friendly people.

**What do you think is the most significant barrier to female leadership?**

Trying to prove a point. When you are a female leader you just need to be the

best that you can be. Don't compete with anyone especially with men. Go the extra mile and commit to excellence always.

**What woman inspires you and why?**

Dr Judy Dlamini, she is the chair of Mbekani Investment Holdings. She has written a book called 'Equal But Different'. She is an intelligent dedicated woman who thrives on developing women to be the best that they can be. It is truly inspiring when women support other women.

**What will be the biggest challenge for the generation of women behind you?**

The will of power to succeed no-matter what the challenge is.

**What qualities, in your view, do women bring to business and industry that men generally might not possess?**

Maternal instincts

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

We have a long way to go. Also woman are placed in these positions without development and this could be dangerous as it can set woman up for failure. Because of the lack of development prior to placing woman in these positions, you find they have to work double the time to prove they can do it, which is not a correct way to go about it.

**What's the best advice you have received in business that you wish to pass on to our readers?**

If you fail, try again.

**Who is your role model and why?**

My Mother, She has always given us the best, at all cost.

**What advice would you give to young women still determining their path?**

Persevere, focus and strive for excellence.

**RAPID FIRE QUESTIONS**

**I could live without...**

Complaining people

**Biggest travel goal?**

New York and Great Wall of China

**Most admired character trait in a person?**

Positive attitude



*Keneilwe Pholo, Brand Campaign Manager, Castle Milk Stout*

**Who is your role model and why?**

My dad. He has taught me that nothing in this world is impossible and if I want something I should go for it and not be afraid to fail. With failure, comes growth.

He has taught me to be very frugal and that has given me the ability to think through every decision I make and weigh the pros and cons. He has always supported me and allowed me to learn from my own

mistakes and has talk me to always be true to myself.

**Tell me about a project or accomplishment that you consider to be the most significant in your career?**

It took me 10 years to complete my BCOM Marketing Degree through UNISA. It was a real challenge as I was working and studying from the age of 18. What kept me going was constantly having my eye on the prize and having the end result in mind which was all worth it. Three years after completing my Degree, I was nominated by my company to attend the MDP course at Henley Business School and study towards a PGDip

**What are your immediate and long term career ambitions?**

I have just started my new role as a Brand Campaign Manager. I am passionate about identifying what could be deemed as a challenge and finding opportunities and practical solutions. I wish to become a Marketing Manager in the near future

**What advice would you give to young women still determining their path?**

I have learnt that the mind that holds the question, also holds the key to its solution. Nothing is impossible and you in charge of your life and determine your own destiny.

**Now that you have faced certain challenges and experiences, what advice would you have liked to give to a 13-year old you?**

I would tell my 13-year old self that you should not let challenges discourage you but rather to see every challenge as an opportunity. It is very important to have confidence in yourself and to trust your gut. Education opens your mind up to endless possibilities. Beauty may go but what you have learnt will stay with you forever.



*Siziwe Batyi*

**What is the best and worst decision you've ever made?**

The best decision that I've ever made on my career was to choose Industrial Engineering. Industrial Engineering became more than just a profession to me but a lifestyle due to the principles that are built into this profession. I have come to realise that more personal decisions in my life were also made in line with some of the principles I practice as an IE.

The worst decision was to probably leave home in pursuit of my career. Home for me means, Port Elizabeth and the Eastern Cape. This is the worst because whenever one visits it's difficult to ignore the poor state of our communities, which as professionals we could have contributed positively on, should we have stayed.

**What was your dream job as a kid?**

My dream job as a child was to be a doctor, this was because when we were growing up the professions that one was exposed to was nursing, teaching and medicine. My mother was a nurse and used to take me to work with, and hence I was exposed to a lot of young female doctors that I could relate to due to their background "growing up in townships as well".

**What do you think is the most significant barrier to female leadership?**

The most significant barrier for women in leadership is not men. It is disowning our femininity and maternal nature. This is where women strengths are the very same things that we perceive to be weaknesses. Women in leadership, especially in male dominated environment, always seek to emulate men. Our femininity and maternal nature is a strength because it creates a safe and conducive environment for innovation and enhances openness and performance without intimidation.

**What woman/women inspires you?**

My mother and sister. They are both the strongest, opinionated and smartest women I know.

**What will be the biggest challenge for the generation of women behind you?**

I believe that the greatest challenge for women of my generation, and those generations to follow, will be balancing home and work life, and ensuring that neither of them suffers, while competing with men for the same opportunities who have been wired as providers and, hence

can only focus on work life without guilt and regrets.

**How do you feel about the role of women in senior positions in business and industry? Do we have enough women at these levels, or are we still merely window-dressing?**

I think both our government and corporate South Africa, in the last five years have made a lot of strides in ensuring there is a far representation of women in senior positions. I can't really say we have enough, there is still more that can be done especially by corporate South Africa. Women bring new and fresh perspectives to the boardroom, and are the ones geared towards making decisions and taking actions on those decisions which is what I have come to admire about a lot of women I have come across in my professional and personal life.

**What's the best advice you have received in business that you wish to pass on to our readers?**

Be clear and genuine in your vision. It's always better to communicate and share it, and ensuring that it comes from a place of clarity and authenticity. **BBQ**

**The Human Resource Development Council of South Africa (HRDC)** is a national, multi-stakeholder advisory body established in March 2010 to advise the government on all human resource development-related issues. The HRDC's mandate is to ensure adequate human resources or skills for the desired economic growth. It delivers on its mandate by identifying and resolving blockages within the skills development value chain.



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**Our Aim**

The HRDC aims to develop institutional synergies for an integrated Human Resource Development Strategy of South Africa. This will assist to stimulate a culture of training and lifelong learning at all levels of society in order to transform our country into a knowledge economy.

**Human Resource Development Strategy of SA.**

There are five strategic goals that the HRD Council has adopted to be achieved by 2030:

1. Strengthen basic education and foundation programmes in Science, Technology, Engineering, Maths (STEM), Languages and Life Skills
2. Expanded access to quality post-schooling education and training
3. Improved research and technological innovation outcome
4. Production of appropriately skilled people for the economy
5. A developmental/capable state with effective and efficient planning and implementation capabilities.

**Programmes**

The work is organised into the following five programmes for the achievement of the strategic goals:

- Science, Technology, Engineering, Maths, Languages and Life Skills
- TVET and the rest of the college system
- Higher Education and Training, Research and Innovation
- Skills for the transformed society and the economy
- Developmental/Capable state

**Key achievements of the HRDC**

Foundation Education with Science, Technology, Engineering, Maths and Languages and Life Orientation/Skills

- ECD has been expanded; increase in Grade R enrolments; improved equity in learning outcomes and increased learner achievement in physical science and maths.

**TVET and rest of the College System**

- Improvement in enrolment from 345 566 in 2010 to 709 000 in 2014; the NSFAS has expanded the funding of students in the colleges, and an improvement in the certification rates in both NCV and Nated programmes.

**Higher Education and Training, Research and Innovation**

- Increase in intermediate skills (artisans) and professionals produced; increase qualified engineers; improvements in the production of academics and industry-university partnerships in research and development.

**Skills for the transformed society and the economy**

- Increased number of qualified artisans; progress in worker education—over 200 000 individual workers; ongoing work on occupational qualifications for priority occupations; expansion of the number of young people engaging in programmes; increased level of success in apprenticeships and learnerships and increased access to literacy programmes.

**Developmental/capable state**

- Achievements include the establishment of the National School of Government; development of new capacity throughout all line departments. Government is also addressing the challenges of unemployed youth through extensive internship programmes.



# Our presidential legacies

The demise of the Apartheid regime and the first democratic elections, which subsequently took place on 27 April 1994, saw the ANC rise to power. This was an immense victory for the liberators who rose up in vehement opposition to white minority rule and who dedicated their lives to fighting for justice, racial equality and freedom. South Africa's sons leave behind colourful legacies which began long before and extended far beyond their presidential terms.



*Nelson Rolihlahla Mandela, Presidential term: 1994 to 1999*

**S**outh Africa's 'greatest son', anti-apartheid revolutionary, Nobel Peace Prize winner and former leader, Madiba is the embodiment of the relentless struggle for freedom and democracy - he symbolises peace, forgiveness and one person's ability to make a difference when committed to a cause.

"Tata Madiba was the Father of the Nation in the truest sense of the word. He loved his country and its people and was ready to pay the ultimate price for the liberation of its people. He was a nationalist to the

core. Behind closed doors, he came across as a loving family man, which is perfectly expressed through the work he has done - and which his foundations continue to do - for the children of our nation.

"His naughty and disarming jokes, charm and easiness with the people of all ages and socio-economic backgrounds made it possible for all to engage with him on any matter of national interest, without feeling intimidated by his stature. He came across as a man with an incredible amount of wisdom," says Nqabayomzi Kwankwa, MP - UDM Chief Whip and Deputy President,

and this is the indelible image of Nelson Mandela that will endure. He is recognised and remembered in South Africa and the rest of the world as the nation's greatest, wisest liberator who committed his life to the struggle and who spent 27 years in prison rather than give up the fight for peace and dignity for all.

"His greatness lies in the fact that he is a visionary, a Democrat and international political leader who exercises his influence and leadership with humility and respect for his colleagues and opponents alike. He is, above all, a man who is stubborn in his

resolve to fight all forms of discrimination, injustice and inequality”<sup>1</sup>

Mandela was born on 18 July 1918, during a time when people of colour were seen as inferior citizens. From a young age, Mandela had the desire to liberate his people from oppression. He first began campaigning for human rights for all in 1942 and, in 1944, he joined the African National Congress (ANC)—a party which fought for the rights of non-white South Africans—along with Walter Sisulu, Oliver Tambo, Anton Lembede, and Ashley Mda. Unhappy with the ANC’s appeasement policy, the young group helped to form the ANC Youth League (ANCYL). Mandela rose to the position of Secretary General and the group lobbied for radical mass action against the apartheid laws that were being enforced. In 1949, through the ANCYL’s efforts, the ANC adopted the group’s Programme of Action and Walter Sisulu was elected as the ANC’s Secretary General. Due to the growing opposition, the apartheid government had Mandela and some of his comrades arrested numerous times and, in 1960 (following the Sharpeville Massacre), the apartheid government declared a state of emergency and the ANC and Pan Africanist Congress were banned. This motivated Mandela to strongly consider taking up the armed struggle and, in 1961, the ANC helped to launch Umkhonto we Sizwe (Spear of the Nation, aka MK), the ANC’s military wing.

In 1964, at what was known as The Rivonia Trial, Mandela gave a statement titled ‘I am Prepared to Die’, which served as a true testament to his commitment to the struggle and which drew worldwide attention to South Africa’s fight for liberation. In his speech, he said, “During my lifetime I have dedicated myself to this struggle of the African people. I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.” Mandela and other accused ANC leaders were sentenced to life in prison

and he was sent to Robben Island, where he served the first 20 years of his prison sentence. Prison could not, however, break his courageous spirit and he continued his fight against racism and inequality. While serving his sentence, both his mother and oldest son passed away and, although he was not permitted to attend their funerals, hatred did not fester in his heart. Mandela was offered release upon his agreement to certain conditions, however, he could not be swayed and remained true to his convictions. In 1982, Mandela and his comrades were transferred to Pollsmoor Prison. By this time news of his deeds had spread and a local and international campaign titled ‘Release Nelson Mandela’ called for him and all political prisoners to be freed. The international pressure and growing unrest in the country forced PW Botha to concede, but only if Mandela agreed to give up the armed struggle, which he again refused.

His health declined and he was eventually transferred to Victor Verster Prison, where he served the remaining time of his sentence. The pressure from foreign countries to release him became too great and, in 1990, President FW De Klerk declared the unbanning of the ANC and other political parties, as well as the release of Nelson Mandela and his comrades. Mandela emerged from prison a changed man who advocated peace, reconciliation and an end to apartheid violence but his opposition to apartheid remained as resolute as ever. By this time, he was recognised as an internationally respected leader and travelled abroad extensively to highlight South Africa’s struggle. Through a series of negotiations between the NP, the ANC and various other political parties, apartheid was abolished and, on 27 April 1994, South Africa’s first democratic election took place, which changed the course of the country’s history. The ANC received 62% of the vote and, on 10 May 1994, Nelson Mandela was inaugurated as President—with the entire world celebrating in unison. During his inaugural speech, “Mandela called for a ‘time of healing’ and stated that his government would fight against discrimination of any kind. He pledged to enter into

a covenant to build a society in which all South Africans, Black and White, could walk tall without fear, assured of their rights to human dignity, ‘a rainbow nation at peace with itself and the world’.<sup>1</sup>

Kwankwa says that, as president, Mandela’s “primary focus was on reconciling the different groups of our liberated nations. He, at all times, gave priority to the recognition of the humanity of all citizens of the nation. Flowing from his inaugural address as the first democratically elected President of the Republic, Tata has placed equality, social justice, respect for the rule of law and democracy as his apex projects.

“In order to achieve his vision, he exhibited energy to drive the Reconstruction and Development Programme on which his government was elected by the people. He also managed to drive the Truth and Reconciliation Commission with success, which sought to heal the wounds of the past and unite the nation,” he adds. Kwankwa says that Mandela achieved his mission of ushering in a democratic election that was pronounced by all nations of the world, as peaceful, democratic, free and fair. He steered the country from turmoil towards a negotiated settlement, a country that was engulfed in violence just on the eve of election, a country with divided views and personalities to a beacon of hope for the world. His reconciliation and nation building agenda was fostered with panache and conviction in reaching out to adversaries. Madiba was decisive and simple. Mandela stepped down as president in 1999 when his term ended, but he continued to play a role in mediating conflicts around the world<sup>1</sup>, and he did charitable work through the Nelson Mandela Children’s Fund, the Nelson Mandela Foundation and The Mandela Rhodes Foundation. In addition, by announcing that his son, Makgatho, had died of Aids, he attempted to remove the stigma attached to people suffering from HIV/Aids. Kwankwa recalls: “I met him in person for the first time in early in 1999 while I was working for Coin Security as a Security Officer at the University of the Western Cape. Madiba was scheduled to speak at an event there that month. So

as his convoy was entering the university, his security team told us to clear the way. Much to the annoyance of his security team, instead of stepping aside I stood on the side of the road and did the Madiba dance. As the security team was busy trying to remove me, Madiba saw this and told his security team to let me dance freely without interruption. In fact, he asked them to roll down his window so he could dance for a few seconds with me and they did. So Madiba and I did the Madiba dance for about a minute before he proceeded to his official function.”

Mandela remained a shining example of humility and of someone who embraced people of all races and classes, and his life was an inspiration to all. In 2009, the United Nations declared 18 July Nelson Mandela International Day to honour his birthday and to honour the man himself. Nelson Mandela passed away at his home at the age of 95 on 5 December 2013 and the world mourned in unison. Poignant tributes from leaders across the globe poured in expressing the loss of a great man and a courageous voice for justice and equality. “Madiba was a great father who dispensed his love to all citizens regardless of their background. A reconciler, nation builder, peacemaker, negotiator, focused and visionary leader par excellence,” says Kwankwa.

The ANC may have lost some support over the years but Mandela never will. His late comrade and friend, Walter Sisulu, wrote an obituary to Mandela before both their deaths and it perfectly pays tribute to him: “As he rests in his eternal sleep, I am certain of one thing: that Madiba’s face is enveloped in a gentle, enduring smile. No, not the broad, beaming smile we are accustomed to; not the one so full of warmth that one felt bathed in sunshine. Rather, the quiet smile, reflective, born out of looking over his life and times; a smile tinged with a hint of mischievousness for having beaten the odds, cheated the hangman and knowing he had helped make South Africa and the world a better place.” Overarching his life of struggle, hardship, humiliation, pain and suffering there must be the sense of fulfilment that he has left an indelible footprint in the service of humankind.”



*Thabo Mvuyelwa Mbeki, Presidential term: 14 June 1999 to 24 September 2008*

Thabo Mbeki is regarded as our most intellectual, educated former President and an eloquent diplomat who was able to raise the ANC’s diplomatic profile and who brought about economic growth, created employment and expanded the black middle-class through BEE.

Some of his decisions and actions had negative consequences, such as his questioning of the link between whether HIV causes Aids and the banning of antiretroviral drugs in public hospitals have been criticised in certain circles, with some

commentators estimating that this could have cost up to 330 000 lives. His passive approach towards the Zimbabwean crisis and the controversial ‘arms deal’ also received much criticism, but his commitment to rekindling the vision of an African Renaissance is beyond reproach.

“Mbeki likes to be engaged, challenged and to challenge. But one thing, you must do your homework and know your story. And in all my engagements with him, first as a president and now a former president, I find Thabo to be someone who is

passionate about lifting South Africa and Africa out of the malaise of poverty and underdevelopment. I cannot remember a conversation that I have had with him that does not start and end with this. He is a true pan-Africanist.

"He is a charmer behind closed doors, hard worker at all times, a voracious reader and a researcher. Mbeki is always thinking about the challenges facing nations of the world. He, however, does enjoy easy moments at home with family and friends. Mbeki related to almost all people on the basis of work to be done. Even his own immediate family, he would relate on tasks at hand though he would appreciate easy times. He has motion like all of us, the loss of his parents made a mark on him as a person," says Nqabayomzi Kwankwa, MP – UDM Chief Whip and Deputy President.

Mbeki sought to restore the African identity, one that was free from colonialism, and he elevated our country to the status of a serious player in the international community. However, his legacy can't be defined by his time as president alone, as his commitment to the liberation of South Africa's people began before the ANC rose to power.

Born on 18 June 1942, Thabo Mbeki was actively involved in politics from an early age. Following the unbanning of the ANC, Mbeki went into exile in London, where he worked part-time with Oliver Tambo and Yusuf Dadoo. He also studied economics at Sussex University, obtaining his master's degree in 1968.

"He spent most of his time fighting against apartheid from outside the country, in Britain, Nigeria, Botswana and Zambia," and was adept at obtaining support for the ANC from a "more urbane population abroad" <sup>6</sup>. He played a crucial role in campaigning for the international media's support in the fight against the apartheid regime.

Mbeki was living in Lusaka when the apartheid government declared a State of Emergency in South Africa. An assassination attempt was made on his life but, fortunately, the assassin was arrested before he could follow through.

"In 1985, Mbeki became the ANC's Director of the Department of Information and Publicity and coordinated diplomatic campaigns to involve more white South Africans in anti-apartheid activities. In 1989, he rose through the ranks to head the ANC's Department of International Affairs and was involved in the ANC's negotiations with the South African government."<sup>8</sup>

In the early 1990s, the apartheid regime began to crumble and the ANC started to prepare for South Africa's first democratic elections in 1994. Mbeki's role in transforming the party into a legal political institution was pivotal.

When Nelson Mandela was elected President, he selected Mbeki to be the Government of Unity's first Deputy President. Additionally, Mbeki also adopted the title of 'de facto' prime minister because Mandela entrusted state duties to him.

Mbeki focused on the poor in rural communities and townships. He introduced development and urban renewal strategies, and this ensured continued support for the ANC.

His policies were strongly influenced by his vision to return dignity and freedom to those who had been stripped of them and to break away from colonial rule and assistance. He is notably recognised for heading the formation of New Partnership for Africa's Development (NEPAD) and the African Union (AU), institutions which would assist Africa to solve its own problems without outside help.

Mbeki wanted to combine the reconciliation project of Mandela together with building a strong growing, inclusive and distributive economy within the context of a globalised village and a united Africa.

In 1999, he succeeded Nelson Mandela and, as President of South Africa, he "presided over the longest period of economic growth in South Africa since the Second World War, championed poverty reduction programmes and the de-racialisation of the South African economy" <sup>5</sup>.

"President Mbeki had his own vision about the direction that the country should take, post the reconciliation and the Government of National Unity Stage.

He seemed to have understood the project of nation building and reconciliation as being directly linked to the economic development/freedom.

"His speech about the two nations in one would have been a perfect illustration of his vision and how the resolution of the national question would not be complete outside the economic freedom. In discharging this noble vision, he also acknowledged that South Africa is a member of a global family with the immediate being Africa. His 'I am an African' speech completed his vision and path he was to lead the nation to traverse," says Kwankwa.

During his second term as President, he led the successful bid for South Africa to host the 2010 FIFA Soccer World Cup and this was viewed as a testament to his strong belief that an African Renaissance was possible and that the country was capable of achieving great things.

Mbeki is a skillful mediator who has presided over complex issues in Burundi, the DRC and the Ivory Coast and who has mediated crucial peace agreements.

In 2005, a rift was caused between Mbeki and Zuma's supporters within the ANC due to Mbeki relieving Zuma of his Deputy President duties following his implication in the corruption scandal.

In 2007, Mbeki stood for election as president once again but lost to Zuma, who went on to become the ANC's presidential candidate.

After Zuma was cleared of charges and the ANC National Executive Committee recalled Mbeki, he announced his resignation in 2008 and was appointed the African Union's lead negotiator after leaving office.

In 2010, he established the Thabo Mbeki Foundation and the Thabo Mbeki African Leadership Institute, which were both platforms for achieving the goals of the African Renaissance.

The most powerful aspects of Thabo Mbeki's legacy is his dedication to the "reawakening of Africa's self-reliance" and his skillful steering of our economy. "His mantra, African solutions for African problems, underpinned everything he did about Africa."<sup>7</sup>



*Kgalema Petrus Motlanthe, Presidential term: 25 September 2008 to 9 May 2009*

Once it gets to a point where it becomes a matter of life and death to occupy a position of leadership or not with an eye on future opportunities therein lies the danger." - Kgalema Motlanthe.

Kgalema Motlanthe is regarded as an intellectual and highly skilled politician who may have only served as President for a few months after Thabo Mbeki's resignation, but who was committed to the ANC's early vision of liberation for most of his life, worked hard to keep the party unified,

and who has often been described as the "ANC's conscience and moral anchor."<sup>9</sup>

He surrendered a decade of his life when he was arrested and charged for furthering the ANC's agenda through his role in the ANC's military wing, Umkhonto we Sizwe (MK), but while in prison, he commanded the respect of his fellow inmates, he educated them on political matters and opposed any injustice that he witnessed.

He chose to see prison as a valuable experience.

During his short term, he sailed South Africa's ship on the wave of economic growth and steered it well. Today, he is also a champion for education and skills development within the country.

Motlanthe was born on 19 July 1949 and was heavily influenced by the Christian faith. Those who knew him described him as very kind and gentle.

His political interest was shaped by various influences including The American Black Panther Movement and the Black

Consciousness Movement that was rising in South Africa.

Together with Stan Nkosi, his closest friend and comrade, Sphiwe Nyanda, former Minister of Communications and George Nene, they were recruited into Umkhonto we Sizwe (MK) and engaged in underground work, which included going to Swaziland couriering ANC recruits for military training.<sup>8</sup> Additionally, they formed a very successful MK cell, which was never caught.

Motlanthe was eventually arrested for his involvement and work with the MK. He was found guilty of three charges under the Terrorism Act and was sentenced to 10 years in prison. Even while receiving severe beatings at Leeukop Prison, his spirit was not broken.

He was transported to Robben Island in 1977 and it was here that he served on the political committee where he was tasked with sourcing and making political material available.

During his incarceration, he completed his matric through correspondence studies, he voraciously read all literature he could find and learnt how to play, read and write music.

"A prison board report of July 1984 showed that he had an unblemished disciplinary record. He rose above organisational conflicts and always subscribed to the view that each person was entitled to differing views on any matter. He valued the debates and education that took place, a key to his political life."<sup>9</sup>

He showed his true strength of character by challenging injustice, even within the prison walls and kept morale alive. Motlanthe viewed his incarceration in a positive light, saying that "we were a community of people who ranged from the totally illiterate to people who could very easily have been professors at universities. We shared basically everything.

The years out there were the most productive years in one's life, we were able to read, we read all the material that came our way, took an interest in the lives of people

even in the remotest corners of this world. To me those years gave meaning to life."<sup>11</sup>

After his release, he worked at the National Union of Mineworkers (NUM) for 10 years and eventually replaced Cyril Ramaphosa as NUM's acting General Secretary. He also worked with Walter Sisulu in an attempt to defuse the country's rising political violence.

Educating people, it seems, was always Motlanthe's passion and strength. Following NUM's strike in 1987, Motlanthe began training for shaft stewards and developed course materials that exposed health and safety issues within the mining industry in an attempt to educate the miners. In addition "he was also active in the ANC underground as a trade unionist, the SACP and the ANC Interim Leadership. He was also elected onto Cosatu's Central Committee".<sup>11</sup>

During his time at NUM, he helped to create the Mineworkers Development Agency and establish the JB Marks Educational trust - when he left, the union was Cosatu's richest.

He was elected as the ANC's Secretary General in 1997 and was tasked with ensuring policies and programmes were implemented and executed. A man of incredible moral standing, he firmly believed in strong accountability and, at the ANC National General Council in 2010, he criticised the fact that the government and the ANC did not consult with each other.

After corruption charges were levelled against Zuma, he was removed from his position as Deputy President, but Motlanthe was loyal to Zuma. This caused a rift in his political relationship with Mbeki, however, and, after Mbeki was recalled by the NEC and resigned, Motlanthe's approach was for the ANC to allow Mbeki to complete his term or to bring the elections forward. Furthering his own position was not of great import to him.

"Following Mbeki's defeat at the 2008 ANC Elective Conference, the ANC deployed Motlanthe to the Presidency, in spite of him [Motlanthe] being opposed to the move. He

became an MP on 20 May 2008 and on 12 July 2008 he was sworn in as a Minister. Motlanthe was installed as South Africa's third President on 25 September 2008."<sup>9</sup>

When Zuma was elected President in 2009 he chose Motlanthe as his Deputy President.

Motlanthe has had to deal with much criticism and many controversies, but he has also garnered the respect of those who have met him due to his deep respect for his colleagues and opposition members alike. For Motlanthe, the ANC always came first, but his moral compass has also always pointed north.

"He is deeply pained by people going into Parliament and then engaging in acts of corruption. In this respect, he can be quite critical of his own party."<sup>9</sup>

In 2014, Motlanthe left the government and, today, he subscribes to left-wing party ideals and is seen a highly skilled politician.

In 2016, he came out of retirement to campaign for the ANC ahead of the municipal elections. While deeply critical of the current ANC leadership, he still firmly believed the ANC was the best party to lead South Africa forward.

According to recent reports, it has been suggested that Motlanthe is being considered as a possible compromise candidate to take over from Zuma, however, while Motlanthe said he would not completely dismiss the idea, he believes in the importance of new leadership and he believed he would make a better contribution by providing political education—something which he has always championed.<sup>13</sup>

At the 2010 Skills Summit, he spoke of the importance of skills development and education and how these were crucial components for their Human Resource Development Strategy (HRDS).

He explained that "an educated and skilled human resource is a key lever for accelerating economic growth and human development."<sup>14</sup> During the launch of the ANC's political school, he said that "the curriculum that we learn at the political education school should equip us with

intellectual and political tools. These are not only to develop a deeper understanding of history but, most important, to change society".<sup>15</sup> Essentially, Motlanthe embodies a true leader in that he demonstrates humility, does not crave power and position in themselves and, instead, wishes to make a contribution in the way he knows best—by providing political education. **BBQ**

*Monique Jacobs*

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# Surveying from the Top

## BBQ speaks to Inga Vanqa, Managing Director of Inga Vanqa Quantity Surveyors and Project Managers

**I**nga Vanqa Quantity Surveyors and Project Managers (IVQS) has built a reputation as one of the fastest growing built-environment consulting firms in South Africa. The company was founded in 2013 by Inga Vanqa, Managing Director, operating from his parents' garage in Queenstown. Having worked in the built environment for 10 years and having acquired both local and international experience, Vanqa felt it was the perfect time to venture out on his own.

The first two years were very tough," he says. "Clients didn't pay on time and I ran into cashflow problems which hindered the growth of the business. As difficult as things were, I never compromised on the quality of the services that I was rendering to my clients, and I always delivered on time.

That is what has helped us to build such a good reputation and I have maintained that till now. Reputation is everything and I protect ours jealously because once the reputation is gone it's very difficult to rebuild."

Quantity Surveying deals primarily with management of budgets in construction projects in order to ensure that the client gets maximum value for money and every cent invested into a project is accounted for. In addition, Quantity Surveyors play a pivotal role in the procurement process of a project where we assist and advise clients on the best strategy of procuring contractors. Lastly, Quantity Surveyors provide contractual advice to their clients assisting them in making informed decisions before, during and post the construction of a facility. Quantity Surveying has evolved immensely over the years and is now

being used in other industries outside of construction such as mining, petrochemicals, energy, etc.

"Our mission is to provide quality project advice to our clients through our in-depth knowledge of the built environment using our specialist skills and expertise. The vision is to always exceed client expectations and always leave a mark in our projects through our exceptional quality service offering.

Ethics and integrity is the foundation upon which we operate. We pride ourselves with the most transparent, ethical and professional conduct at all times, ensuring that our clients receive value for their investments at all times. We are also fully committed to the codes of conduct stipulated by our affiliated professional bodies."

IVQS offers an expansive ranges of services that include Quantity Surveying; Construction Project Management; Green Building Consulting; Project Audits and Arbitration. When it comes to the company's competitive advantage within the industry, Vanqa explains that having worked for some of the biggest firms in the world before starting the firm, helped a lot in planning and building IVQS to what it is today.

"I know what practises work both internationally and locally and I know where the pitfalls are. Each project is unique and we treat them as such as what has worked in the past might not necessarily work today. We have embraced technology and have some of the latest technologies available both locally and internationally and that our competitive advantage.

Passion and the exuberance of youth also works for us, we're a firm of young people with fresh ideas of how to tackle



*Inga Vanqa, Managing Director at Inga Vanqa Quantity Surveyors*

problems, I always encourage new ideas," he says.

Currently IVQS are involved in a number of exciting projects. IVQS is leading the construction of a state-of-the-art office blocks in Aliwal North and in Queenstown where the firm was appointed as both Principal Agents (project leaders), and Quantity Surveyors for both projects. IVQS are also leading the construction of a SARS (South African Revenue Services) customs warehouse at the Coega Industrial Development Zone (IDZ).

"My immediate goal is to grow the footprint of the firm to at least all the nine provinces, we currently have a presence in Queenstown, East London

and Bloemfontein. Expanding into other African countries is also on the cards and we are in talks with a few potential clients in Lesotho and Botswana," explains Vanqa.

The road to success for IVQS has not been without its challenges, with late payments continuing to be a problem. "We have had clients who have taken up to a year to pay us, and it has taught me to be very careful with how I manage the company finances, says Vanqa. "That's why I always make sure there are enough cash reserves to carry us through the periods of non-payment. We are also operating in a space where the profit margins are getting lower and lower due to increased competition and price undercutting by competitors. That has led me to diversify the business and introduce other services such as property development and a plant (construction machinery) hiring business, we have now expanded our revenue streams and that has helped with cashflow into the business.

Inga Vanqa started his career in 2004 after completing his Quantity Surveying studies. After working for a small firm in East London for three years, in 2007 he moved to Johannesburg to work for a multinational firm which introduced him to the mining industry. "I learnt a lot during my time there and before I left to start IVQS, I was leading multi-billion rands mining projects both in South Africa and internationally. During that time I also acquired a Masters degree in the Built Environment and qualified as a Professional Quantity Surveyor (PrQS) and as a Professional Construction Project Manager (PrCPM), with the respective professional bodies, and these credentials gave me a firm foundation upon which I started the business." As Managing Director, Vanqa leads a vibrant team of professionals, and says that each day is unique and comes with its own set of challenges. "My days a spent travelling between meetings and visiting sites. The odd day that I spend in the office is spent compiling project reports, putting together proposals, doing general office administrative functions as well as supervisory roles to the staff at the office. I've been blessed to have acquired



Front view



Back view

a considerable amount of knowledge both academically and through work experience and I enjoy imparting that knowledge to my juniors and mentoring them as they grow as professionals. Regarding his leadership style and what he believes to be true leadership, Vanqa believes that one can never lead people into doing that which he as a leader is not prepared to do himself. When I started this business, I couldn't afford to employ staff, so that meant that I did it all; from making coffee to balancing the books, deliveries to cleaning, filing to answering phone calls, in addition to the fulfilling the

core functions of the business. The positive side about it all is that I know exactly how those functions are meant to be done, as I have done then myself before, and it makes it easier for me to lead and manage the people I now employ to do them.

I have also learnt the value of effective communication in running a business; communication is in most cases neglected and to me it can make or break a project and even a business. Leadership is also about taking responsibility and being accountable and owning up to your mistakes and shortfalls," concludes Vanqa. **BBQ**



# Investments Why they should stay in SA

**K**ee your powder dry, learn from the past” says Gary Palmer, CEO of independent alternate lender, Paragon Lending Solutions, who examines the market and says there is still an opportunity to be found, for businesses and investors alike. Despite the ‘doom and gloom’ investment sentiment, history has shown that there is still opportunity in downside markets. The key is to know how to access finance and where to find the growing businesses.

The net effect of the recent downgrades is extreme uncertainty in the market. Investors

and businesses don’t like uncertainty and, as a result, we have a common theme of people sitting on their hands. This is bad news, because the worst thing that can happen to an economy is for transactions to stall.

Since the downgrades, we have had many big deals put on ice. One client was about to conclude a significant deal, subject only to due diligence. Since the downgrade, he’s said he is unsure of what’s happening in the local market and has decided to back out of the transaction.

The same thing happened on a big dual property transaction. The fact is, neither

investor was willing to expose themselves to more risk and adopted a wait-and-see attitude.

What’s more, people aren’t sure about interest rates, and the government spending cuts will impact the liquidity in the market. We have also heard that the government is holding onto VAT funds, delaying claim payments. This environment affects all lenders and people are battenning down the hatches to wait for the storm to blow over.

Many businesses are entering survival mode. We shouldn’t forget that we were experiencing a very conservative investment market even before the downgrade.

hinges on your exit transaction. Previously, the exit was fairly secure. Now investors are worried about how easily they will be able to move properties, should things go south.

#### **Looking back to allow us to look forward**

It's important to look back and see what we have learned from the past. The people who made the most money are the ones who kept their powder dry and were bold enough to take the plunge when they saw a great opportunity. If we look at the balance sheets of the investors who, in 2009 and 2010, were bold in their decisions, understood the property market, understood companies and what the real opportunities were, their balance sheets have doubled in value. We are heading into a similar cycle and we are already seeing some of our most astute investors lining up their access to finance to take advantage of some of the fireside opportunities.

#### **Alternative funding offers some relief for companies**

Fortunately, alternative financiers are not governed by the actions of big banks, they don't have to follow the very stringent regulations or the conservative lending requirements of the banks. While they are obviously very focused on risk and making sure that they are not overexposed, they are still open to lending opportunities, which the banks may not be interested in. In fact, historically, when the banks pull back, this is when alternative lenders do well. Looking back, before 2008, if you had to ask what a client was looking for in a funder, it used to be the cost of the funds. Now, it's about service and looking at the speed to close a transaction. Clients want to work with an institution which can make decisions quickly, they want to deal directly with a decision maker who is able to make the call without referring back to a team, which may take weeks or months to get back to them.

Second on the list of what today's clients are looking for is based on optimising their cash flow. Borrowers are looking for



*Gary Palmer, CEO of independent alternate lender*

interest-only facilities where they don't have to immediately start paying back the capital and are also looking for a working capital facility. Finally, they will assess the loan-to-value and then only rates. This priority shift will naturally come at a slight premium, but it's been our experience that borrowers are happy to pay that premium, knowing they can deal with one person, get an answer immediately and have the flexibility to better manage their cash flow. While the market is not in great shape at the moment, businesses and investors can still realise growth. Companies which are showing good growth will attract the attention and money of investors who still need their capital to work for them. The key is to work with a company which is able to pinpoint the partnership opportunities and ensure transactions are still flowing. **BBQ**

*Simon Lewis*

We have one example where a retail business went from a very healthy growth of 40% between 2013 and 2015/6 but is now reporting a year-on-year loss of 83% in 2016/7. For the big institutions, the appetite to lend is obviously lower. One of the banks said that no credit deals were approved on the day of the credit downgrade, which is unheard of in a healthy market. From a property perspective, we should also be mindful that even before the downgrade, it was difficult to shift property in most areas, with just a few isolated pockets of exception, including Cape Town.

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# New ICT codes signal sector shake up

The B-BBEE ICT sector codes that came into effect on 7 November 2016, reflect a real and formidable step taken by the ICT sector in support of government's drive towards radical economic transformation and inclusive growth



**K**elebogile Shoko of Bravura, an independent investment banking firm specialising in corporate finance and structured solutions, says that while major companies in the sector continue to line up deals to ensure compliance levels, an industry shakeup is only just beginning.

The call for radical economic transformation has been heard loud and clear by the ICT sector. The higher minimum requirements have been lauded by many as a step in the right direction towards a more equitable and inclusive society. The sector's recognition levels are regarded as being more stringent than those of the Generic B-BBEE codes. For example, under the ICT codes, a company has to obtain 120 points in order to obtain a B-BBEE level 1 recognition status, whereas the Generic B-BBEE codes require entities to obtain 100 points in order to reach that level. Also, where the Generic B-BBEE codes have a target of 25%+ 1 share for black ownership, the ICT codes prescribe a targeted 30% level for black ownership.

In conjunction with the announcement of the amended ICT sector codes, the B-BBEE ICT Sector Council was officially launched in November last year (although established in late 2015). The objectives of the Council are inter alia, to oversee, supervise and promote adherence to the amended

sector ICT codes. Additionally, a gazetted discussion document developed by the Independent Communications Authority of South Africa (ICASA) intends to conduct an inquiry into equity ownership by historically disadvantaged groups or individuals and how this should be implemented in light of the ICT codes. In particular, the inquiry will ascertain whether the current level of ownership should be increased from its current minimum of 30%. The findings, following a consultative process, will be published later this year or in 2018.

In anticipation of the updated ownership requirements, major telecommunications companies such as Vodacom and MTN Group have been pursuing further black empowerment ownership options with the primary objective of broad-based inclusivity. MTN has replaced the MTN Zakhele scheme that unwound in November last year with a new R9.9 billion MTN Zakhele Futhi empowerment scheme. Through the scheme, MTN Group will retain broad-based black investors for a period of 8 years, contributing to its overall circa. 39% black ownership.

Vodacom's black ownership is currently at 18.7% with its existing black empowerment scheme, Yebo Yethu, coming to an end in 2018. The company plans to put together a replacement program in line with the new ICT codes and is reportedly exploring the possibility of a sale of a US\$1.1 billion stake

to black investors in one of the country's biggest-ever deals aimed at boosting black participation in the economy.

The new program is expected to be double the size of the current transaction in place.

Beyond the major players, the sector's approach to black ownership is somewhat lacklustre. ICASA noted in its discussion document that as of 2016/17, 53% of individual electronic communications service and individual electronic communications network service licensees had less than the legislated 30% historically disadvantaged group (HDG) equity ownership.

Within a sample group of 130 operational licensees, 38% had no HDG equity ownership, and 7% had an HDG equity ownership level above 20% but less than 30%. Companies across all sectors need to recognise that transformation has become an imperative both from a competitive and legislative perspective.

They therefore need to commit to implementing B-BBEE ownership structures that are sustainable from a funding perspective to ensure that all points, including the net realisation points, are obtained. It is also important that B-BBEE Ownership schemes be implemented to the benefit of broad based groups, including staff where appropriate, to enable broad based transformation of our economy. **BBQ**

# Message to the youth

Carrington Ernest Nuamah provides some insight into the challenges and opportunities for young entrepreneurs in South Africa.

**T**he population of South Africa is significantly greater than that of Ghana and Kenya, yet there are more entrepreneurs in both Ghana and Kenya than there are in South Africa. When this topic arises, there is always a paradigm shift to what the apartheid system did to us. But, wait a minute: come to think about it, half of the fastest-growing middle- and upper-class wealth has come from various technological and new market channels after 1994.

The world wealth development has gone through what I call 'natural wealth progression'. Following The Great Depression of the early 1920s, the world has gone through the invention generation, which was followed by the mass production generation, leading to the highly sales-orientated market period and new technological period and the current open market generation that we live in.

There has never been a period in the history of our time where there have been so many opportunities.

Now is the time for entrepreneurs. And yet, many entrepreneurs stick to the notion of the 'home market' or lack the vision to look beyond self-imposed operational boundaries.

The same period has also given rise to many more ways of raising money for various opportunities than ever before, with the rise of private equity companies, NGOs, various government institutions, offshore, as well as private and public investors. With such growing dynamics in our lives,

the market has become a place where only those who see what I call 'The White Spots' will survive.

The white spots, in this context, will be the market opportunities you identify, how you perceive them, and how you aim to use it for your growth.

**“The white spots will be the market opportunities you identify, how you perceive them and how you aim to use it for your growth.”**

I recently consulted for a company aiming to expand their market and products. The CEO is typically thinking of the demand-versus-supply strategy, yes! Shockingly, there are executives who still spring to this as their first option or at any given opportunity. I asked him: 'Have you thought of expanding into strategic countries on the continent?'

His immediate response was: "Well, we want to stabilise our market here first as

our home market before looking into other markets... and with our budget, new market penetration won't be easy." I calmly replied: "I see."

The notion of the reference is how short-sighted your company will be with such a mentality.

Well, here is the truth: many of our entrepreneurs have the fear of failure, but the interesting thing about this fear is that it is the same fear that drives us to success. Unfortunately, some people allow this fear to control them.

The ugly truth is that, if you do not conquer your own fears, then no-one will do it for you. I guess I have to take the steak in front of the lions and feed you with it? No! At times, the strongest thing to do is to face your fears.

With the rapid growth of market opportunities on the African continent, why limit yourself to a so-called 'home market', whereas your client or customer is acquiring the same service or item from someone beyond the same territory that you call home market?

In an era where the unemployment rate is increasing globally, technology has made it possible for us to expand our market reach beyond our so-called 'home market' with new partners, products and innovations. This is all happening as we sink into another possible recession. Well, *not* the entire world is in recession and we do not live alone and therefore you can surely see an opportunity in the negative situation.

We have reached a new age of technological invention. A recent newsfeed on Bloomberg.com reported that (besides real estate), over 15% of ROI came from the AI (artificial intelligence), media, entertainment, trade and new products. It is easy to note that, with the unemployment rate going up, the change in the mindset of several young entrepreneurs and the internet-ready market could see them enjoy vastly different fortunes by tapping into these changes.

**“ Many of our entrepreneurs have the fear of failure, but the interesting thing about this fear is that it is the same fear that drives us to success.”**

Data collection has never been easier and, therefore, has given individuals and companies access to direct and personal channels to engage directly with the target market. As you look into this expansion and opportunities, you should also look at your leadership skills or model.

Good leadership and governance are the cornerstones of any establishment's foundation for growth and stability. Truth be told, there is no need for watering the leaves if the roots are dry and are not being taken care of adequately.

We need to change our mindset in various ways with regard to how to do business, and that change starts with us. The energy, mentality and character you instill in your brand or product is how the market will perceive and see it. There are too many choices around for a potential



*Carrington Ernest Nuamah*

client or customer to take the time to make a decision to acquire your service or item. At the same time, customers have become product- and market-intelligent enough to tell you what they want from your brand or company—that's if you listen closely.

Think of the pain that you Googled before you visited the chemist and told them what is wrong with you or, even worse, you called your doctor and told him what you believe is wrong with you and he simply agreed and gave you meds for it?

Yes, that is how the market has become wiser and been influenced with easily accessible information. Mind you, the fundamental difference between the rich and the poor has always been access to information.

As you go through your journey as an entrepreneur and you experience the setbacks that form part of your journey, remember that a man's (or woman's) true character is judged when he or she is down, rather than looking at how they perform when they are up. After all,

what you do to get back up and how you handle the setbacks and challenges is what gives you the strength and the determination to become a winner. Part of overcoming setbacks is building a winning mentality, learning from your lessons, and understanding how to plan for failure rather than just planning for success. After all, if you fail to plan then you plan to fail. Let your work be an era not a phase, a feeling not a look, a wisdom not a word and let it empower—that's when you can call yourself human, for your work and wisdom will inspire, educate and grow. Africa is rising. Be part of the push, the change revolution and it's legacy.

It is imperative for young African entrepreneurs, and aspiring ones, to see the wealth before them and conceptualise products, services and business models that will be part of this change revolution for generations, before the opportunity to seize it is lost. **BBQ**

*By Carrington Ernest Nuamah*



# Liberation through the arts

As we celebrate youth month, Lhili Tom from BBQ magazine had a one-on-one with the mastermind behind 'Sarafina', Mr Mbongeni Ngema

**Please introduce yourself to our readers, who is Mbongeni Ngema?**

I am a composer, writer, producer of music theatre and film worldwide and internationally. I was born in Verulam, KwaZulu-Natal (near Durban)

**Kindly share your memories with us pertaining to when your career began?**

My career began at the age of 11 years old when I picked up the guitar, which my father introduced to me.

I started teaching myself, playing old hit songs of The Beatles—songs like 'A Hard Day's Night, and' A Ticket to Ride'.

I was also was greatly influenced by the music of Mahlathini and Izintombi Zesi

Manje Manje, and it was there that I began my journey in music.

**Share with us the storyline of 'Sarafina'? What is its message and what did you hope to achieve with it?**

'Sarafina' is inspired by the 1976 Soweto uprisings—a young girl in Soweto named Sarafina at Morris Isaacson High School dreams of writing her own play at school and she would play the character of Nelson Mandela.

Its message is to inculcate in the minds of the young people a culture of fearlessness, and that they can rise against oppression of any kind. I hoped to create awareness globally about the then oppressive government

of Apartheid as well as the inhumane and unjust laws and harsh living conditions of black people in South Africa.

I wanted the world to rise up against Apartheid South Africa. Yes...and I succeeded.

**What is the best memory that you have of the cast of 'Sarafina'?**

The opening night of 'Sarafina' on Broadway in Manhattan, New York City.

**If you had to do it all over again, would you still choose this career? Would you do anything differently?**

Yes. I would not choose another career over this—for me, it is the best career that God has given to me.



**What skills/personal attributes are most important in terms of being successful?**

It is focus, dedication and absolute perfectionism and it is achieved through hard work.

**The youth of 1976 had a vision in terms of educating themselves—how does the youth of today's vision differ?**

I think that the youth of today have been misled by the media. They lack political awareness, they think that we have arrived at the land of liberty but we are nowhere near freedom as African people.

**If there was one thing you would change about the youth of today, what would that be and why?**

I believe awareness and political education about the history of this country are imperative in order for them to grasp the intentional vision behind such plays as 'Sarafina' as it honestly portrays a clear political situation that was present in 1976. In that way, we can have a youth that is enlightened about

their history and the struggle compromise of our people that gave them the current platform of today.

**What has been your biggest success?**

'Sarafina' and all the international awards and accolades I have received and the contribution I have towards the liberation of this country.


**What are the most rewarding aspects of your industry?**

Earning respect from all the people of the world and receiving an Honorary Doctorate for the Arts.

**Please tell us about your new project, 'Asinamali'?**

I have just finished a second international movie 'Asinamali', based on the 1983 Lamontville rent strike. 'Asinamali' is now being shown in most international film festivals in the world.

**What's next for Mbongeni Ngema?**

I'm focusing on making films and am opening a School for Performance Excellence. 



*Mbongeni Ngema*

## 60 seconds

**Where do you go to find solitude?**

My Village at KwaHlabisa, ENhlwathi

**What was the best investment you have ever made?**

My love of the arts.

**What is your motto?**

The greatest force in the universe that is without sound. Thought.

**What are you currently reading?**

A book called 'Rope of Sand' by Professor John Laband.

**Name 5 celebrities you would invite to a dinner party?**

Hugh Masekela, Jeff Radebe, Angela Bassett, Quincy Jones and Winnie Mandela.

**What is the best advice you've been given?**

Believe in yourself.

**What would hope your legacy to be one day?**

Never to be forgotten

**What is the one thing you'd want people to remember you for?**

The greatest contribution to the arts and the liberation of South Africa.

# Putting the youth to work

Yourself Management is a dynamic agency that is contributing in a big way to reducing youth unemployment



*Mduzi Sibanyoni*

**N**ow that I'm employed by Yourself Management to work as a merchandiser for Albany Bread, I'm earning money to support my unemployed mom and younger sister," says Mduzi Sibanyoni (20). "I can now pay rent, buy food and clothes as well as my sister's school uniform, which I struggled to do before. Having a job also means I can save towards fulfilling my dream of studying to become a teacher."

As a merchandiser at Redruth Mall in Alberton, Johannesburg, Mduzi's job involves ensuring that the bread on the

shelves is packed properly to ensure that it doesn't bend or break, that it isn't damaged and that it hasn't reached its expiry date. "I also inform customers about the benefits of different kinds of Albany bread," explains Mduzi, with a smile. Mduzi is one of over 300 staff employed by Yourself Management, a through-the-line marketing agency specialising in the African market.

The agency's staff, many of whom are youths, work throughout Southern Africa mostly as retail assistants and merchandisers for numerous blue chip companies.

Yourself Management offers clients an integrated approach by using below-the-line

(BTL), digital and above-the-line (ATL) marketing methods to reach a wide customer base and acquire market share.

The agency runs an average of 30 campaigns annually and prides itself on being the preferred supplier for some reputable blue chip companies such as Tiger Brands, Nestle, L'Oreal and Platco Digital (eTV), among others.

Kabelo Ncholo (34), the founder and CEO of Yourself Management, gets a great sense of satisfaction from creating employment opportunities. "I am passionate about job creation," says Kabelo. "This passion stems from my disadvantaged background.

I know how it feels not to have as well as the difference a full stomach can make in someone's life.

"It is a most fulfilling feeling knowing I'm making a positive difference in society by providing jobs for over 300 people," adds Kabelo.

Employment opportunities enhance the socio-economic development of communities by reducing poverty and crime. Job creation and not profits should be our first priority as business leaders. Both the public and private sector have to play a proactive role in facilitating and encouraging entrepreneurship, especially among those who have proved themselves."

South Africa's youth unemployment rates are now considered chronic. According to Statistics South Africa, about 48% of South Africans between the ages of 15 and 34 were unemployed in the third quarter of 2016. The other particularly worrying trend is that young people have increasingly given up looking for work. Between 2008 and 2015, the number of youth who have become discouraged has increased by 8%.

In the context of our high levels of joblessness, Kabelo's passion and contribution to job creation cannot be overestimated.

The business is contributing to sustaining households and uplifting communities, while reducing frustration, inertia and cycles of poverty and unemployment.

Another young person employed by Yourself Management is Neo Dlamini (23). He works as a retail assistant encouraging customers to buy OVHD decoders at the Game store in Johannesburg's CBD. Powered by Platco Digital (eTV), OVHD is South Africa's first free HD satellite TV service offering 18 TV channels and nine radio stations with engaging local and international entertainment.

Before Neo became an OVHD retail assistant, he had been unemployed for eight months because he wasn't getting any work as a DJ and music producer.

"I live with my older sister and her two children and I can now contribute towards buying food for the house," says Neo. "I felt bad when I wasn't able to do this. I can



*Neo Dlamini*

now also support my child and I couldn't do this before.

"Being in Game gives me the chance to meet people who could possibly give me opportunities within the music industry, which I'm passionate about."

To ensure retail assistants, promoters and merchandisers perform at their peak, Yourself Management takes them through a thorough training programme where they gain product knowledge and learn sales techniques, communication and interpersonal skills.

"Our trainees are also told the importance of always having a neat appearance and accurately filling in reports," says Kagiso Setona, Yourself Management's Quality Control Manager.

"The training gives them skills to promote our campaigns and enhance their employability into the future."

Going forward, Kabelo sees himself making a big difference by creating more employment by way of the innovative ideas he has strategised for the business. "I am in a creative space and innovation is key in my industry, and through it more jobs can be created," he concludes. **BBQ**



# Emfundisweni to become a Model C school

Emfundisweni, an old Alexandra primary school, will this year become a Model C school, a milestone Alexandra has never had since its birth

**T**he revelation of Emfundisweni's changing education system was made during a Sunday meeting in June at the school premises by Justice Maphosa, the CEO of Big Time Strategic Group, in collaboration with George Moyo, the chairman of Respect & Ubuntu Foundation. These two respected black businessmen had donated R100 000 last year to the school, but they said the money was tantamount to nothing as the school needed a complete change. According to Maphosa, the purpose of the meeting, which was attended by the members of SGB, teachers and the media, was to adopt the school as their own.

"We are here to liberate our children, to be able to say, as Africans, we have liberated each other. We are here to maintain the status quo as black people that there's nothing wrong with us, we can do everything ourselves.

We are here to maintain the goodness of being black and to serve our community. SA has been liberated since 1994, there's actually 22 years down the line, it means something. These children are mine from now on. When they are hungry, tell me that they are hungry, we don't have money, but we will use whatever we got, because this is the legacy we want to see behind."

Maphosa promised to install 40 computers as part of a new computer lab, paint the entire school, install a new form of security, where CCTV cameras will be used to monitor the premises. He also promised

them E-learning, where crayons and chalkboards would be the things of the past. He said some of the things they might not be able to do in the first year.

"Some projects would have to be diverted to the next year or the third year. We are bringing the Model C School here and our mission is to ensure that the parents of the students will be happy that the school is offering their children the educational start they need in life.

We have had enough of hearing about black children going to high school without touching a computer keyboard or not knowing how to work in Excel or Word."

"We are bringing the new order," said Maphosa, who hails from Pretoria. "Let's write about the school since this is not about me. I am just an angry man and one day I'm going to account to God.

When you empower one child via education, you have transformed the household, the community and you have grown the leader into the future," he said.

Big Time Strategic Group is also feeding learners and paying salaries of teachers at the Upper Corana School in Mtata, in the Eastern Cape.

Please call the Big Time CSI Project Manager, Balise Mlatsheni, on 074 551 7015 for more information. 

*By Jonk WA Mashamba (jonkm@greateralextoday.co.za)*

*SOURCES: [www.greateralextoday.co.za/recent\\_post.php?id=924](http://www.greateralextoday.co.za/recent_post.php?id=924), [www.bigtimestrategic.co.za/csi.html](http://www.bigtimestrategic.co.za/csi.html)*

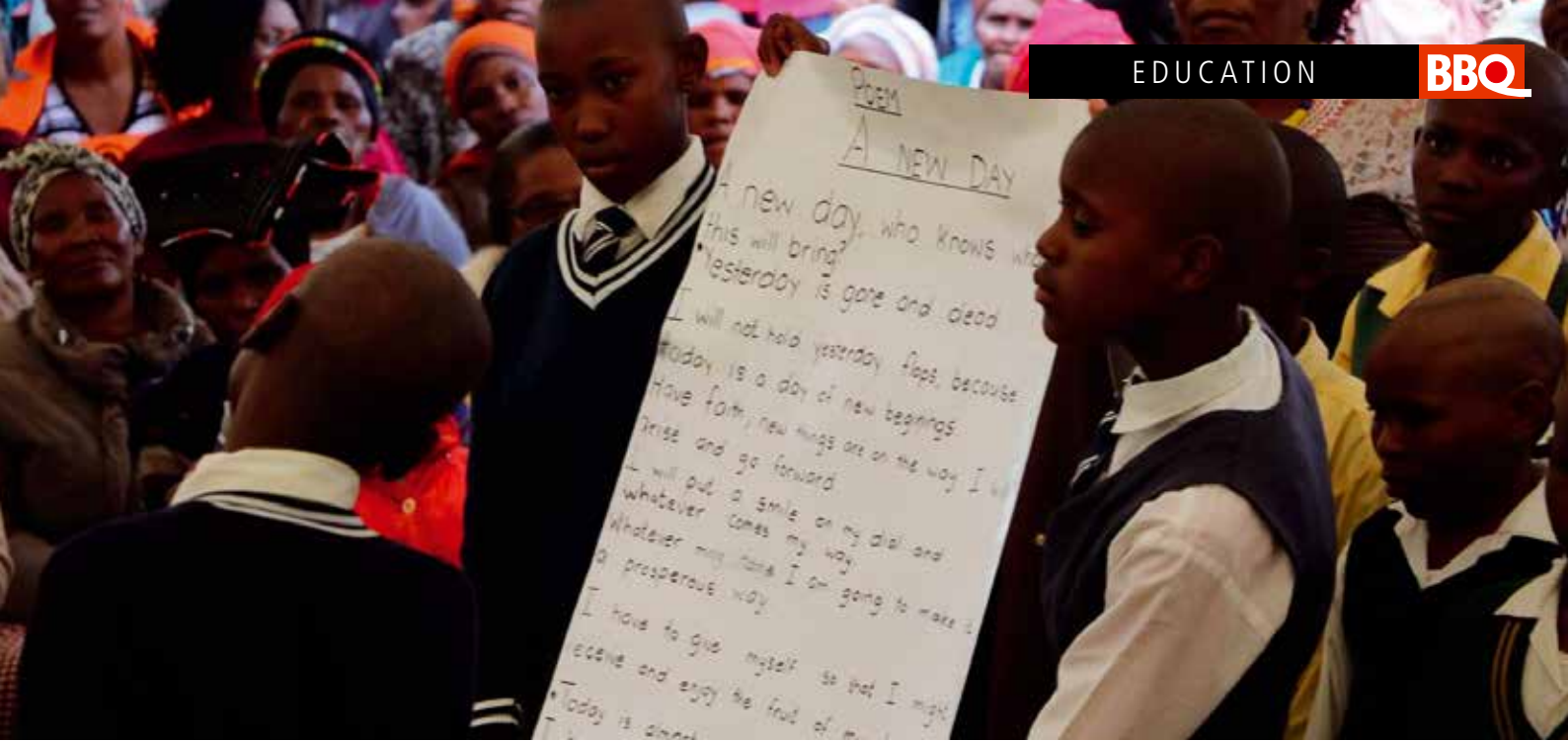
## Our CSR Vision

- To be the instrument in bridging the gap of gender disparity in education, entrepreneurship and employment.
- To empower young black youths through trainings and workshops.
- To create a globally competitive IT system in South Africa through skills developmental programs.
- Ensure that marginalised communities have equal access to educational opportunities, technological equipment and proper civic infrastructure.
- Utilise our technology and services to promote communication, innovation and collaboration.

## Philosophical Approach

As a socially responsible corporate, Big Time acknowledges its responsibility towards the environment, its consumers, employees and other stakeholders. Our formula for success is focusing on people and rewarding them accordingly which is good for business. We have discovered that when a company prioritises people from the inception and does not use a top-down approach, it becomes easier to attract and retain the best talent, generate great ideas and achieve the highest service levels.

The end result is that customers and other stakeholders see the entity as the best to engage with in business. Big Time believes that in order to make a meaningful impact, we need to partner with likeminded organisations focused on implementing welfare schemes for marginalised communities.



# SMME Roadshow inspires PE entrepreneurs

The 2nd leg of the 2017 SMME Opportunity Roadshow was held in Port Elizabeth in May, and once again it was an action-packed day of high-level speakers.



*Thabang Mashigo, character development specialist*



*Mziwodumo Rubushe, Competition Commission*

**Thabang Mashigo**

“We need more unique entrepreneurs with value propositions that are defined according to purpose, but it’s essential to be susceptible to change or else you run the risk of losing your innovation edge. Formulate your own rules and formulate your own voice because we need unique African entrepreneurs.”

**Luvuyo Bangazzi, Mandela Bay Development Agency (MBDA)**

“Sometimes business people are motivated by money and profit and lose out on the

process of building a credible brand and being driven by a solid vision. People will be driven to contribute when they understand where the city is going.”

**Sipelo Lupondwana, Managing Director, Mancotech**

“Wealth is not something that you get overnight, you work at it, but the main thing is to persevere. I planted a peach tree with my brother which took years to bear its delicious fruit, and this taught me that things don’t happen overnight. Keep watering and pruning or it will not give you the fruits.”

**Mziwodumo Rubushe, Competition Commission**

“One of our goals is giving equitable participation to SMMEs in the economy and creating conditions for them to compete. We are engaging with SMMEs around the country to ensure they are aware of the Commission and can participate by lodging complaints that affect them negatively.”

**Silumko Nondwangu, Supported Employment Enterprises (SEE)**

“I want to present a value proposition that is not under pressure to generate profit but

# YOU ARE THE NEXT BIG THING

It takes a lifetime to create a legacy, and we are proud of the one we have built over the years. Fasset together with employers, professional bodies in the finance and accounting services sector and institutions of higher learning has weaved a tapestry of learning and development in South Africa. Together we put in the investment for our people today, which will benefit many people in the future and the broader economy.

In a seemingly tough or difficult environment, the easiest thing to do is to give up or try your luck elsewhere. With the right frame of mind and with the right attitude you can do things you never thought possible.

Dion Shango

Dion Shango has made history – he is the first African Black partner to be appointed as Chief Executive of PwC Southern Africa. Be like Dion, turn your potential into skills much needed in the finance and accounting services sector.

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*Make the future count*

is, rather, a proposition to include a caring social element. People with disabilities are seen to be unable to contribute to economic growth and development, so by representing them we can make a valuable contribution."



*Jolandi Snyder, The Hope Factory, Port Elizabeth*

**Jolandi Snyder, The Hope Factory, Port Elizabeth**

"The Hope Factory is a SAICA Enterprise Development Organisation that believes a nation where entrepreneurs can thrive is a better nation for all. BBBEE Codes create a platform for business development in South Africa, but nation-building is the process whereby a diverse society can come together to eradicate past divisions and injustices."

**Henry van Deventer, Old Mutual Wealth**

"Businesses need to look at channelling money out of the business/lifestyle assets into wealth preservation assets to protect your risk for your long-term future. You also need to switch your gears into



*Ludwe Macingwane: Operations Manager, ELIDZ Science and Technology Park*

understanding that there is a third strategy outside your business - your lifestyle is the single most critical thing you can do to make sure that you'll be able to continue living a meaningful life."

**Ludwe Macingwane: Operations Manager, ELIDZ Science and Technology Park**

"The cycle of innovation doesn't end when technology is taken to the market as you should constantly look for ways of bettering your service or product. We assist people with concepts to put together a prototype that can be tested in the market and we ensure that entrepreneurs meet with big industry so that their researched products can break into new global markets."

**Asa Walesa Mazomba, Founder & Business Development Director, Tenderpoint SA**

"Don't be afraid of labels like tenderpreneurship, but rather focus on a sector. Just because you are in the area doesn't



*Dr Cino Shearer, Executive Director, Executive Consulting International*

mean you deserve to get the contract, but there are honestly so many opportunities that every one of us has the opportunity to apply."

**Dr Cino Shearer, Executive Director, Executive Consulting International**

"Not being able to sell one's product locally should not be a barrier to selling internationally. Some product lines such as roses and furniture might be saturated in South Africa, but there is a thriving export market for those products. The producer must know their product or service very well, but they should look for assistance on all other areas relating to their operations."

**Sinazo Mtshengu, Global Borders Media and Communication & Bay TV**

"Running awareness campaigns or getting a newspaper to write about you means free advertising, but it is vital that entrepreneurs continue to be innovative. You need to create unique stories - something to catch the attention of potential clients and your existing clients." **BBQ**

# BAYTV



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# Own goals

If sport is all about achieving your goals, why is it that such a proud sporting nation is struggling to meet its own goals for sporting transformation?

**I**t has now been 23 years since Nelson Mandela was elected as the President of South Africa. 23 years of freedom, which is still reasonably young in terms of democracy, but certain targets or goals should have been reached by now. Why, after more than two decades, are we even still discussing transformation, and more pertinently in sport, the nasty word, quotas?

The South African landscape is by some distance different to most others. The country is struggling to transform successfully in many aspects. Most attempts at transformation have failed, are busy failing

or will continue to fail unless implemented correctly. Few will argue with the business of BEE, but its implementation has been clouded to say the least.

However, here we will focus on transformation within the sport, or more specifically, on the two sports that gets the most attention—rugby and cricket.

You can spend the day, or even two, scrolling through discussions within comments sections on various web pages and when this debate rears its head, it often does not end pleasantly.

From a young age, we are taught that to debate is good, it gets you to see another

person's perspective on the given subject, but then why does this debate more often than not, turn into an argument?

### **The answer is simple.**

Most of us view the situation from differing perspectives and we are not willing to cede our viewpoint. Or worse, we look down on another person because they will not cede their viewpoint. But debating is not about conceding that you are wrong, it is simply to try to identify with another person's view. You won't find many people across South Africa who will deny that transformation is required, at least not publically. Change



has to happen. Concessions were no doubt made during the unity negotiations all those years back, however, that should not detract from what should have happened post apartheid.

The 1995 Rugby World Cup victory at Ellis Park was billed as a nation builder, an event where people from all races came together to celebrate what was an infamous victory. Since then, there have been other sporting events that have brought people together – the 2007 Rugby World Cup victory and the Football World Cup in 2010. Unfortunately, we cannot rely on the odd big experience to build a nation. It might help, but we should all do our part.

You would be hard pressed to find a sports-loving person from any colour who does not want the best possible team to play any given match. And that is the argument many bring forward when discussing transformation, or rather, that word again, quotas.

Our international rugby and cricket teams no longer have quotas but rather transformational targets. Much of the public are, however, convinced that this is purely a PR strategy and, behind the scenes, quotas are still being implemented.

The fact is, despite the few sporting occasions of positivity, the quotas system has caused quite a stir on numerous occasions.

Who could forget the fateful Sydney Test between Australia and the Proteas in 2002? Jacques Rudolph was named to make his debut for South Africa. A young cricketer who had shown great potential was on the verge of tackling the mighty Aussies.

But, as we all know, that didn't happen. Later on, the now late President of the United Cricket Board of South Africa, Percy Sonn, vetoed Rudolph's selection in order to get Justin Ontong, a player of colour, into the team.

Ontong and Rudolph were both, at the time, young talented cricketers who deserved their touring spot based on form. But neither deserved what happened on that day. There was no question about Ontong's talent but no-one, not even he himself, would have wanted to make his debut in that way.

Suddenly, it was all about Ontong's skin colour and his selection at the time indeed was, but few stopped to think that he was also really talented and could well have a long-term future.

Did it hamper either player in their career? We will never truly know the answer, but neither went on to make quite the impact on the international scene that was expected of them. Ontong only managed two Test matches, although he did feature in a number of shorter format games. Rudolph played far more Tests (48) but always seemed to be fighting to retain his spot.

Another similar instance occurred once again during the 2015 Cricket World Cup when tournament form bowler, Kyle Abbott was left out of the team in favour of Vernon Philander in the semi-final. In this instance, it was denied that Philander got in ahead of Abbott due to transformation or quotas and it is almost difficult to believe that, considering the incredible bowler Philander has been for South Africa—albeit in the longer format of cricket.

Regardless of what has happened in years past, lessons need to be learnt.

It is of the utmost importance that transformation takes place in two of our most watched sports—other than football. Kids need heroes to look up to and to say that a black person cannot play or coach as well as



his white counterpart is not only racist but completely and utterly naive.

The myth that black kids only want to play soccer is just that, a myth. Rugby, especially, has a very rich heritage amongst the black population that goes back more than a century.

There is no doubt that the talent is there and this needs to be harnessed to the betterment of not only our sporting codes, but of South Africa. True unity needs to be reached, not the unity that lasts while we win a World Cup or host a World Cup.

It is unfortunate that the players and coaches face the flack. Should it really be the international coaches' responsibility to be concerned about the number of players of colour? Honestly, this is not a problem they should be faced with, it should not even be a discussion because had the work been done correctly in the past, transformation would have been seamless, or at least close to it.

At this point, both our rugby and cricket national teams look far better in terms of transformation. But the mindset of poor performances in both codes being blamed

on transformation needs to change. Transformation cannot be used as an excuse because it isn't one.

There are many places where blame for the lack of transformation can be laid, but it should come to rest with the administration.

How often does one hear, "I would be happy to support 15 black Springboks if they are the best 15 to be on the park"? So why are there not more black players flooding the system in either code?

A problem which has been discussed many times over the years and which remains an issue today is the ability of taking the sport to the people. South Africa has large unemployment numbers and even with those who do work, often there is a massive income disparity between the poor, middle class and the rich.

Most of South Africa's black talent lies in the heartland of the townships around the country where most of the people are poor and struggle with day-to-day living. This is a known fact, so how is it that after more than two decades, we still struggle to take international rugby and cricket to the people via the SABC?

Cricket fares better as the home games are televised on SABC, but games outside of South Africa are not televised. Rugby, on the other hand, gets no live coverage, home or away.

The SABC might show delayed coverage of games played within South Africa. No live action! The alternative is for people to visit the stadium, but ticket prices for international games pretty much exclude 70% of the nation—if not more.

So the expectation is that young, black rugby and cricket players get developed but they seldom, if ever, have the privilege of seeing their heroes in action. How does one fall in love with something you don't get to watch?

The blame then gets laid on international and provincial coaches. The fact is that the decision-makers in their suits and offices will create targets or quotas but the reality is they are glossing over the issues; they are simply taking the easy way out.

You want heroes for kids to look up to; you want them to start playing the game.

How do you create that? By letting them see Temba Bavuma, Kagiso Rabada, Siya Kolisi and the many others black African players who are stars of their respective teams.

But how many of these young future stars saw Temba Bavuma score not only his maiden Test ton, but also the first ton by a black African player in the New Years test of 2016? As Newlands rose to applaud Bavuma, a great feat for any batsman, one couldn't help but feel slightly saddened.

Not because Bavuma didn't deserve it, by all accounts, he did, but rather because it had taken so long for it to happen. One would have hoped that, by now, we would be admiring and applauding Bavuma in the same way we do AB de Villiers, Faf du Plessis and co. Stand, clap and celebrate a magnificent knock, or a great try. There should be no need to discuss the ethnicity of the person.

But there is a need, and that is the failure of administration.

If we can't take two of our three most watched sports to the people and make it affordable for them to attend matches we will always sit with the same problem. The real problems will continue to be glossed over and arguments will continue via the web and social media—divided we will remain.

There is little doubt that the television rights are down to finance, and all sporting bodies need to be maintained and supported. I am unsure of the technicalities regarding, but what I do know is that a compromise needs to be made.

Many will argue that it is all the government's fault, and while that is true in some instances, we cannot continue to just lay blame at their door. We should all play a part in the solution.

Players of colour need to stop being seen as "quotas". Any team across any sporting code will always have selections that everyone does not agree on. When a white player is left out in favour of another white player, the discussion is normally a civilised debate with facts and figures, but when it involves a white and black player, suddenly all facts and figures are thrown out the window and the simple word, "quota" is thrown into the mix.

Money needs to be spent at a grassroots level. Development in our townships must take place at a faster rate and the sport must be made accessible to the masses.

In closing, stop using transformation as a reason for failure. It is tiresome and simply the easy way out for far too many people. It is time all of our people get to watch and follow in their heroes footsteps.

The future is in all of our hands. Debates need to be formed around a players ability, not a players ethnicity. Give all South Africans the chance to make their mark. **BBO**

*Ralph Staniforth*



# Pabalelo security

Integrated security solutions supported by innovative technology and the very highest level of customer service.

**M**rs Naomi Sekae is the co-founder of Pabalelo Security Services and Projects, a company that was founded in 2006. Pabalelo Security is classified as 100% black-owned and specialises only in Security X-ray Machines, specifically scanners and metal detectors. The company is currently experiencing massive growth as a result of Mrs Sekae's input, dedication, sacrifice and hard work. She now plays a vital role in the company as she specialises in monitoring and analysing the current system of production in the company, which ranges from checking its effectiveness to working out a strategy for making improvements when and where required.

Mrs Sekae also manages the day-to-day activities of Pabalelo Security, analysing statistics in addition to reading and writing reports. Much of the company's success is owing to the fact that she brought enormous knowledge and experience in the field of risk management, investigations and statement writing to the company, having worked in government for several years as a specialist in these areas. As a visionary, she started her career as an admin clerk

working in a government department, but she did not limit herself to the comfort zone of a fulltime position. Quite simply, that did not fulfil her burning passion to achieve success in life.

She resigned from her government job in 2011 in order to enable her to focus fulltime on the business she started with her husband, Mr William Sekae, who has been incredibly instrumental in both her success as well as that of the company. Mr Sekae motivates, inspires and (when required) pushes her to reach her limits, and his role has been vital as the industry his wife operates in is still very much white male-dominated and tends to swallow emerging black entrepreneurs. However, with Mr Sekae's passion, people skills and vast industry knowledge and experiences, the couple combine to make an incredible team. They view all challenges they face as an opportunity to grow.

Mrs Sekae uses her vast wealth of knowledge in risk and events management in helping the company to pull through on one of their biggest events they have every year at SECUREX. Through her depth of knowledge, a extremely well-produced

presentation is always presented to their clients at SECUREX, which has proved to be a platform that continues to aid the company in their phenomenal growth year after year.

Fast becoming an industry legend, Mrs Sekae is acknowledged to be a very strong, self-driven woman who stands firmly for what she believes in. Through her efforts (and with the support and backing of her husband) Pabalelo Security now boasts an impressive clientele including Airports Company South Africa (ACSA), National Treasury and Jo'burg Market, in addition to a number of other government departments. Not content to rest of their past success, the company has a dynamic growth strategy which aims to grow far beyond the borders of Southern Africa and to reach across the African continent. **BBQ**



**Pabalelo Security**  
Services and Projects

*Mrs Naomi Sekae is the co-founder of Pabalelo Security Services and Projects*







# Ford rises to great heights with the new Ford Everest

**T**he first Ford to arrive in South Africa was a 1903 Model A and was the first Ford to be sold outside North America. Ford was also the first motor manufacturer to assemble vehicles in the country with the opening of a plant in Port Elizabeth. General Motors followed suit shortly afterwards, also opening an assembly plant in the same city. (Wheels 24) Since then Ford has moved its main assembly and manufacturing plant to Tshwane, and latterly GM has announced their withdrawal from SA.

Ford has always been at the forefront of the SA motor industry and continues to import and manufacture a full range of passenger cars and LCVs, specifically designed for the South African market..

The latest offering of Ford Ranger, LCVs have taken the market by storm. The Ford Everest 7-seater, based on the Ranger has also created a stir and is manufactured locally at the company's Silverton facility with a R2.5-billion investment. The expanded model line-up comprises of eight model derivatives, with two engines, and 3 specification levels in manual and automatic. Besides local sales, the Everest will be exported to markets across Sub-Saharan Africa. At first glimpse, the aggressive stance along with the bold cab and grille design similar to the Ford Ranger, makes the model stand out amongst the opposition. The Everest is also one of the most sophisticated SUVs on the market. The SYNC 1 infotainment system is fitted to the entry level XLS Models and offers Bluetooth and Voice Activation as well as mobile and multimedia integrations. The SYNC 3 integrated communications and entertainment system with embedded satellite navigation is fitted in the XLT and Limited models. The 7-seater configuration ensures that the vehicle can be used for a variety of uses. The Everest is especially suited for adventure seekers who want to travel off road or explore back roads less travelled with family or friends. The 4x4 versions offer comfort and extreme versatility in off road conditions with the intelligent 4-wheel drive system providing

permanent drive to all four wheels and allowing for complete freedom of the terrain. Ford's Terrain Management System has four modes, Normal, Mud, Sand and Crawl mode each suited to these off-road conditions. The various modes are selected by dialling in on a dial adjacent to the gear shift. The 4x4 model's intelligent drive system also features traction control to allow confidently tackling on-and off-road conditions. The 4x2 versions also offer performance, comfort and all of the features of the 4x4 without off-road capability. The various engine derivatives available allow the owner to choose his model depending on requirements. A new addition is the 4x2 version of the powerful 3.2l model in XLT guise paired to a 6-speed automatic gearbox. This is suited to customers who are looking for the larger engine, but do not need 4x4 capability. To finish off the stunning good looks, all models feature alloy wheels, 17-inch on the XLS and 18-inch on the XLT, whilst the Limited features 20-inch wheels. Besides the SYNC systems fitted to the Everest, ESP (Electronic Stability Control), Traction Control, Hill Start Assist and Trailer Sway control are also standard. These features not only help with general driving safety, but allow the driver to control the vehicle with ease, even under difficult conditions.

Other standard features include dual front, side and full-length curtain airbags. The XLT and the Limited also feature a driver's knee airbag. This is optional on the XLS. All models feature rear parking sensors linked to a colour rear-view parking camera. The XLS has a 4-inch display, whilst the XLT and Limited features an 8-inch screen.

Other features in the Limited: include Adaptive Cruise Control, with heads-up display, Forward Alert, Collision Mitigation and Distance Alert. Hands free parking is also featured using Active Park Assist, whilst the Blind Spot Information System with Cross Traffic Alert helps when reversing out of difficult parking areas. Xenon headlights with Auto High Beam Control and LED daytime running lights are standard, whilst a tyre pressure monitoring



system and a 230 volt power inverter is standard. Load space is a whopping 1 050 litres with the third row of seats folded. This can be increased to 2 010 litres when both second and third rows are folded. The power for the Ford Everest is provided by the Duratorq TDCi engines manufactured in Ford's Struandale Plant in Port Elizabeth. These same engines power the Ford Ranger models. The 2.2 litre 4-cylinder engine has a power output of 118kw/3 700r/min and 385 Nm from 1 500 to 2 500r/min. The 3.2 5-cylinder turbodiesel delivers 147kw/3 000r/min and 470Nm from 1 750 to 2 500r/min. All models come standard with Ford Protect, a 4 year/120 000 km warranty and a 5-year/100 000km service plan. Also included is a 3-year/unlimited roadside assistance and a 5-year/unlimited corrosion warranty with 20 000km service intervals. **BBQ**

**The full model range is:**

- 2.2 TDCi XLS 6M/T 4x2
- 2.2 TDCi XLS 6A/T 4x2
- 2.2 TDCi XLS 6M/T 4x4
- 2.2 TDCi XLT 6M/T 4x2
- 2.2 TDCi XLT 6A/T 4x2
- 3.2 TDCi XLT 6A/T 4x2
- 3.2 TDCi XLT 6A/T 4x4
- 3.2 TDCi LIMITED 6A/T 4x4



# Time on your hands

A quality timepiece is the ultimate lifetime investment, and the prospect of handing an exclusive watch down from one generation to another is a much-cherished ideal



**Y**ou never actually own a Patek Philippe. You merely look after it for the next generation," is how luxury Swiss watch brand Patek Philippe describes their timepieces. A Patek watch isn't a device

for telling time: it's an heirloom that transfers values across generations.

However, not all luxury watches get passed down the line and, as a result, there is now a thriving market for secondhand watches

of high quality. Your first thought when picturing buying a Rolex or Tag Heuer timepiece secondhand might be of a whispered negotiation in a back alley with a dodgy bloke in an anorak, a rack of watches running up his

wrist. Despite being hot property, such a purchase would also come with a wink and no form of written guarantee, but that's all a far cry from the sophisticated secondhand watch industry that now operates online and matches quality timepieces with eager buyers from around the globe.

It might be that the first luxury timepiece you acquired no longer meets your style needs or that you simply want to upgrade to a more prestigious or valuable piece.

If you're Ray Donovan and you're stashing cash and tradable items at home fresh from the Laundromat, then you'll have half a dozen-plus high-ticket watches stored safely in your leather-bound watch caddy.

High net worth individuals with a passion for timepieces will also be likely to invest in a watch collection for one of a number of reasons but, for many, a single precious timepiece is most likely to be the order of the day.

And this is where the secondhand market kicks in, as newcomers to the 'art' are able to dip their feet into the market and upscale when they are ready, at the same time recouping some cost of their earlier outlay.

So, if watches are an investment... what sort of returns would you look at?

"There is obviously a balance between paying for something as a status symbol or for the pure personal pleasure of how it makes you feel to have such a quality timepiece," says Johan Dreyer, owner and founder of Topwatch SA. "

In order to be an appreciable investment, a watch needs to be a top brand that is part of a limited or commemorative edition and that has been engineered with exceptional mechanics. Such a watch will then have a high scarcity value."

In many ways, buying a new timepiece is like buying a new car. Both need to be insured (keep your serial numbers safe), serviced and their hundreds of working parts carefully looked after, but they also generally lose their value the moment you drive them off the lot or walk them out the store.

"The first buyer or owner pays the retail price and afterwards suffers the financial decrease in value of the piece as it

undergoes a status change from a new item to a used item. This is why it makes sense to purchase used pieces and this is where Topwatch plays a key role in watch investment," adds Dreyer. "However, a watch does not incrementally decrease as is the case with a car. Once that initial value is lost, a watch's value pretty much stabilises in terms of market value and its investment value is maximised."

With a global client list of more than 30 000 leaders and captains of industry, the Topwatch team has been dealing in watches for several years and their experts ensure that clients are able to select only the finest of timepieces available on the international market.

"It is from this watchlover-pool of buyers and sellers that we receive most of our newly listed watches. We are honoured to say that we hold a remarkable reputation built over more than a decade of sourcing new and pre-loved luxury watches," says Dreyer with pride.

Aside from brand-as-investment, the next big question is: which watch is right for you? If your physique and character is more likely to see you cast as Q (Bond's Quartermaster) rather than the secret agent himself, then the more rugged Rolex, Tag or Omega's worn by the super-agent might not match your more fragile physique.

"It is such a personal choice, but we suppose it is similar to your choice of cars and clothing. An expression of your personality and lifestyle," says Cenel Renney, COO of TopWatch.

"Audi drivers are regarded as more conservative than the rest. Mercedes sells mostly white and silver cars. Once again, conservative.

A watch is often regarded as the only jewellery men can and should wear to express themselves.

"I believe that every person has more than one aspect to their personalities and also preferences. One watch is never enough and the watch owner should have a collection that gives him options.

"Some would, for example own a 'weekend watch' as well as an 'everyday watch', in addition to a 'formal watch'.

There is no right or wrong, even in terms of following the media and marketing. That will always be there but, again, your choice of watch is a matter of personal preference," says Renney.

"A small gent would look uncomfortable with a 46 mm Big Pilot on his wrist, whilst a 39 mm Rolex would look inappropriate on a rugby lock," adds Dreyer. "

With literally thousands of watch models to choose from, in a perfect world one would ideally have many different watches with which to match the occasion and activities you participate in.

Think of diving and sport watches, and then shift your focus to dress watches. How do you choose in terms of suitability as well as investment value?

"Certain brands are strongly linked and correlated with certain activities," says Kim Kritzing, Topwatch investor and associate. "Think IWC, Breitling and Cartier Santos and you think aviation.

The Rolex is synonymous with exceptional events and performances. The Yachtmaster, Sailing and the Americas Cup, Rolex Submariner and Rolex Deepsea are part of the diving and water sports culture while the Rolex Datejust and Rolex Day-Date are synonymous with major golf events. So is Audemars Piguet and Longines for golf and tennis respectively, while athletics and timekeeping is all about one name—Omega."


Whatever way you think about it, as investment or status symbol, there is a perfect timepiece to complement your lifestyle and, thanks to the well-developed secondhand market, there is a great pool from which newcomers and connoisseurs can select that precious timepiece.

"At Topwatch we realised that, with the advent of high-resolution, 360-degree images, an online platform such as [www.topwatch.co.za](http://www.topwatch.co.za) is the ideal platform from which to retail watches to global clients. Here clients can browse through in excess of 200 selected, authenticated and guaranteed watches at their leisure and purchase with complete peace of mind," says Dreyer. **BBO**

*Simon Lewis.*



*Ashley Theophane*



*René Carayol*

# Shoot for total commitment

International business guru René Carayol's new book, *Spike*, is essential reading for every South African as it offers an insight into how to become your best. René offered us this exclusive extract from *Spike* to share with BBQ readers.

**S**ome of our richest relationships are delivered through the strangest of circumstances, but only if we are bold enough to allow and enable them to happen.

As I sat waiting to have my haircut at Andy's barber shop in Paddington, west London, I considered that the shop had certainly seen better days. Like many black barber shops around London, they were more than just mere shops—they were a regular meeting point at the heart of the community for the local men.

This was a little different to the standard black barber shop, as the founder and owner, Andy, was a proud Greek Cypriot. He had arrived in Paddington armed only with the half crown (12.5 pence) coin that his father had given him before putting him on the plane to London from Nicosia back in 1974. He found the means to rent the shop and taught himself how to cut black hair. He soon became a popular mainstay and stalwart of the local community—everybody knew Andy.

My father had taken me to the shop many years ago. I was to find myself frequenting Andy's, after my regular local barber had suddenly been taken from us by throat cancer.

I loved the cut and thrust of the extremely quick-witted customers. Andy and his sidekick, Ron, were merciless catalysts for endless fun and satire.

Andy's shop was ageless and classless and despite being a black barber, it was inclusive and friendly. Youngsters of all races would come in for the latest 'hip hop' shaved styles.

On a Saturday morning in early 2011, I overheard a conversation about a British title fight. Black barber shops are loud and vibrant centres of male camaraderie. Conversations are interrupted, arguments are the norm and you quickly decide whether to sit quietly and decently away from the fray, or become instantly embroiled.

Without any malice or forethought, I jumped into the conversation about the British title fight. Andy asked a softly-spoken man with his hood over his head to repeat what he had said about the title fight. He instantly closed down and bowed his head and never spoke again. He appeared sullen and withdrawn.

How could someone with such an apparently negative disposition be fighting for the British boxing light-welterweight title? Andy gently asked the boxer again to explain to me what he did and what lay ahead. He said nothing at all.

Something just didn't add up. Andy was an excellent judge of character and he obviously and manifestly really liked and had time for this distant man.

I offered to take the barbers to see the fight and offer the boxer, Ashley, some local support. He was still clearly unimpressed and indifferent towards me. Why? Whilst there was absolutely no reason whatsoever for him to engage with me or even to be polite, still, to go out of his way to totally blank me seemed very odd behaviour.

We had great ringside seats, but I didn't enjoy seeing Ashley being hit. It was obvious that he was operating on the tightest of budgets. His corner was Spartan and there was hardly any support for him in the cavernous Wembley Arena. However, it was impossible to miss the steely-eyed determination and focus which was written all over Ashley's face.

He entered the ring to a chorus of boos. It felt like the auditorium was full of the Champion's fans. The Champion had a loud and vociferous corner of the arena full of his boisterous local following. Even the neutrals were jeering our stone-faced man and cheering for Lenny Daws, the champion.

Ashley was not in any way intimidated; he stood upright and unmoved. The more the crowd cheered Lenny, the harder Ashley fought. Before long, he had worked Lenny out and, having put him down twice in the

9th round, went on to win a unanimous victory. I didn't enjoy seeing him in some of the torrid exchanges—it is a brutal sport. But I had nothing but admiration for him. He came out into the crowd amongst us wearing his prized Lonsdale belt, which is given only to British champions.

I shared and enjoyed his pride. He was transformed. Pumped up by his win, he couldn't stop talking and he was bright, positive and very engaging. I just listened and observed. This was the man the public needed to see. How could you not admire and support such a decent and hard-working individual?

His secret was out—and I was determined to let the rest of the world in on his best-kept secret. This engaging genie was never going back in the bottle.

On my next visit to the shop, Andy was delivering his usual dose of cutting sarcasm to his loyal clientele and thoroughly enjoying himself. Once the shop had emptied, he sat down and spoke privately to me about Ashley.

He said, "these kids lived on a 'diet of disappointment'. Ashley especially." Andy explained how, every now and again, someone "turns up and offers him support and then lets him down again and disappears."

He didn't need to say anything else – I left him my business card to give to Ashley.

### Trust

The tailor I'd had for years had taken complete control of Ashley's outfit. Chris is the ultimate perfectionist and he always delivers. As soon as Ashley put on the tailored suit, he looked the part. I stepped over and, knotted his tie carefully and properly. Something instantly changed. He was now fully present and what a presence!

All his anxiety just evaporated, and this charming, handsome and intelligent man just instantly appeared to trust me. I went for a hard-hitting and no nonsense type interview, but with an unwavering and

friendly smile on my face. He was focused, honest, and quite remarkable. He had a story to tell and could tell it effortlessly.

His smile was a million dollars and when he spoke so sincerely about his mother, the studio instantly lit up.

My very discerning team, without thought, just broke out into sustained applause and cheering.

#### **A star was born.**

We played the video back and watched it, unedited, together. Was it just chemistry? Was it a mutual understanding and respect? I don't really know, but I do know that when it happens, you must walk towards—walk towards your complementary Spikes.

We've been together as a team ever since. The genie had escaped the bottle – forever.

Ashley was right from the start; we were opposites, but perhaps not in the way he initially thought. Ashley has a deep resilience and determination, like no other person I've ever met. He's careful and thorough. He's not shy, but he's no extrovert. He's the most reliable and dependable friend one could ever wish for. Coupled with his intellect and charm, he has an amazing set of Spikes and we continue to bring the best out in each other. **BBQ**

#### **SPIKE SPARKS**

Your attitude determines your altitude.

Always aim to be the best you can be. You may not achieve it all the time, but you will always feel better for having given your best. Bring in some really 'scary' people—but ensure you support them as they are often in danger of being marginalized or ostracized. Establish an inspiring personal dream or vision for this year, thinking as BIG as you can. Then ensure you spend a little time every day, taking just one step closer to that compelling dream; others will then start to be energized by your vision.



*Ashley Theophane*

# Smooth sounds

BBQ's Lhili Tom interviews multi award-winning, platinum-selling musicians, producers and songwriters, the Jaziel Brothers



## Kindly introduce yourselves, who are the Jaziel Brothers?

Our names are Luthando and Ntobeko Ngcizela from Matatiele and Klerksdorp. We grew up very close from family that loved music in church.

We decided to take it as a course and went to study it. That's where we learned to define what we wanted to do in the music industry—which is to create and produce songs that people can sing along to and have a positive impact on their lives, and so, the Jaziel brothers was formed.

## What does your band name mean and where did it come from?

Jaziel means 'God's comfort and nurtured'. We had to come up with a name as we were registering our company and one of the names that caught our attention from a number of names our sister had suggested, was Jaziel and we liked the meaning and we formed Jaziel Music Productions. And

since we were known then as brothers that were producing, the Jaziel Brothers was officially launched when we started featuring on other people's albums and on our own.

## When did your music career begin?

Our music career started from being recording engineers, producing artists and producing radio jingles. 2006 was the year when we produced Lesego, Jub Jub, Mandoza, Kelly Khumalo, Garth Taylor Theo (mafikizolo). Immediately after that the first album of Jaziel Brothers was released in 2007.

## Please talk to us about transformation in your music space

Transformation is needed in firstly, understanding our significance as an industry, and understanding the economical transformation side of it. The rights that are always taken from those who have less understanding because of the lack of knowledge and access

to information. Transformation of the minds to those who are in other industries, are for them to recognize that we are also a business that they can connect to and not just a talent for hit records.

## With the music scene in SA rapidly changing and new talent emerging on a daily basis, how do you ensure longevity in this industry?

By discovering yourself in the space amongst many and growing by making sure that you don't sound weaker than the last song you did. Paying attention to all the puzzles that makes the success of the song e.g. song writing, which involves what you say and the melodies you do, how well it gets recorded which speaks to the sounds you choose, and how you mix and master the song, can make it inferior or stand out. Even the presentation if you don't grow in presenting the songs through your performance you won't keep and attract new listeners..on the business

side of things it's important to have a team of professionals that understands what they do and how they can assist in the growth of your business.

### Do you right your songs based on experience ?

Not every song is from experience. At times, it's a positive contribution by someone else, or a silent voice that wishes to be heard. We try to put ourselves in someone else's position and imagine how they would express themselves—this helps them to relate and feel as though they are not alone in whatever it is that they are going through. It allows them to come to the realisation that there is hope and love. They can feel comforted by a song.

### What challenges do you face as bothers in the entertainment/ business industry ?

We are living in a time where, besides putting time aside for creativity, we have to fight for independence—independence as musicians or as a label. It's a fight that most artists turn a blind eye to. We have to fight for the rights that belong to us as artists and understand the value of those rights. Understanding how the value chain works is crucial. We became very curious about this value chain during our journey—the value chain being everything from who the key players are to what their roles are as well as everything that occurs from the time an artist creates a song and all the processes the album goes through, up until the time it goes to the consumer, it's heard on the radio or experienced through a performance.

The reality is, we have people sitting on boards who contribute to the legislation in terms of rights and royalties, they've been in the industry longer than us and they're older, but they haven't contributed in terms of changing the rights.

The new generation realises we're making money for other people, not for ourselves.

There are still a lot of injustices, however, we take it a day at a time and believe that we are and will make that change. **BBQ**



### Luthando

**Transformation is** when the state of thinking in South Africa can be more patriotic and not be apologetic to love who we are, what we have and play part in making it to suit us

**If I could do anything over** I would turn up the volume so that others can hear my thoughts and live or be helped by them.

**Best investment** was putting in the time. Day and night perfecting the skill and learning how to create a proper song and sing it now I live from it.

**As leader I need to be** more assertive make a decision and live with it and not mix humility with fear.

**Ultimately I would like to** become better each and every day for what I'm existing for, play part in my time with peace and joy in my heart

**The biggest no go area** it's to forget the reason why we doing business which is to make money



### Ntobeko

**Where can you be found if you're not working?**

I can be found home with family

**What is the best advice you have for people, especially our youth, who are interested in venturing into the music industry ?**

Education is key..find your voice,don't try to copy what has already being done..nurture your talent and most of all research about the business of music

**Outside of your career, what is you biggest passion in life?**

Music is my life and I'm very passionate about it..I'm focused on my career and nothing else outside of it...

**What will you not tolerate**

arrogance

**What is your favourite quote**

Jeremiah 29:11 For I know the plans I have for you, plans to prosper you and not to harm you, plans to give you hope and a future

**How do you ensure work-life-balance?**

Planning is key to balance your work and life..having breaks in between projects to reflect and clear your mind.

**Who would you like to be a role model to?**

I want to inspire and b a role model to a young boy or girl who is in disadvantaged environment who thinks that he/ her can never make it..

# Explore South Africa!

**Petroleum Agency SA** encourages investment in the oil and gas sector by assessing South Africa's oil and gas resources, and presenting these opportunities for exploration to oil and gas exploration and production companies.

Compliance with all applicable legislation in place to protect the environment is very important, and rights cannot be granted without an approved Environmental Management Plan.

Explorers must prove financial and technical ability to meet their commitments in safe-guarding and rehabilitation of the environment.

Preparation of Environmental Management Plans requires public consultation and a clear demonstration that valid concerns will be addressed.

Explore South Africa!

Explore South Africa!

**Petroleum Agency SA,**  
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# REATILE GROUP POISED FOR ADDITIONAL INVESTMENT IN SOUTH AFRICA:

## DEVELOPING THE ENERGY FOOTPRINT

Reatile Group (Pty) Ltd is a black owned investment holding company formed in 2003 to take advantage of the opportunities presented by the economic transformation in industrial and energy sectors of the South African Economy.

The Group has an investment philosophy of controlling equity share in companies and strategic minority shares.

**Reatile Energy (Pty) Ltd**, 100% owned by **Reatile Group (Pty) Ltd** has incorporated a number of companies to further develop and enhance the energy footprint throughout South Africa:

**Egoli Gas (Pty) Ltd** the sole licensed reticulator of piped natural gas in the City of Johannesburg, **Reatile Gastrade (Pty) Ltd** was registered in 2013 with the specific purpose of creating an increased footprint for the natural gas pipeline. Gastrade has been granted a trading licence by NERSA to trade in Gauteng and Kwa-Zulu Natal, **Easigas (Pty) Ltd** – an LPG supplier with

a footprint throughout Southern Africa; **Vopak (Pty) Ltd**, a Dutch company who is the largest

“A COMBINED EXPERIENCE OF OVER 50 YEARS”

independent bulk liquid terminal operator; **CNG Holdings (Pty) Ltd**, a compressed natural gas company who distributes the gas from one location to another using large flatbed trucks and **Reatile Foundation Trust** ensuring sustenance in education for the previously disadvantaged.

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