

BBOQ

BLACK BUSINESS QUARTERLY



Inga Vanqa

Founder of Inga Vanqa Quantity Surveyors and Project Managers

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

R29⁹⁵



www.bbqonline.co.za



CAPE
MEDIA

ThinkPad[®] X1 CARBON

Lenovo[™]

ULTRA THIN.
ULTRA LIGHT.
ULTRA TOUGH.



Today's business professionals do not want to compromise on style while aiming for substance. That's why Lenovo[™] has introduced the ThinkPad[®] X1 Carbon. This is an ultra thin, ultra light laptop, yet it is surprisingly robust.

NEVER COMPROMISE ON STYLE!

- Easy to carry around and use since its weight starts at 1.3kg and it is 0.6" thin
- A device for all seasons, it's made of carbon fibre and is built to withstand -20° C to 65.55° C
- Minimises users' eye strain thanks to its anti-glare technology, with crisper text and brighter images
- Practically Indestructible: Tested to Military Specifications.
- Lenovo recommends Windows 10 Pro. **Windows 10 Pro means business.**

Available at www.shopenovo.co.za

 Windows 10 Pro

NEVER COMPROMISE ON STYLE!

Lenovo™

Today's business professionals do not want to compromise on style while aiming for substance. That's why Lenovo™ has introduced the ThinkPad® X1 Carbon. This is an ultra thin, ultra light laptop, yet it is surprisingly robust.

ThinkPad X1 CARBON



- Easy to carry around and use since its weight starts at 1.3kg and it is 0.6" thin
- A device for all seasons, it's made of carbon fibre and is built to withstand -20° C to 65.55° C
- Minimises users' eye strain thanks to its anti-glare technology, with crisper text and brighter images

Available at www.shopenovo.co.za

 Windows 10 Pro

Lenovo reserves the right to alter product offerings or specifications at any time without notice. Models pictured are for illustration purposes only. Lenovo is not responsible for typographic errors. Information advertised has no contractual effect. Lenovo may not offer the products, services or features discussed in this document in all countries. Promotions are for business customers only and are subject to availability. Promotions may be withdrawn or changed without prior notice. Lenovo, the Lenovo logo and ThinkPad are trademarks or registered trademarks of Lenovo. Other product names mentioned herein are for identification purposes only and may be trademarks and/or registered trademarks of their respective companies. ©2016 Lenovo. All rights reserved.

BBOQ

BBOQ
BLACK BUSINESS QUARTERLY



Inga Vanqa
Founder of Inga Vanqa Quantity
Surveyors and Project Managers

ISSUE NUMBER 74
FOURTH QUARTER 2017

Contributors

Quinton January
Ralph Staniforth
Che Vigus
John Elford
Shannon Manuel
Monique Jacobs
Akona Makasi
Cathy Dippnall
Rachel Mohamed
Danica Tobin
Kevin Michaels
Masibulele Mbata

*Pages for paid-for material are
labelled 'advertorial', 'profile'
or 'cover profile'*

ISBN 1680-11880



CONTENTS

- 08 COVER**
INGA VANQA AND THE POWER OF SELF-MOTIVATION
- 14 VITICULTURE**
WOMEN LEADING A CHANGE IN THE SA WINE INDUSTRY
- 24 FINANCE**
BLACK OWNERSHIP AND THE JSE
- 28 LEADER IN BUSINESS**
KHALID ABDULLA
- 32 CONSERVATION**
BLACK MAMBA'S - WOMEN DOING MOTHER NATURE'S BIDDING
- 36 SA FILM**
TWIGGY MATIWANA AND SOUTH AFRICAN PRIDE
- 39 ARTS AND CULTURE**
CONTENT DESCRIPTION GOES HERE
- 42 ECONOMY**
BLACK INDUSTRIALISTS - THE KEY TO TRANSFORMATION OF THE SA
ECONOMY?
- 50 SWEET SOUNDS**
RADIO PRESENTER MAFA BAVUMA ON HIS PROFESSIONAL JOURNEY
- 52 SCULPTURE**
BRUCE LITTLE CONTRIBUTING TO AFRICA'S WILDLIFE AND LAND
CONSERVATION THROUGH ART

Escape the office

Additional direct flights between Cape Town and Nelspruit KMIA.



**If time is money, we can help you spend it wisely.
Take your meetings from the boardroom to the bush.**

Our new 15:00 afternoon flight makes travelling to Nelspruit KMIA easy, quick and convenient, so you can get more out of your business trip to Nelspruit before catching the 17:30 flight back to Cape Town the next day.

Earn or redeem Voyager Miles and book your flight on www.flyairlink.com

flyairlink.com  [@fly_airlink](https://twitter.com/fly_airlink)  [Fly Airlink](https://www.facebook.com/FlyAirlink)



BBQ

BLACK BUSINESS QUARTERLY

Editor

Shannon Manuel
shannon@capemedia.co.za

Sub-Editor

Monique Jacobs

Art Director

Brent Meder

Assistant Art Director

Rugshaana Abrahams

Photography

Getty Images, iStockphoto

Cover Portrait

Brent Meder

BBQ Project Manager

Tahlia Wyngaard

tahlia.wyngaard@capemedia.co.za

Business development executives

Lonwabo Panca, Jeffrey Mbali, Taariq Abrahams,
Nongcebo Buthelezi, Albin Ballin, Brian Mc kelvie,
David Itzkin, Bronlyn Granger

Subscriptions

Lee-Ann Lawrence Fax: 086 538 6761
SA price: R115.00 / Foreign price: R313.00

Distribution

Edward MacDonald

Circulation

Lee-Ann Lawrence

Client Liaison

Linda Tom

Accounts Department

Chevonne Ismail (accountant),
Brigitte Eberbach

Debtors Department

Nadeema Abdullah

Printing

FA Print



CAPE MEDIA CORPORATION

is wholly owned by KQALA MEDIA LIMITED Cape
Media House, 28 Main Road, Rondebosch 7700

Managing director Robert Arendse

Financial director Andrew Brading

Tel: 021 681 7000 • Fax: 021 685 4448

E-mail: info@capemedia.co.za

bbq@capemedia.co.za

www.bbqonline.co.za / www.capemedia.co.za

No article or any part of any article may be reproduced without the prior written permission of the publishers. The information provided and opinions expressed in this publication are provided in good faith, but do not necessarily represent the opinions of this publication, the publisher or the editor. Neither this magazine, the publisher or the editor can be held legally liable in any way for damages of any kind whatsoever arising directly or indirectly from any facts or information provided or omitted in these pages or from any statements made or withheld by this publication.

CONTENTS

58 OPPORTUNITY

ANGOLA OPENS UP TO ECONOMIC COOPERATION

62 DIAMONDS

RESTORING THE LOST SHINE IN SOUTH AFRICA'S DIAMOND
INDUSTRY

68 AGRICULTURE

EASTERN CAPE AGRICULTURE ON THE RISE

70 PROPERTY

DIVERSIFYING THE SOUTH AFRICAN PROPERTY SECTOR

76 TRANSFORMATIONAL LEADER

DR S.B RADEBE FOUNDATION CHANGING MINDSETS AND
UPLIFTING COMMUNITIES

80 SKILLS

LEARNERSHIPS: AN OPTION FOR SCHOOL LEAVERS

84 SPORT

MOMENTUM PROTEAS HILTON MOREENG ON HIS DREAM JOB

87 BEST DRESSED

SA BUSINESS MEN TRENDING IN BUSINESS STYLE

90 CAR REVIEW

THE NEW KIA SPORTAGE IS BUILT TO IMPRESS

94 EXCELLENCE

MOTIVATIONAL SPEAKER FORTUNE NKWANYANA INSPIRING
EXCELLENCE

*Introducing our new Destination
POMENE,
Mozambique's hidden jewel!*

POMENE



Pomene, 605km north of Maputo and 170km south of Vilanculos, is arguably one of the most picturesque destinations in Mozambique. The azure colours of the Indian Ocean lap onto the powdery white sand of this peninsula's palm-lined beaches on one side, while the other side is framed by the clear waters of a spectacular mangrove estuary.



NOT JUST ANY CRUISE

Contact your nearest
ASATA Agent
or 087 075 0852

MSCCRUISES.CO.ZA

EDITOR'S NOTE

"Then the Grinch thought of something he hadn't before! What if Christmas, he thought, doesn't come from a store? What if Christmas...perhaps...means a little bit more!"

Dr Seuss, How the Grinch Stole Christmas



For many of us, the end of 2017 cannot come too soon. It has felt like a 14-month year, with crises, troubles, problems and political upheavals locally and abroad. Economically, it has been another brutal year, so it is little wonder most of us spent the year gazing longingly towards December, which we all see as a brief window of respite, and a chance to escape from it all to revel in carefree summer vacation days with friends and family.

Not even the annual rebooting of Boney M. can dampen the mood, nor can dense fruitcake, jingle bells and silent nights. After all, it's the holidays, and a chance to party hard, kick back when you so desire and, most important, enjoy as many late morning lie-ins as you have leave days on the card.

But in our own stress and despair, let's not allow all of the merriment to wipe from our thoughts the faces of those who do not have. No matter how tough our lives are, there's someone who has to face challenges that are even tougher than yours. These changes stretch from covering basic things like making money, getting food, or having a place to rest at night, as well as the challenge of finding and starting small-scale entrepreneurial projects as well as receiving a proper education. The two latter endeavours are challenging enough as it is, but when you throw in the battle to provide food for your family, it puts our own struggles in perspective.

The traditional Christmas time celebrations and holiday also offer each of us a great time to reflect on the year that has passed. But let us not dwell too long on the negative, otherwise, those thoughts will be doing the work of the Grinch in stealing the thunder or Rudolph, Dasher, Dancer, Dunder, Blixem and friends. Instead, take the lessons from the past year, roll them over in your mind and then file them away, taking those lessons or fresh inspiration to create some new ideas for your career or business—either a new product or service or a new way of doing something within your work.

Remember the saying that it is better to give than to receive—and use your own position, experience and opportunities to see how you can create more jobs, or devise a small project you can launch that could offer the poor and homeless a chance to make some money or at least offer them some food for their efforts.

Doing good can have purely altruistic benefits, but it can equally give back to you in abundance. Yes, we're all crazily busy and time is tight, but if you want to give back and contribute to the grassroots development of our country, please think about using 2018 as the year to breathe life into good causes.

A big thank you to our loyal advertisers as well as all the BBQ contributors, including, of course, the South African business and leadership stars who we feature each issue. Finally, thank you to our readers who provide us with the constant inspiration to provide the best transformation publication in SA.

On a personal note, I would like to say a massive thank you to all my BBQ elves for their incredible contributions to making this issue of BBQ such a special celebration of the best talent South Africa has to offer.

A final thought I would like to leave you with, is to remember that tiny acts of kindness can go a long way, but that the true blessings of the festive season are to be found not in what lies under the Christmas tree, but rather in the hearts and spirits of the people standing beside you. The BBQ team wishes you a happy holidays and happy new year! **BBQ**

Shannon Manuel



The Big Time Strategic Group Black Business Quarterly Awards 2017



The crown jewel of the South African business events calendar proved to be just that—one of the most prestigious black business awards ceremonies of the year. Hosted on 20 October at Emperors Palace, Johannesburg, it was an evening of glitz and glamour, which honoured the most outstanding businessmen and women within South Africa.

Before the awards ceremony kicked off, Parliament's Madam Speaker, Baleka Mbete said she was truly honoured to join in celebrating the various achievers who stood out and proved to be the epitome of excellence in the black business community. Madam Speaker said that we have emerged victorious from an unjust, cruel system that denied black people an opportunity to participate meaningfully in the mainstream economy. Therefore, it is imperative to recognise these business champions who are making waves within the industry and to ensure that empowerment occurs at all levels of black business.

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

The Platinum Sponsor of the BBQ Awards, Justice Maphosa, felt it was of great importance to have an awards ceremony of this calibre, not only as a black nation but as young entrepreneurs and organisations. He encouraged every businessman and woman present to support and uplift one another and in doing so together, become successful as one.

The Big Time Strategic Group Black Business Quarterly Awards team would like to congratulate all who participated in the awards ceremony this year. To all the nominees, congratulations, your presence amongst these award winners is evident of your hard work and dedication to the black business world. Continue to strengthen yourself and your respective brands. To all the winners, may you continue to strive to be the best leaders in your various industries. Continue to grow and empower the South African nation. **BBQ**

LTE Holdings Best Established Black Business Award
Winner: **Travel With Flair**

Hennessy Businessman of The Year Award
Winner: **Calvin Mathibeli**

The Innovation Hub New and Innovative Business Award
Winner: **Geekulcha**

Comair Outstanding Woman in Business Award
Winner: Fatima Vawda

Emperors Palace Community of the Year Award
Winner: Lindiwe Matlali

Kaya FM Transformation Champion of the Year Award
Winner: Coega Development Corporation (CDC)

Topwatch Best Employer of the Year Award
Winner: Buna Projects & Consulting

KIA Young Business Achiever Award
Winner: Emmanuel Bonoko

New Entrepreneur Award
Winner: Inga Vanqa

CSI Ubuntu Award
Winner: Youth Leadership and Entrepreneurship Development

Iqhawe Mentorship Award and Big time Strategic Group Platinum Award
Winner: Felleng Yende

Ledwaba Mazwai Attorneys Public Sector Visionary Award
Winner: Chief Justice Mogoeng Mogoeng

Inga Vanqa

Inga Vanqa

Self-discipline as the
foundation of success



“Success is an inside job”—a favourite quote of Inga Vanqa that perfectly describes his personal nature and manner of doing business. Founder of Inga Vanqa Quantity Surveyors and Project Managers (IVQS), one of the fastest growing built-environment consulting firms in the country, Vanqa is no stranger to self-motivation and maintaining a continuous inner drive to achieve.

“I say success is an inside job, as there will always be a lot happening around you and you can easily get distracted—demoralised, if you take it to heart—but if you are constantly motivating yourself by telling yourself that you are fine, that you are going to make it, then success will come from within and it’s got nothing to do with the people around you,” he says.

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 multi-national 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-million rand mining projects both in South Africa and internationally. During that time, I also acquired a Master’s Degree in the Built Environment and qualified 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,” he explains.

IVQS was founded in 2013 from very humble beginnings. After quitting his job in Johannesburg, he moved back to his parents’ home in the Eastern Cape, where they generously gave him their garage to set up as an office. It was a tough journey in the beginning with a number of challenges, the most pressing being financial.

“The company was formed from my own savings and no other funding, and the savings that I thought would carry me through until the business started being sustainable

were not enough, so I went through a bit of a financial crisis. During the first two years, clients didn’t pay in time and I ran into cash flow problems, which hindered the growth of the business. It came to a point where I almost gave up but after about two years, things turned around, a few opportunities came by and from then on, it’s been a rollercoaster ride, but it’s been picking up, there has been a lot of success, a lot of good things are happening,” Vanqa enthuses.

“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 helped us to build such a good reputation and I have maintained that until now. Reputation is everything and I protect ours jealously because once the reputation is gone, it’s very difficult to rebuild,” he adds.

He says that starting his own business was always part of his plan from the time that he began his quantity surveying studies at university. Having worked in the built environment for over 10 years and having acquired both local and international experience, Vanqa felt it was the perfect time to venture out on his own. “After I finished my degree, I gave myself a period of 10 years to gather the necessary experience and qualifications required and then I’d start the business. After eight years, I made it a reality. I had a Master’s degree at that time, I was a professionally registered Quantity Surveyor, professionally registered Construction Project Manager and I felt that I was well prepared, I had the self-motivation and determination and the belief that there was nothing that can stand in my way,” he says.

“Initially, the company offered only quantity surveying consulting services but as it grows, we keep on adding to the service offering. IVQS offers an expansive range of services that include Quantity Surveying, Construction Project Management, Green Building Consulting, Project Audits, arbitration and advisory services to the government of infrastructure development,” he says.

Next year, the company celebrates its fifth anniversary and Vanqa says they’ve planned a rebrand to signify the inclusions.

“On the business front, we’re opening up to other opportunities outside of just quantity surveying and construction project management. There are opportunities in various other sectors so I am taking off the hat of just concentrating on these two services. I want to be a broad-minded business person, open to opportunities, so with the newly rebranded company next year, I want to take advantage of opportunities on the African continent as well as growing the business within South Africa, because I still believe that in spite of all the turmoil that’s happening in the country, there are still opportunities for companies like mine,” he explains. One of the immediate goals is to grow the footprint of the firm to at least all the nine provinces. IVQS currently has a presence in the Eastern Cape, Free State and Gauteng and is in talks with a few potential clients in Lesotho and Botswana. Vanqa’s further plan is to take it beyond the borders and expand into other African countries, saying that opportunities are already arising in the DRC, Ethiopia and the Congo. 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 terms of planning and building IVQS to what it is today.

“I know which practices work both internationally and locally and I know where the pitfalls are. Each project is unique and we treat it 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’s our competitive advantage. Passion and the exuberance of youth also work for us, we’re a firm of young people with fresh ideas of how to tackle problems and I always encourage new ideas,” he says.

Asked whether transformation is occurring at the level that it should and black businesses are receiving the needed support, Vanqa says that it is not and that it’s still very tough to be a black businessperson in this country. He cites inadequate access to finance and access to the markets as primary reasons why.



“The private sector is still very much closed off to black-owned businesses. I have been fortunate in that I have had opportunities in the private sector but it’s very difficult to get into the private sector. We’re limited only to government work, which can come with its own set of challenges, as with the government, there are politics involved. and late payment of service providers. Yes, there’s a new Department of Small Business, they call it, but I don’t think it’s doing enough to encourage more people to start their own businesses and provide them with opportunities to start a business and support them once they’ve started their businesses,” he says. Vanqa considers himself a role model for other inspiring entrepreneurs and believes strongly in mentorship and knowledge sharing. “I’ve been blessed to have acquired 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 into professionals. I do get many calls from people wanting to meet up and I always try to make it happen. It took time for me to accept that kind of responsibility—that people look up to me, want to emulate me—and it comes with a lot of responsibility as well, because everyone is watching what you’re doing,” he says. “I always tell them, and it’s not to scare them in any way, that it’s not easy to start a business. It’s probably one of the most difficult things that I have done in my life. I always remind them that they need to persevere through the difficult times and things will eventually turn around. Additionally, they have to do some research on the industry they want to get into and not just jump into something that they have no knowledge about,” he adds.

Vanqa has a number of role models who have inspired his own journey, such as Sandile Zungu, Khanyi Dlhomo, Sisa Ngebulana and Luvuyo Rani.

An area close to his heart is social investment and giving back to communities. Vanqa says that the ever-widening gap between the have and the have-nots will not be easy to repair but that every small attempt to do so can help, and that it’s not

only the responsibility of the big corporates to play a part in CSI, but smaller companies like his own as well.

“IVQS is involved in a number of CSI projects. We’re involved in quite a few school building projects in the Eastern Cape and in the rural areas and recently, I teamed up with a friend of mine who is a professional photographer and went to take class and individual and team photos at these schools. It’s something many would view as insignificant but those kids have never had this kind of opportunity before and it was wonderful to see the reactions. Other projects include renovating schools, we’ve built a church, sponsored a sports tournament during Youth Day—it’s something that I’m very willing to participate in. I don’t believe that it’s only the responsibility of the government to help out with the impoverished people. I enjoy helping out where I can, it’s something that I feel that I’m really passionate about and later on in my career, when I have a bit of time on my hands I would like to dedicate more time to it. I enjoy working with young people and hopefully when I’m older, I’ll be a lecturer and share the experiences and the knowledge that I’ve gathered,” he enthuses.

Vanqa was the recipient of the New Entrepreneur Award at the recent 2017 Big Time Strategic Group Black Business Quarterly Awards, an achievement he is phenomenally proud of. “I’m grateful for the recognition of all the hard work that I’ve put into my work. And the company recognition, it gives it credibility. There are always people who don’t believe in you easily, who are thinking, ‘what if he closes tomorrow and fails’. Getting an award like this strengthens the validity of a business. I’ve won a number of other awards before but this one is the best by far. It was my first time at the BBQ Awards and to be in the same room as the captains of industry and individuals who I have looked up to was fantastic. I remember telling the guys who I attended the awards ceremony with that just the nomination and being there was a big enough achievement, and obviously winning was just the best thing that could have happened to me,” he says.

Regarding his leadership style, he believes in leading by example and that one can never

lead people into doing that which he, as a leader, is not prepared to do him or herself. I have also learnt the value of effective communication in running a business, and leadership is also about taking responsibility and being accountable, and owning up to your mistakes and shortfalls. 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. His days are spent either travelling between meetings and visiting sites, or compiling project records and proposals, doing general office administrative functions as well as supervisory roles at the office. Vanqa celebrates his two-year marriage anniversary this month and is the proud father of a four-year-old boy and a one-year-old girl. Balancing his family life with his demanding business schedule is very difficult, he says, especially when starting a business as it demands a lot of one’s time. “My line of business involves a lot of travelling all over the place, so it’s with great difficulty to get a balance, I try but I’m not where I would like to be as far as achieving that balance. I’d say, at the moment, it’s leaning heavily towards business. I miss the school functions, I don’t get opportunities to take the kids to school and things like that, but it’s part of the sacrifice that one has to make. I believe success comes with a lot of sacrifice but hopefully, I will retire early and get to be the house husband and stay at home and do all of these things. My wife has been very supportive and I admire her greatly for all that she does for me and our children,” he says.

I am very goal-orientated, I’m very ambitious, and a lot of people would say, ‘I think you’re biting off more than you can chew’ or ‘You’re punching above your weight’. I’d go for contracts or projects that are big, much bigger than what most people think the company is capable of handling, but it has turned into something positive for me. By remaining self-motivated and embodying this notion of success is an inside job, I will continue to strive for more, grab every opportunity and create an unforgettable legacy of IVQS,” concludes Vanqa. **BBQ**

Shannon Manuel



If not this industry, what else would you have liked to do?

Judging by my book collection, I think it would be in politics.

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

I'm always working but the little spare time that I have I like to spend it with family.

Most enjoyable place travelled to?

Cape Town—it's a truly beautiful place—you guys are permanently on holiday there.

Outside of your career, what is your biggest passion in life?

Family and really giving back to the community, and education

What is the worst quality that somebody could have?

I absolutely despise selfishness. Another quote that I love is, 'There's enough sky for all of us to fly'. I don't believe there is limited space at the top and that only certain people can make it there—there's enough space for everyone. Success can be shared.

If you could invite any four people to dinner who would they be?

Nelson Mandela, Dangote, who is the richest man in Africa, and the people I mentioned who I look up to.

What is the first question you would ask Nelson Mandela?

How, after all that he had been through in prison, did he come back without any bitterness or wanting to be vengeful, which is human nature, and still be able to say, "Let's forget everything and move forward"?

An achievement you take the most pride in?

The growth that the company has shown over such a short space of time.

How do you handle criticism?

Accept that its part of the job and embrace it, develop a thick skin and know yourself as a person.

What is something readers might not know about you?

Currently, I'm working on my PhD Research Proposal, so I'll be taking on my PhD next year.

Are you one to just relax and do nothing?

Not at all. Sometimes I do think that I take on too much but hopefully, I won't burn out anytime soon. I love constantly improving myself and learning new things about this industry that I'm passionate about.



Women and wine

What has traditionally been regarded as a male-dominated domain has been forced to change due to women's increasingly influential role in the wine industry





Dionysus, Greek God of Wine

Wine. A simple four-letter word with a centuries-spanning legacy, which is as colourful as the grapes made to create it. The lavish liquid has been a common thread running through innumerable cultures, religions and nations throughout recorded history. The origins of wine predate written records and modern archaeology is still uncertain about the details of the first cultivation of wild grapevines. Currently on record, the oldest known winery was discovered in the Areni-1 cave in Vayots Dzor, Armenia, dating to c.4100 BC.

Throughout history, gender distinctions have permeated all aspects of wine—its production, consumption, distribution and its appreciation. Indistinguishably linked with religious worship, celebration and friendship and upper-class entitlement, wine was often reserved for men of privilege. Women, regardless of social standing, were associated with wine's excess rather than its benefits. Let's, for a moment, take a leap back to ancient times and its fascinating history...

Wine, known as the gift of the gods, helped the ancient Egyptians medicinally

to relieve daily stress and alleviate a host of physical ailments. Jars of wine were among the items placed in the tombs of the Egyptian men with a higher social standing so that life after death would continue to be comfortable. The social status of the deceased determined the amount of wine used for anointing bodies and entombments. Egyptian women, however, were not entitled to similar benefits for fear they would become intoxicated and act promiscuously in the afterlife.

In ancient Greece, all men were able to experience the reduced inhibitions, greater relaxation and enhanced social interactions that accompanied wine drinking. Like the Egyptians, the Greeks believed that women had a predilection for drunkenness and excess and, therefore, frowned upon female drinking, some even going so far as to label it barbaric. The Greeks established the first great male drinking clubs called symposia, in which wealthy men came together to converse and consume wine. Greek women were allowed to participate only as accessories, musicians, servers or ladies of the night.

The Romans replaced the Greek symposia with male gatherings known as convivia, that centred around fellowship and wine

drinking. In early Rome, bans on female drinking were more severe than those imposed by the Greeks. Women were not even permitted to serve wine and until 194 BC, any woman found drinking could be, if married, divorced, or they could even face death. Overreaction? Perhaps just a tad.

Prejudices regarding women and wine continued throughout the centuries, fortunately evolving to a more gender-inclusive sector as time went on.

What one sees today is the emergence of an industry that is changing in a multitude of ways, from vineyard management to winemaking to international sales. No matter where you look, women are participating in and leading these changes. Their collective experience provides an instructive paradigm for women seeking advancement throughout the business world.

SA women

In South Africa, there are a number of women making a name for themselves and achieving great success as winemakers.

Women in Wine is the first wine-producing company owned, controlled and managed by women. The company was founded and established in 2006 by a group

of 20 women, all with backgrounds in the wine industry, who had a common dream—giving women, especially farm workers and their families, a share in the industry. The shareholder structure of Women in Wine benefits a large number of women.

The company has several unique features that include skills development through collaboration, a Women's Workers Trust has been set up, which has shares in the company, and is a founding member of the African Vintner Alliance and Treasure Chest—a joint-action group established for the growth of black businesses in the wine industry.

The company was established without the huge capital investment needed for a traditional vineyard, with rows of vines stretching



Farmworker women, Women in Wine

“ We have seen an increase in the number of women coming through on higher levels of management structures

into the distance and a vast cellar. Instead, it entered into partnerships with existing cellars, as well as with bottling and packaging companies to produce its wines.

“The motivation behind Women in Wine was to celebrate who we are as women and the contribution that the women are making in the wine industry. It was never to prove a point or a deliberate attempt to challenge men within the sector, and rather about answering the question how can we empower and create opportunities for our women on farms,” says Beverly Farmer, who is the CEO and co-founder of Women in Wine.

Her career highlights are numerous and she has held various positions within the industry. A mentor by nature, one of

Beverly's strengths is her ability to recognise and develop the often untapped potential within others. She thrives on transferring her skills and knowledge, seeing people, and especially women, grow to their full potential, embracing their differences and finding common ground and goals.

“We have found that over the years, more and more women have come into the industry, which is very exciting and specifically, we have seen an increase in the number of women coming through on higher levels of management structures and on the technical side. We have seen more winemakers coming through where, as previously, the majority of women will be the farmworkers or seasonal works,” she explains.

Farmer says there are many women who do make a contribution to the Cape's wine industry, but who do not receive the recognition and are not benefitting from the industry's business opportunities.

“The South African wine industry is more than 350 years old and was built by the contribution of the people working on the farm, a large number being women. Last year, we exported 460 million litres of wine and locally, we sell more or less the same amount, so it's a big industry in terms of the number of people it employs, and the income it generates for the



Beverly Farmer, Co-founder, Women in Wine

Western Cape and for the country as a whole.

“We would like to see people getting acknowledged for it and participating higher up in the value chain. For example, most of our women who work on the farms don't really know what happens to their product once it leaves the farm. And with Women in Wine, we can create that opportunity for them—to send them on wine and wine marketing courses—and it gives them the opportunity to promote the product and

direct access to individuals who could taste their wine and give them feedback. It presents those kinds of opportunities for them, and also it allows them to see that what I'm doing on this farm is of utmost importance—what I do in the vineyard and how I look after the vineyards and how I grow the grapes is paramount to the production of a quality product. It gives them purpose with regard to what they are doing and adds them to the bigger picture, so to speak," Farmer explains.

She says she has been fortunate that the challenges she's had to overcome were not gender-related, and had more to do with the way in which the industry is structured.

"I love the industry but I also get frustrated by it sometimes, because its structure and systems were created to service a certain group of people. If you don't make people aware of the fact that there is a new generation of people coming through the system—women coming through the system—then they are not always aware of how the systems they created impact negatively on a company.

“ It is about constantly reminding people that there is a new way of thinking because, ultimately, that's what transformation is about

"You also have to incorporate new elements into your research. So yes, it is about constantly reminding people that there is a new way of thinking because, ultimately, that's what transformation is about. It's about making people aware that there are new entrants and new people to be accommodated and the systems and processes need to be altered to allow everybody who was previously excluded to participate," she says.

She cites finance and familiarity as further sector challenges, explaining that it is an industry that can be difficult to make money in and that it takes long-term investment before you achieve success. "And I say familiarity, as people prefer to buy familiar brands they feel comfortable with instead of trying new ones. For us as black entrepreneurs, buyers are not eager to take on the black-owned brands due to this. One has to have deep pockets to market your brand," Farmer explains.

Women in Wine has found a ready overseas market for its product. Some of their export destinations have their own well-established wine industries but have embraced the Women in Wine label. Farmer believes the reason for this is that importers are interested in the story behind the brand. "The partnership between professional women and farmworker women is truly a South African story.

Our wines are exported to a number of countries including China, Ireland, Spain and Sweden, and it shows that South African brands definitely have the capacity





Ntsiki Biyela, Owner, Aslina Wines

to compete with international brands and are making quality products," she says.

Agreeing fully is Ntsiki Biyela, creator of Aslina Wines. "We've got the potential to capture the international market, we just need to push harder. Technologies change all the time and we need to move on with the times too, in terms of how we promote our wines and put Brand South Africa in the market," she says.

Pioneer

Biyela is a trail-blazer in many ways. More than a decade ago, she became South Africa's first black female master winemaker and is regarded as a pioneer in the sector. International award-winning vintner and resident winemaker and ambassador at the Stellekaya winery in Stellenbosch for 12 years, Biyela is now running her own show, having continued her journey of inspiration by starting her own brand, Aslina Wines.

Growing up in Mahlabathini, a small village in rural KwaZulu-Natal, she was raised by her grandmother who had a powerful influence on her life, and Biyela named her brand Aslina to honour her late grandmother.



"I decided to name the company in honour of her because of the love, strength and serenity she embodied in everything she did and for me, that was basically what Aslina Wines symbolises—it's the strength of women, and the love, passion and all the beauty they bring into it," she says proudly.

Biyela says that being a winemaker at Stellekaya for 12 years and collaborating with American winemakers was a stepping stone towards her goal, providing here with a platform to gain experience while being a winemaker, as well as learning the business side of things through interacting with clients and being hands-on in the market.

"It was always a goal to one day start my own company. I knew that at some point I would be independent. The difference between being a winemaker and a producer is that winemaking is a profession: you study it and make wine as a job. Being a producer, however, means creating and owning your own brand. I decided to step out and do my own thing, which makes me a winemaker and, at the same time, the producer of my own brand," she explains.

Surprisingly, her entrance into the sector was not intentional and it was an area that she had very little knowledge about. In fact, she disliked the taste of wine. Originally, her desire was to do chemical engineering. She was awarded a scholarship to study winemaking in 1999 through South African Airways, she grabbed the opportunity with both hands and has never looked back. She graduated in 2003 with a BSc in Agriculture

(Viticulture and Oenology) from Stellenbosch University and joined Stellekaya the following year.

The education journey was a challenging one she says. "Not necessarily due to the studies itself—it was the language barrier, it was the culture—I had to figure out this bubble of Stellenbosch. And getting into the wine industry and working there, I found that the best way to educate yourself was to get out there and meet people, and create a network of mentors, advisors, friends etc. The wine industry is sort of a closed community and it takes a while before you become a part of it. However, once you have broken through, there is no shortage of individuals who you can learn from," she says.

Her attitude towards moving forward within the sector is focusing on the end goal instead of the challenges. She is immensely proud of launching Aslina Wines and her personal highlight is being involved with The Pinotage Development Academy, working with the youth and increasing skills within the industry, which she believes can be improved greatly.

“ There has been an increase in the number of qualified black winemakers across the gender spectrum, but we still have a long road to travel as long as those targeted for transformation remain in obscurity



Nondumiso Pikashe, Owner, Ses'fikile Wines



Echoing this sentiment is Nondumiso Pikashe, creator, owner and Managing Director of Ses'fikile Wines, stating that when it comes to skills development in viticulture, there is a lot of work that needs to be done here. "Wine is still foreign to black people as a job opportunity, I think we are working in a disintegrated fashion to achieve this goal of educating people about the opportunities within viticulture and winemaking.

As a country, we do have the potential to compete internationally and, currently, SA brands are doing just that. However, just because this is the case, it does not mean

that we need to be complacent about skills development.

"We still need to invest sustainably in training and skills development across the demographics, and exposing the majority to wine education and appreciation. Personally, I get a lot of satisfaction from teaching young people about the industry. The objective is to hear more black kids say more often, 'I am Nomonde from Gugulethu and I am a viticulturist'," she explains.

Entrepreneurial spirit

In 2006, news that a group of four black women from Gugulethu were taking a brave step towards owning their own wine label was met with great enthusiasm. Ses'fikile had arrived, as the name boldly proclaims, and was hailed as the beginning of transformation in an industry that very few blacks have managed to break into.

Pikashe says that although the journey has often been as treacherous as a difficult harvesting season, her passion for wine has kept her motivated to put Ses'fikile Wines on the shelves for the past nine years. Pikashe says she also devoured everything about winemaking. "I attended and still do attend a lot of wine fairs and read a lot about the wine-making process and the industry. I have also joined the online social media page Women in Wine for networking and make sure that I regularly associate with industry leaders.

"I was born in Gugulethu and grew up across the three townships of Gugulethu, Langa and Khayelitsha, where I taught for 11 years. Wine held an ambiguous role in my life: I despised it because my brother abused it and my community had little exposure to it.

The media, however, projected a positive view about wine and I wanted to explore this disparity, so I went looking for business opportunities where I would stand out.

Ses'fikile means 'we have arrived' in IsiXhosa and is a metaphor for triumph, celebration and is aspirational.

Ses'fikile is owned and controlled by empowered women, which we need to

see more of within the South African wine industry.

"While there has been movement in the role of women evolving within the sector, it doesn't necessarily mean that there's been an increase in the quality of progress. There has been an increase in the number of qualified black winemakers across the gender spectrum, and black brands, and some genuine empowerment projects, but we still have a long road to travel as long as those targeted for transformation remain in obscurity as far as industry opportunities are concerned.

I am not a qualified winemaker, I am an entrepreneur in the sector and through my journey, unfortunately, I have experienced the exclusionist mentality of the industry as a black female. It's not the easiest industry to break into—it's capital intensive, very close-knit and success is not an immediate gain, but it can be done and I'd love to see more women succeeding in doing so," she says. Achievements that Pikashe is particularly proud of include the Ses'fikile white brand reaching the finals of the Perswijn competition in Holland; Ses'fikile wines being seen as making waves in the industry by Wade Bales in the Sunday Times lifestyle supplement; being featured on Top Billing; showcasing Ses'fikile wines in Sweden at Princess Sofia's gala event of her SA project; and generally being embraced positively by her compatriots.

These are but three of many phenomenal South African women leading the way forward and representing the impact that women can have within the wine industry. It's a far cry from the association of women and wine as a partnership of disdain. Instead, women around the globe have brought their own flair, feistiness and intellect to a previous exclusionary sector and have risen up, making names for themselves and making sure that the wine industry isn't a boy's club anymore. **BBQ**

References

Ann B. Matasar; *Women of Wine: The Rise of Women in the Global Wine Industry*

Shannon Manuel

BAYEDE! Wines

A royal commitment to community upliftment



Antoinette Vermooten

Bayede! is based on the philosophy of job creation opportunities, which not only provide sustainable jobs but also empower people through skills transfer and capacity building.

Antoinette Vermooten was “on a sabbatical” from her legal career when, while working at Eikendal Wine Estate between Somerset West and Stellenbosch, she met King Goodwill Zwelithini.

They discussed their concerns about high unemployment and hatched a plan to create jobs by producing a range of luxury products endorsed by the king and bearing the royal crest.

Thus emerged the BAYEDE! trademark, incorporating the royal crest and the king’s signature as part of its packaging. Bayede is an ancient Zulu greeting that means “hail the king”.

The social enterprise said BAYEDE! was gradually becoming recognised for its BEE and job creation. The company’s products are styled as luxury brands through the infusion of handcrafted finishings on the packaging. The wine is decorated with beadwork crafted by rural women from KwaZulu-Natal and the Western Cape.

“So far, there are six different beading groups comprising about 300 crafters from rural areas in KwaZulu-Natal, Gauteng, Mpumalanga, Gauteng and the Western Cape. It is our plan to see these groups increase in numbers and we also hope to start new beading groups in other provinces”, says Vermooten.

“The idea of including the beads as part of the packaging is three-fold: it adds novelty and value to the wine, tells a story about the wine’s African legacy and, most importantly, provides a vehicle to market the product and creates employment for hundreds of South Africans. The beadwork is the biggest job creator for us a company. We have raised R650 000 for ladies for beadwork, which is a wonderful success that has the potential to go further. I always say that the day when I’ve made R1 million for the ladies from the beading is when I say that I’ve truly made a difference. People think it must be a big thing to make a difference, but it can be something as small as this. The beadwork portrays the SA flag colours, tells a story and is bringing hope to people,” she says.

On achieving transformation within the industry, Vermooten says there is a lot of work still to be done, as while there are 3 500 white-owned wine producers, there are only 50 black-owned wine producers.

“There’s a huge challenge still and in terms of land ownership in the industry, we are only 2% transformed. The business model of black-owned wine companies like us is that we don’t own land, we own a brand, which we use as our competitive edge. So, we’ve changed the way people think in the wine industry in terms of the actual ownership of land. We use intellectual property as an advantage. There is a lot of transformation needed if you look at the statistics alone—it is very indicative of a slow process,” she explains.

She says that the wine industry is one that is difficult to penetrate and it takes immense drive and perseverance to make your name visible, especially as a woman. She believes that there are too few skills development opportunities for those wishing to enter the sector.

“At BAYEDE!, even though we are a small enterprise, we decided that we would take in interns, qualified ladies from various sectors, every three months—sometimes we keep them longer because they are so amazing. We provide them with in-house training and the experience that they lacked to accompany their qualifications. And I’m proud to say that all of them have full-time jobs after the programme,” Vermooten enthuses.

A highlight of BAYEDE! was when South Africa’s first royal brand once again made history by becoming the first SA wine company to sign a supply agreement with Walmart China in 2013. Vermooten says it was a great event that showed that SA brands had the capability to compete with international brands and reach international audiences. **BBQ**

The Royal treatment

Royal Investment Managers (RIM) is supporting and developing the best-in-class investment teams across asset classes and capabilities



Kabelo Rikhotso, founding CEO

Royal Investment Managers is a black-owned investment holding company that acquires equity stakes in either existing or new asset management firms with a strong and unrelenting focus on diversity. Its primary focus is to partner with

companies that meet its investment criteria and share its values. The company is proudly backed by Royal Bafokeng Holdings (RBH) and Rand Merchant Investment Holdings (RMI) through its subsidiary, RMI Investment Managers (RMI IM).

Royal Investment Managers provides access to a range of independent portfolio management services. This is done through their suite of affiliated investment managers, who manage money on behalf of retail and institutional clients. Royal's inaugural affiliate is Sesfikile Capital (Pty) Ltd, a fully discretionary listed property fund manager with assets-under-management of R18 billion. Royal is proud to have Ethos Private Equity as its affiliate. Ethos Private Equity is the largest third-party private equity firm in South Africa. It was formed in 1984 as a mono-line buyout fund firm and has recently embarked on a strategy of building a fully-fledged sub-Saharan Africa Alternatives asset manager with the launch of the Mid-Market and the Mezzanine Funds.

Kabelo Rikhotso is the current founding CEO of Royal Investment Managers, a position he has held since March 2016. "I was born and raised in Pretoria by my grandparents. After matric, I went to study at the University of Cape Town where I graduated with a Bachelor of Science Degree in Mathematical Statistics. I did a BCom Honours in Financial Analysis and Portfolio Management. Thereafter, I returned to Gauteng at the end of 2003 and started working in 2004. During my working life, I also obtained a Master's in Financial Economics from UJ, or then it was RAU, and I qualified as a CFA Charterholder, which is a global certification programme for investment analysts—offered by the CFA Institute (US), it is a global association of investment professionals that sets the standard for excellence in the industry," he says.

His career started in 2003 at Momentum Outcome-based Solutions, where he was a Research Analyst and later a Portfolio Manager. In 2006, he joined the National Treasury as the Deputy Director for Market Risk, where he was involved in the optimisation of the Government Debt Portfolio, market risk management, operational risk and a variety of risk monitoring, valuation and reporting functions. In 2008, he joined Investment Solutions (IS), where he took on progressively challenging leadership roles, before being appointed as Head of Portfolio Management in 2013, a role which he held until September 2015.

"I had been working at Investment Solutions for just under eight years when I was bitten by the entrepreneurial bug. A friend of mine called me one evening and spoke to me about an opportunity and I started talking to the RBH and the RMI guys while I was at IS and eventually decided to take on the challenge of becoming the founding CEO of Royal Investment Managers. "I joined the company in March 2016 and, at the time it was just an idea on paper with no identity. The shareholders sort of had an idea of what the company was supposed to be doing but as CEO, I had to craft the strategy and the execution plan and decided to call it Royal Investment Managers.

"The vision is to build a business with a lasting legacy, largely through partnerships of highly rated affiliates. We want to be a preferred partner of choice for incumbents and new entrants within the asset management industry, but the underlying tone in all our partnerships is a strong diversity agenda. We will only partner with businesses that take diversity seriously," Rikhotso explains.

The investment strategy of Royal Investment Managers compromises of four evaluating criteria, explains Rikhotso. He says that firstly, as you are buying into businesses that you will probably never sell, there needs to be a shared value between RIM and the business that they are going to partner with. There has to be mutual respect and trust.

"Secondly, the business has to be run with an owner-manager culture basis. We want businesses where the CEO/CIO and the team are not just employees but they are owners of the business, and they run the business like shareholders. That's quite critical for us because if you have that, you know that already from day one as a shareholder, you have operators who already think like shareholders and not like employees, which is quite key. There's a lot of research that shows that, generally, these types of businesses tend to do well," he says.

He further explains that the quality of the business is assessed by evaluating the employees, company business philosophy, investment portfolio, portfolio construction, and performance or returns that they have generated over the years.

"More importantly, those returns need to be generated over different market cycles, and I will build up a scoresheet ranking all these factors used to determine whether it will be a good investment or not. We also look at acquiring equity stakes in different asset management businesses that have a niche in a certain sector of the market. For example, Royal holds a minority stake in Sesfikile Capital, which is a specialist listed property asset manager and it is highly unlikely that we'll have another equity stake in a similar type of business; it makes no sense and creates unnecessary conflicts.

"Companies need to have a clear growth strategy that we believe is achievable, as that's how we're going to extract value for our shareholders. When I look at a business in my head, I not only need to think about present success but I need to think about what the next 10 years of this business are going to look like," he explains.

Diversity is an important factor to Rikhotso. He firmly believes that companies that do not embrace diversity are not going to survive. For RIM, it's fundamental that every business they partner with is sensitive to having the right demographics within their own companies. "We believe that diverse teams lead to better decision-making, enhanced creativity and super

problem-solving. All things being equal, a diverse team with shared values is, therefore, more likely to outperform their less-diversified peers.

"We believe that diverse teams lead to better decision-making and, ultimately, better outcomes for the clients," he says.

Rikhotso says that as a relatively new company, the RIM identity is still in the process of being shaped, and is directly influenced by their values. "We believe that our supportive but non-interfering approach ensures that our affiliates have autonomy to develop and grow their business successfully.

"One value that we want to be known for is excellence. I want people to understand that everything we do as RIM will be based on this value, so we challenge ourselves and our affiliates to be the best in what we do. Also, we will not compromise on integrity.

We deal with our affiliates, we deal with people's money and capital from shareholders, so integrity and ethical business practices are non-negotiable.

"We are humble people who are backed by a community that we hold dearly in our hearts and excellent entrepreneurs with a very long track record.

We hope our affiliates' clients and the investment industry will recognise RIM by its excellence, trustworthiness and ethical way of doing business. We hope that over the many years to come, as people get to know Royal Investment Managers and they see the results—through success of our affiliates and the creation shareholder value—that they come to value us as a leading black investment holding company within the investment industry," he concludes. **BBO**

ROYAL

INVESTMENT MANAGERS



The JSE and black ownership

Centuries of colonial domination in Africa, including South Africa, left countries either without their own bourses or stock exchanges still heavily weighted against black ownership



Has the lack of economic and political will delayed the growth of black-owned companies on the JSE?

There are several factors, says politician and development economist, Professor Rabelani Dagada in a recent opinion piece; among them being post-independence governments preferring a socialist ideology that was against capitalist organisations and where growing financial markets were not significant. He adds that amongst some economic theorists, the slow growth in bourses on the continent is mainly due to a lack of economic and political will that has been destabilised by pessimism.

South Africa currently has an unstable economy, partly due to the global economic recession, exacerbated by political scandals and division and uncertainty in the ANC as the party is on the verge of electing a new president.

These factors have adversely affected economic growth in the country and this, in turn, has a negative effect on the Johannesburg Stock Exchange (JSE), not only for well-established companies but also for new listings, among them, black-owned and -managed companies.

How much do black investors own on the JSE?

Black ownership on the JSE has been a hotly debated topic for years. Way back in 2010, the JSE released its first report on the composition of companies owned on the JSE. At the time, the report stated that black South African investors owned 18% of the available share capital listed in the Top 100 companies.

The JSE calculations were done according to the Department of Trade and Industry's



(dti) code of good practice requirements on determining companies' BEE ownership levels. It was a complicated calculation including all share capital, but excluding mandated investments including treasury shares and company operations outside South Africa. Cross-checks were done to eliminate duplicated capital on the JSE.

However, calculations done without using the dti regulatory codes showed that total black ownership in the Top 100 companies was at 8%. The JSE report also did not reflect black retailers or private black investors as race clarification is not necessary when opening a brokerage account.

The topic erupted again in 2013, after the JSE released a study by Alternative Prosperity that found that only 10% of black companies listed on the Top 100 companies are fully owned, while 13% is indirect black ownership through shareholdings and institutional funds.

But, according to the study, even these figures are debatable when it comes to full black ownership, as in some cases

black ownership has occurred through the transference of shares in holdings through various BEE schemes.

When President Jacob Zuma stated in his State of the Nation Address (SONA) in 2017 that black-owned shareholdings on the JSE had jumped from 3% to 10%, the accuracy of the figures was hotly debated again in the media.

These (new) figures came after Zuma called for radical economic transformation when he claimed in his 2015 State of the Nation address that there was only 3% of black ownership on the JSE.

According to Africa Check (a fact-checking NGO) who fact-checked the authenticity of these figures, neither the 3% nor the 10% is accurate. Zuma attributed the dramatic rise in figures between 2015 and 2017 to the National Empowerment Fund (NEF), which was tasked by the government to facilitate economic equality and transformation in the country.

The NEF though, qualified their results by stating that the figures were that of

black-owned companies when in fact, technically, the term used should have been "black-controlled and -managed." A misuse of terminology that added to the conflicting statistics.

In 2015, after Zuma stated that black ownership in the Top 100 was 3%, the JSE released a contradictory report stating that "black South Africans hold at least 23% of the Top 100 companies on the JSE". But Zuma's figures were defended as being accurate because the NEF relied on the research from Who Owns Whom, as the organisation produces 'original' research on African business and economics.

The JSE then backtracked and released a statement agreeing with Zuma's statistics, saying that it generally concurred that direct black South African investments listed on the JSE is 3%, but when the values of direct and indirect holdings were included in the Top 100 companies on the JSE, the figure is 23%.

This figure was the result of an analysis produced by Alternative Prosperity in 2013, however, at the time when the figures were released by the JSE, there was still 16% of the Top 100 companies to be analysed due to a "time-consuming process" that included going through thousands of records and cross-tabulating documents to obtain accurate figures about the racial profiles of investors. The JSE has since stopped publishing information on the breakdown of ownership on the Top 100 companies listed.

Fast forward to 2017 and the NEF's Head of Marketing and Communications, Moemise Motsepe confirms that, as at May 2017, the percentage of black-controlled and -managed companies on the JSE is still at 3%, adding that "our main interest is to measure black ownership of the economy on the whole JSE and not to compare shareholdings in other categories, such as white or foreign-owned investments."

So where did Zuma get the figure of 10% black ownership of the Top 100 companies on the JSE in his 2017 State of the Nation address? According to Africa Check, when they asked for proof of research from the NEF, they were sent the NEF's submission to parliament's standing committee on finance.

In its submission, the research only looked at a “sample analysis of the top 17 financial services companies by market capitalisation as listed on the JSE” as at 31 December 2016, and not the Top 100, as Zuma had stated. There was also no reference to 10% black ownership on the JSE. According to the NEF, the research submitted showed an achievement of 6% by the financial services sector against the direct equity target of 10%.”

Determining companies’ BEE ownership levels on the JSE

Trevor Chandler, from Trevor Chandler and Associates that oversaw the research conducted by Alternative Prosperity, says that BEE share deals are usually done through a South African asset at a subsidiary level and not at a group level, which makes it a lengthy process to work out what percentage in a company are BEE deals.

“The easiest way to determine BEE ownership levels is to look at the big BEE deals on the JSE listed share register and assume the shares are held by black (includes coloured and Indian) people. Then you have to put the percentage of a company that are BEE deals and the number of shares assumed to be black-owned in BEE deals to clearly determine black participation on the JSE,” he says.

In September 2017, the National Treasury released a research report on the ownership of JSE-listed companies stating in its introduction that, “The structure of ownership of South African companies reflects several important aspects of the South African economy, linking to policy priorities on transformation and inclusive growth, macroeconomic and financial stability, and competition, adding that listed companies are typically expected to have diverse ownership—characterised by a large number of relatively small shareholdings—although many will also have one or more strategic shareholders with a significant influence in the company.

The report looks at four areas of ownership including BEE ownership, stating that one of the main objectives of BEE is to increase black ownership of South African

companies in line with the transformation agenda to substantially expand participation in the economy by previously disadvantaged communities. Ownership is one of five elements of the generic B-BBEE scorecard for companies doing business in South Africa and is an important feature of the sector-specific codes.

Most companies listed on the JSE are in line with the BEE approach and have set up structures within their companies to transfer share ownership to black beneficiaries. A study of the value generated by BEE transactions in 2015, done by Intellidex identified that 83 out of the Top 100 JSE-listed companies were on BEE schemes. (The Value of BEE Deals, Intellidex Research Report, June 2015)

According to the Intellidex report, the value of BEE deals includes schemes introducing new strategic investors in the company, schemes for company employees and schemes targeted at community groups. In the case of community groups, some ownership schemes have transferred shares in the listed company itself, while other companies have established ownership schemes in their subsidiaries or at the level of specific operations.

Eventually, these schemes should, with the help of sustainable financing, contribute to the creation of new wealth held by previously disadvantaged South Africans.

Measuring black ownership this way, reports Intellidex, is consistent with the B-BBEE Codes, which allow ownership points on the scorecard to be achieved through sale-of-asset transactions, as well as ownership stakes in the listed entity itself.

According to the report, to focus narrowly on the ownership of shares of listed entities would, therefore, disregard the extent to which black ownership has been facilitated through various forms of BEE schemes. For this reason, BEE transactions at the subsidiary level can be counted towards ownership under the B-BBEE Codes—and are also included by Alternative Prosperity in their estimates of black ownership.” Current B-BBEE Codes have allowed for the recognition

of black ownership after the sale or loss of shares by black participants. The use of the principle of “once empowered, always empowered” has been the subject of debate in the development of amendments to the Codes.

Although many of South Africa’s main financial institutions have made progress towards achieving black ownership, they have not yet fully reached the targets set out in the Financial Sector Code (2012). On a weighted average basis, the 15 major companies covered in this analysis have realised a score of 15.3 out of the 17 points (including bonus points) available for ownership on the B-BBEE scorecard.

Where transformation is seriously lagging is in management control and employment equity areas where major financial companies are visibly struggling to reach transformation goals.

The largest single shareholder on the JSE listing is the Government Employees Pension Fund, which has 11% of the top 25 listed companies, but black shareholders with more than 5% listed stakes still only account for 1% of listed ownership.

Changing the mindset of black investment on the bourse

While stock exchanges in Africa have been slow to rise, the JSE is the exception but the concern, says Prof. Dagada, is that there are still too few black investors trading in stocks.

“The mindset of many black investors is still locked in traditional savings practices as they are suspicious of capitalist institutions. As a result, it is the new elite who replaced the colonialist rulers who are the major retail investors in domestic stock exchanges, through a post-colonial wealth redistribution strategy,” explains Dagada.

The outcry and subsequent investigations into the low percentage of black investors on the JSE illuminate the fact that formal investments are largely confined to an exclusive market that has marginalised the mainly rural population from partaking in modern investment practices, especially the stock market. **BBO**

Cathy Dippnall

African Equity Empowerment Investments Limited (AEEI)

As a child during the Apartheid era of South Africa, Khalid Abdulla, CEO of African Equity Empowerment Investments Limited (AEEI), had a challenging, but happy youth. Growing up in Harfield Village, Cape Town, he learned valuable business lessons, even at a very early age.

His father ran a corner café as well as a movie house at their home, to keep the youngsters off the streets. Abdulla and his brother were assisting their father with the running of these operations.

Despite the early responsibility that fell upon Abdulla's shoulders, he stresses that they had a very family- and community-centric upbringing and testament to that are his early sporting achievements.

Abdulla achieved provincial colours in numerous sports, but it was soccer and volleyball in which he received his national colours at school.

Sport might be very different to business in essence, but Abdulla is keen to point out how much he learnt from these sports and the relevance some of it has to everyday business. "It taught me how to put on a different hat at different times, how to develop strategy and how to plan for different situations.

"You know, every game and sport is different, and each one requires a specific strategy and tactics and then, while playing, you must be able to adapt to the situation

presented at that moment—it is the same in business."

Opportunities arose for Abdulla in sport internationally, but due to the Apartheid era, these doors were quickly shut. He continued playing at a high level locally, but there was not much money in sport during those days so he started working and studying part-time completing his B Compt (Hons) and CTA through UNISA and a Masters in Business Administration, an MBA and Project Management from UCT.

"I did my accounting articles during the week and I worked at the hardware store on the weekends for several years," Abdulla recounts. He started his working life in auditing before moving into business consultancy where he spent his time turning businesses around.

He joined AEEI, a JSE-listed, diversified black economic empowerment investment Group back in 1999 and has served as the CEO of various subsidiaries all the while understanding the various businesses. The Group covers numerous sectors of the South African economy including Fishing and Brands, Technology, Health and Beauty,

Events and Tourism and a Research and Development division. The Group also has strategic investments in Sygnia, Saab Grintek Defence, Pioneer Foods and British Telecoms SA.

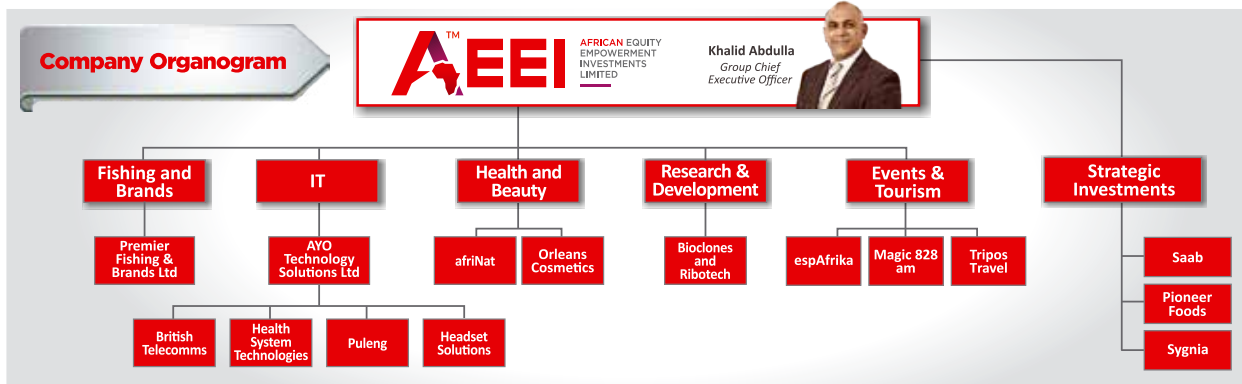
"Running a successful business means that you have to be one step ahead of everyone. You'll be up against a lot of people and it is not easy. Running a successful business also means making mistakes, but learning from them. Key to the game of success versus defeat is education, gaining experience and how to execute for success," says Abdulla.

AEEI as a Group focuses on growing its own operating companies, preferring to get stuck in, control and run their businesses themselves rather than merely taking an equity stake in a business and sitting back to see how it performs. Abdulla is responsible for initiating and facilitating turn-around strategies in a few of the Group's businesses and played an instrumental role in the Group's growth and designing the Group's Vision 2020 Vision strategy. Over the past 7 years, AEEI has grown by leaps and bounds, with

African Equity Empowerment Investments Limited (AEEI), is one of South Africa's largest Black Economic Empowerment Companies and is listed on the JSE. Recognised by peers as a pioneer in promoting the interests of HDIs and previously marginalised

communities. AEEI's commitment to transformation, including employment equity, skills and enterprise development, preferential procurement, socio-economic development as well as corporate social investment, makes it a role model for BBBEE since its inception.

ABOUT AEEI



OUR RECENT AWARDS / ACHIEVEMENTS

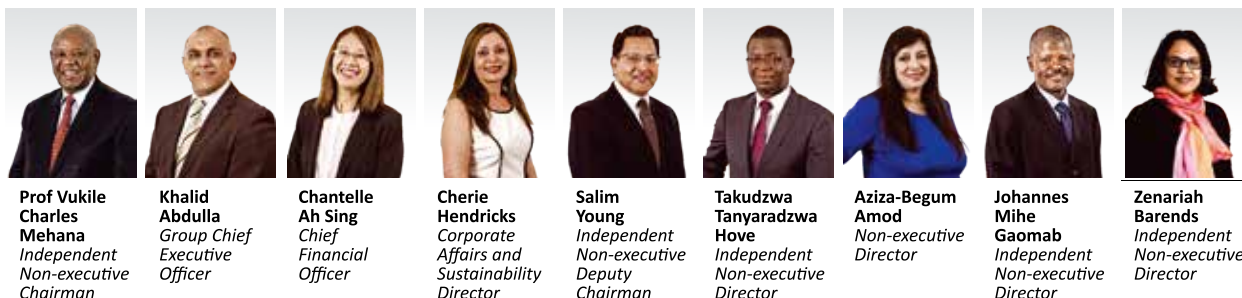
AEEI was rated in the following categories:

- Winner - Highest Sustainability Data Transparency index score - Financial services sector in 2017 by the Integrated Reporting and Assurance Services out of over 300 Top JSE Listed companies.
- Level 1 BBEEE Status in terms of Broad-based Black Economic Empowerment.
- Winner of the Empowerdex 100 Most Empowered Companies in 2016.
- Winner of the Empowerdex Top 100 Empowered Management Control Company in 2016.
- Runner-up of the Empowerdex Most Empowered Black Ownership under amended Codes of Good Practice.
- Accorded the honour to open the Johannesburg Stock Exchange in recognition of consistent financial growth over several years as well as a strong trading period in the last 12 months and recognised by its peers with several top awards and consistent financial performance.

AFRICAN EQUITY EMPOWERMENT INVESTMENTS:

- The largest black-owned, and managed investment Group based in South Africa.
- Top consistent financial performance over 7 years, based on
 - Profitability;
 - Cash generation;
 - Strategic investments; and
 - Asset growth.
- AEEI has a diversified portfolio of operational investments in fishing and brands, technology, health and beauty, events and tourism, biotherapeutics and enterprise development supporting Broad-based Black Economic Empowerment (BBEE) and small, medium and micro enterprises (SMMEs).
- Strong roots among historically disadvantaged individuals (HDIs) and community organisations. These form the majority of the Group's shareholder base. Black ownership of AEEI exceeds 80% and the majority of its economic benefits are enjoyed by black stakeholders.

AEEI Board of Directors





Khalid Abdulla, CEO of African Equity Empowerment Investments Limited (AEEI),

shareholder value as well as the share price increasing steadily.

Furthermore, Abdulla notes that AEEI specifically identifies industry sectors in which there is a lot of potential for growth.

Of the opportunities currently on the table, Abdulla explains: "Food security is definitely where the future is going - we have seen this through the recent successful listing of Premier Fishing and Brands Limited on the Johannesburg Stock Exchange (JSE) and the growth and interest in the business since.

The IT sector is also growing in demand and opportunity around the world and some of the biggest investors in the world are spending on technology." The technology sector underpins every aspect of modern life and our ICT division is well placed to take advantage of the abundant opportunities this represents. Africa is a hotbed of innovation right now and we look forward to discovering and realising its full potential." says Abdulla. At present,

the Group is feverishly preparing to list its Technology Company in the short term.

Abdulla is also a key player in the Group's Events and Tourism division, with a Tripot Travel focusing on inbound and outbound travel. Magic 828 am, the Group's radio station, has recently announced a huge increase in listenership, which is testament to the determination of the various teams to grow the radio station.

espAfrika, a division of AEEI hosts the annual Cape Town International Jazz Festival and the event has grown in leaps and bounds since Abdulla took over as acting CEO. In addition to this, espAfrika is now hosting many more events than ever before, with the latest owned event which takes place at Sun City, known as the Royal Escape Experience.

In the Health and Beauty division, AEEI manages Orleans Cosmetics, the sole distributor of high end cosmetic brands to the Southern African region. AfriNat supplies hygiene and sanitation products to the agriculture, food, hygiene and sanitation sectors.

CSI

Since its inception, AEEI firmly believes that it is not all about profit-making but about investing in people and changing their lives – for the better. For this reason, the Group has many CSI initiatives covering everything from sports development and education, to arts and culture and enterprise development.

Perhaps more importantly, however, AEEI does not only create job opportunities within the communities in which it operates, they also give back to those communities by sponsoring various development workshops and programmes.

Amongst others, corporate golf days are another way in which the Group raises funds, some of which is put toward the improvement of public hospitals. Over the last year, they have raised over R 1 million for this cause, improving patient care.

"This is not done for the purpose of our BEE certificate—it is part of our ethos. We come from the communities, we must never forget our roots," explains Abdulla.

Awards

Having now been with AEEI for almost 20 years, Abdulla has never lost motivation for the job he does. Whether it be starting something fresh or turning an existing business around or growing a business to the next level. Patience and believing in your decisions while trusting people to do what they need to do, when the time is right, are key elements to running a successful business, he believes, through its growth phases.

Testament to his success are the raft of awards that span his career, and especially those in the past eight-months, notching up the honour of the Global Leadership Excellence Award presented at the World Leadership Congress and Awards which took place in Mauritius. In addition to this, he was honoured with the CEO Africa Award for South Africa, by the CEO Today Africa Awards, which recognises and celebrates outstanding leadership, superb strategic thinking and entrepreneurial spirit.

Abdulla was also recognised and awarded the SA Business Leader of the Year 2017 – Southern Africa, at the All African Business Leaders Awards (AABLA) in partnership with CNBC Africa.

Abdulla was honoured as the first winner of the inaugural South African Vision 2030 Future Maker: Driver for Change 2017 award, as well as by the Oliver Empowerment Awards as SA's most Empowered Business leader of the year 2017.

He was ranked as one of the best CEO's in the country in 2016 and in 2015; Abdulla was amongst the 10 best executives of 2015 by Financial Mail.

When asked what this recognition means Abdulla says, "I am of course, proud of these awards, but the important thing is to ensure my team is happy and the company is growing.

It is wonderful being recognised by your peers and the market, but life goes on, we are just setting the bar higher for next year. These awards are not about me, they are an acknowledgement for the broader group and the people around me," he concludes. **BBQ**



THE FUTURE BEGINS WITH YOU

**TOMORROW'S
LEADERS
CONVENTION
2018**

**23 MARCH 2018
EMPERORS PALACE**



www.tomorrowleaders.co.za



facebook.com/TomorrowsLeadersConvention



[@TLConvention](https://twitter.com/TLConvention)

Contact: Charmaine Meyer
charmaine.meyer@capemedia.co.za
or 021 681 7000



Women on the frontline of conservation

The Black Mambas Anti-Poaching Unit is the first majority-female anti-poaching unit in South Africa

Like the snake they are named after, the Black Mamba women are fierce, fast, lethally venomous and highly aggressive when threatened and when it comes to protecting their area of operation. The anti-poaching unit was founded in 2013 by TransFrontier Africa NPC, in its capacity as a host agent to the Expanded Public Works Programme, to protect the Olifants West Region of Balule Nature Reserve. Within the first year of operation, the Black Mambas were invited to expand into other regions and they now protect all

boundaries of the 52 000ha Balule Nature Reserve that borders the Kruger National Park on both sides of the Olifants River. The teams work to the concept of the "Broken Window" philosophy, striving to make their area of influence the most undesirable, most difficult and least profitable place to poach any species.

Commercial poaching has become a big business, thanks to the boom in populations and the "new wealth" in Asia. The consumption of products derived from

endangered species is flourishing, be it for 'medicinal' purposes, trinkets and status symbols or just simply, to be on the menu. Subsequently, rhino poaching has escalated dramatically since 2008 and is being driven by the demand for rhino horn in Asian countries, particularly Vietnam, Yemen and China, due to its use as a status symbol to display someone's success and wealth, and in traditional Chinese medicine.

Although there is no scientific proof of its medicinal value, rhino horn is still highly prized in traditional Asian medicine. It is



Black Mambas on patrol. Image Credit - Julia Gunther

ground into a fine powder or manufactured into tablets as a treatment for a variety of illnesses such as nosebleeds, strokes, convulsions and fevers. Despite intensive conservation efforts, poaching of this iconic species is still increasing across South Africa and pushing the remaining rhinos closer and closer towards extinction.

The objectives of the Black Mamba project are not only the protection of rhinos through boots on the ground but also through being role models in their communities. These 32 young women and two



*Black Mama Rangers (from left to right) Thuli Subuyi, Lukie Mahlake, NoCry Mzimba, Collet Ngubeni
Image credit: Black Mamba APU*

men, with a passion for wildlife and rhino conservation, are the voice in the community through their conservation work. They want their communities to understand that rhino conservation presents greater benefits than poaching, and they address the social and moral decay that is a product of the rhino poaching within their communities.

Balule Nature Reserve is part of the Associated Private Nature Reserves (APNR) that form a contractual component of the Greater Kruger National Park. Balule's western region has been registered with the national and provincial governments as a component of the national protected areas network. This is an open system of about 198 000ha, which further joins the 2 800 000ha of the Kruger National Park, totaling roughly 3 000 000ha of unfenced African savannah. Thus, the Black Mambas supply protection to all the wild animals that roam freely throughout Balule Private Nature Reserve and safeguard the most western region of the Kruger National Park. Balule is the proud custodian of black and white rhinos, which interact freely as part of the Greater Kruger National Park's meta-population of rhino.

Anti-poaching

Early detection and rapid response are all that stand between the poachers and the

wildlife. The Black Mambas are the first line of defense and are responsible for the early detection of poaching insurgents through monitoring and surveillance during their daily patrols. This allows for their armed units to remain within the reserve with the 'assets'.

The Black Mambas anti-poaching strategy includes 'visual policing' through daily boundary patrols, which are conducted on foot during first light and by vehicle at last light. Observation and listening posts are stationed in critical areas such as known entry and exit points or popular rhino waterholes for signs of poisoning. Disruptive patrols are performed within areas of high rhino density to thwart any attempts to poach rhino in the area. Roadblocks involve searching known and unknown vehicles for any illegal or suspicious items. Building sites and staff compounds within the reserve are searched regularly to gather intelligence and ensure all reserve rules are being adhered to, and regular sweeps are conducted throughout the reserve and neighbouring tribal lands in search of snares.

Snares are wire or cable traps, which are set by what they refer to as 'bushmeat poachers', with the intention to catch a variety of antelope species for their meat, which they can then sell. These traps are

non-selective, catching anything that moves through them and causing a slow death, primarily due to dehydration. Larger animals can usually break the traps away from their 'anchor' points, but are then left with it still cutting into the body part that became entangled, causing infections, amputations or in severe cases and if left untreated, death.

Searching for and destroying snares as well as the poachers' camps and bushmeat kitchens forces these poachers to leave the area, as they gain no reward for their efforts. This is not only important for the obvious reasons, but it also assists towards larger-scale poaching (rhino). If a person can sneak into a reserve to set snares or to collect their catch, they have the potential to evolve into a rhino poacher. They gain 'local knowledge' of the area, making them valuable contacts for organised rhino poachers. Bushmeat poachers run the same risks as rhino poachers by entering a protected area, the only difference is the reward is smaller.

TransFrontier Africa, in conjunction with Balule Nature Reserve, has an active rhino research programme, which is designed to investigate the effectiveness of the Rhino Range Expansion Project and all other aspects of rhino management and protection based on scientific investigation. This includes the daily monitoring of the rhino to design a real-time locality map of rhinos in the hotspots and high-risk areas to aid in deploying the anti-poaching units effectively. The location of rhinos is deduced from rhino sightings or signs recorded by their anti-poaching patrols, as well as using technology such as camera traps, VHF and GPS transmitters. All this information is captured, then collaborated at the Black Mamba Operations Room and is used by management to ensure all anti-poaching units are deployed in the correct areas to protect the rhino.

Education

The Black Mamba APU is much more than just an anti-poaching unit. Whilst their main objective is the security of the reserve and the protection of wildlife, they also strive to create a strong bond and educate the



*Black Mamba Ranger Everjoy Mathebula assisting with the Environmental Education Project (Bush Babies)
Image credit: Black Mamba APU*



Black Mambas after removing 40 snares in one patrol

communities that live on the boundaries of Balule and the Greater Kruger Park to install a proud, sympathetic and patriotic community with a pro-environmental ethos. It is their belief that the 'war' on poaching will not be won with guns and bullets, but through social upliftment and the education of local communities surrounding the reserves. The Black Mambas are not only Anti-Poaching Rangers, they are role models who cherish life and do not want to live in a village of orphans and widows.

The bush baby (Galago moholi) symbolises and defines their Environmental Education Programme, where learners are the 'babies' of the community learning

about the 'bush'. With the support of local communities, tribal authorities and participating schools, the Bush Babies Environmental Education Programme is now at 10 schools within the communities boarding the western boundary of Kruger National Park. Currently, reaching 870 children aged between 12-15 years old, they aim to create an environmentally literate community.

The Bush Babies Environmental Education Programme is interlinked into the curriculum of the local schools, bringing knowledge to life whilst raising awareness about their surrounding environment, providing a better understanding of

conservation and leading to the sustainable use of resources and, ultimately, installing an ethical ethos in our future generations. The schools are visited on a weekly basis by their Environmental Education Officer and a different aspect, based on the theme of the day, is discussed to familiarise the learners with their natural environment and to emphasise the importance of protecting it for future generations. Black Mamba Rangers make regular visits to the schools and teach the learners about poaching, how they are working to protect these species and how it affects them personally as well as the environment. The Black Mamba Rangers are also mothers who know how to nurture a child to understand the basics of life and, thus, the importance of looking after our environment.

Recruitment and training

TransFrontier Africa acts in its capacity as a host agent on behalf of the Extended Public Works Programme (EPWP). The EPWP is a nationwide programme that was launched in 2004. The programme provides an important avenue for labour absorption and income transfers to poor households. It is also a deliberate attempt by the public-sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. SANParks administers and accommodates the salaries of all their Black Mamba Rangers through the EPWP's Environmental Monitor Programme. This accounts for 27% of their annual budget, without which, TransFrontier Africa would not have been able to afford to implement the Black Mamba project.

Every Black Mamba recruit is from local, previously disadvantaged communities bordering their area of operation. When vacancies are available, the only requirements needed to apply are a good command of the English language, including reading and writing, and a Grade 12 qualification, as well as a passion for wildlife and conservation. Once selected, all training is supplied before deployment. Every cadet goes through a vigorous 10-week training programme consisting of three rounds that cover everything that they need to know.

The first round of training is a four-week theoretical training course, which covers radio protocol, animal identification, animal observation, search and seizures, arrest procedures, roadblocks and access control, vehicle maintenance, trauma, First Aid Level 2, courtroom procedures and statement writing. At the end of the four weeks, the cadets must complete a written and practical test, and only if they pass both exams, do they move on to the second round of practical training.

The two weeks cover a military training course, which focuses on fitness, discipline and bush skills, including fence and perimeter patrols, sweeping formations, weapons training, hand-to-hand and combat training, observation posts (nocturnal and diurnal) and drills. The cadets must then once again pass a written and practical test to move on to the final round of work experience. For a minimum of four weeks, new cadets join the Black Mamba Rangers in the field to test, practice and hone their new skills under the guidance of experienced Black Mamba Rangers.

In addition to the training, to constantly improve their Black Mamba skills, regular refresher courses are held to update rangers on the latest technologies and tricks being developed to combat poaching. They are not only assisting their rangers with anti-poaching skills but also with useful life skills such as driving and first aid.

Making a difference


Their success is due to two very important factors: their three-tiered strategy and the passion of these young women! Since their deployment throughout Balule Nature Reserve in May 2014, snaring has dropped by 99% within the boundaries of the reserve and 89% including all areas of operation (protected areas and tribal lands known as the buffer zones).

With the Black Mambas constant visual policing, any signs of poachers entering the reserve to poach rhino have been picked up quickly, allowing for the poachers to be tracked and caught before having the chance to locate and harm any rhino. Following their deployment, Balule Nature

Reserve enjoyed the first 11 months rhino-poaching free. The Black Mambas have assisted with nine arrests, identified and destroyed 29 poachers' camps and seven bushmeat kitchens.

In 2017, the Black Mambas were awarded the Silver Eco-Warrior award, which recognises those whose actions have defended, protected or prevented damage to the Earth's life forms, ecosystems, or natural resources. In 2015, the Black Mambas achieved the title of Best Conservation Practitioner of the Year at the Rhino Conservation Awards 2015. This category includes any person who is working full-time in the conservation field and fighting rhino poaching through protected area management, intelligence gathering and strategic anti-poaching operation management.

Within the same year, the Black Mamba Anti-Poaching Unit was announced as one of the winners of the United Nation's top environmental accolade. With this award, in the Inspiration and Action category, UNEP recognised the rapid and impressive impact that the Black Mamba unit has made in combatting poaching and the courage required to accomplish it.

UNEP's Executive Director, Achim Steiner said, "Community-led initiatives are crucial to combatting the illegal wildlife trade and the Black Mambas highlight the importance and effectiveness of local knowledge and commitment. Their many successes are a result of their impressive courage and determination to make a difference in their community. The Black Mambas are an inspiration not only locally, but across the world to all those working to eliminate the scourge of the illegal wildlife trade. While their work contributes mostly towards ecosystem preservation and halting biodiversity loss, Goal 15 of the Sustainable Development Goals also exemplifies the action-driven solutions needed to achieve all of the SDGs. With every rhino saved, the Black Mambas demonstrate that action on a local level is critical to achieving global sustainability and equity." 

Shannon Manuel

Lights, camera, South African action!

Ntombozuko 'Twiggy' Matiwana is paving the way for aspiring female filmmakers in South Africa

3 4-year-old Director and Filmmaker, Twiggy Matiwana recently won two prestigious awards for her short film, 'The Bicycle Man', which she wrote and directed. The film won the Silver Stallion and the European Union's Africa, Caribbean, Pacific prize in the category of short feature films at the 25th Panafrican Film and Television Festival of Ouagadougou, the capital of Burkina Faso. The prestigious festival took place from 25 February to 4 March.

Born and raised in Grahamstown, she has a background in journalism, marketing management and film studies. When she joined film school five years ago, she managed to produce films that were selected by international film festivals such as Encounters South African Documentary International Film Festival, Zimbabwe and Spain film festivals.

She started in the industry after receiving an internship in 2005 and went on to become the second Assistant Director at Penguin Films. Three years later she moved to eNews and the local soapie, 'Scandal', as an Assistant Director. She credits support structures created by the government, such as the National Film and Video Foundation, for working with young female directors and writers, as well as the Youth Filmmaker Project guided by Natives at Large. These projects gave her hope and the drive to become a director of distinction, she says.

She has made documentaries such as 'See, Speak and Hear No Evil', which is about women who stay in abusive relationships, and 'Waterless Flower', which exposed the poor living conditions in child-headed homes. The documentary attracted attention from the Department of Arts and Culture, which stepped in to aid the victims concerned.

"I had a love of film from a young age and I think I've always been a fan of filmmaking. It's quite interesting and exciting to create stories and the medium, it makes you feel powerful in a manner of speaking—being able to create images and having people see them," she says.

She explains that initially, filmmaking was a challenging process. Having produced mainly documentaries at school, the move into fiction was an immense challenge, as she had to adjust the entire creative process—it took two years for her to master the art of it.

"The thing about documentaries is that they are all about the facts and the realism, that's the reason why I love them. And I like to explore the stories of real people and relationships and real situations. That's the major difference between films. I think it's more difficult because, with reality, it's all about the facts and fiction is all about using your imagination and trying to be more creative, which can be more exciting in a way," Matiwana explains.

For her, the most important aspect when telling a story is authenticity, which she ensures is a characteristic of each project. 'The Bicycle Man' is a powerful African short film that centres around the topic of breast cancer in men. The central focus of the short film is Steven Grootboom, a passionate township gardener and loving husband and father who is forced to reassess his life and relationships when he is diagnosed. She drew the inspiration for her film from "three great men who, in real life, were dealing with breast cancer".

"'Bicycle Man' is my first professional short film; I wrote it in 2014 after I had done a documentary on breast cancer in men. During the process of making the 3-minute documentary, there was a question that was always thrown at me by my male case studies: 'How can men have breast cancer, isn't a woman's disease?'



PRODUCTION _____
DIRECTOR _____
CAMERA _____
DATE SCENE TAKE

"So, my purpose was to focus on how humans deal with a particular illness and how to cope with it. I really tried to break the social stereotypes and tried to create an awareness, especially when it comes to social issues.

"I thought maybe I should explore the fictional side more and see how people responded to the film. Luckily, the NSCS had sent out a slate for youth filmmakers to submit a synopsis and, fortunately, mine was selected. However, when they called me for the interview, they said it was more like a documentary script, how would I adjust it? So, it took me another eight months to adjust the script and make it more of a feature short film," she explains.

'The Bicycle Man' has been garnering immensely positive feedback and she says that while she knew which channels the film would be going through, the level of reaction it has received was very much unexpected, and that it has been a very overwhelming but fantastic experience.

"When I heard that I was given a chance to go to Cannes, I was over the moon with excitement, after all, that doesn't just happen to anyone. I've always dreamed of having a conversation about films with Abderrahmane Sissako, Woody Allen or Jim Jarmusch while walking down the streets of Paris," she enthuses. "These are people I admire immensely and I referenced The Bicycle Man from one of Sissako's best works, Life in Earth

On whether South African films are reaching international audiences, Matiwana says there's just so much happening in our South African industries and we do have the potential to have our work shown and we do have a market for that, but we're mixing our own genre because we're copying what America is doing. Therefore, we're not reaching our potential because we're mimicking what Hollywood is doing.

"I'd say the best way to create our own identity in film is to take it back to your own experiences and who we are, as individuals and South Africans," she says.

Regarding the challenges of being a filmmaker and a female filmmaker in the South African film industry, she explains that



its competitive nature, at times, does not benefit all in the same way. Only prominent figures get to be on the first line to receive grants and hype, and if you are a first-timer, there's still a long road ahead. "I've been in the industry since 2006, working as an Assistant Director, and there have been instances where I have shared my passion and ambition with my fellow filmmakers who later undercut my capabilities because I am a woman.

"That is the most painful thing that no one should ever have to feel—it's that feeling of constantly being questioned in terms of your success or your achievements. I remember that even when I was in Burkina Faso, during the Ouagadougou Festival, I received a question from one of the jurors asking me to tell them who directed the film.

"I always wonder in such instances, if I was a male, would I still get the same response? There will always be these questions, so you just need to be firm enough and be strong enough and know your story as well. The same with the filmmaking process—when you're working with a crew, most of the time, they always dominate and it's quite a big group of individuals who you have to manage and direct and you need to be assertive. I have learnt that I need to be more confident as a woman—and as a black woman—and I need to know that I'm not in competition with anyone, and to use the word 'no' more," Matiwana explains.

She says that it's always been difficult for women to progress within the film industry but, fortunately, within recent years, things

have gradually changed for the better and there are more opportunities created for women in film.

"I, myself, am a product of the Youth Filmmaker Project of 2015. It's the most valuable intervention by the National Film and Video Foundation, to provide recent graduates of film school, particularly those from historically disadvantaged backgrounds, with an opportunity to make a film in collaboration with mentor producers, Ramadan Suleman, Neville Josie and Prof. Bhekizizwe Peterson. Today, I have made a name for myself and I can work even harder to better my career. I have the best mentors who know how to teach and make our dreams to make a film a possibility," she says.

Matiwana's ultimate goal is to make history with her work, which she realises is by no means an easy feat. "One day, I want young and upcoming filmmakers to be learning about my work—for my work to be taught in schools. I want get a Palm d'Or, I want to continue to fly the South African flag high for our country and our film industry. I received the Silver Stallion—it's one of the biggest awards—one that made me realise I'm swimming with the big fish now. "During this entire experience, I've realised that the world is very small. Being at Cannes and meeting with different filmmakers from all over the world, you get to see their work, you get to hear about their unique struggles as filmmakers and you realise that you're not alone—there are other people who share your vision, you just need to be dedicated enough to know that you can do better," she says.

Going forward, she is planning to produce another short film that she intends to write and direct. She is also crafting a full-length feature script. Matiwana dreams of studying abroad and furthering her skills so that she may one day be "the greatest filmmaker" of her generation. Recently, The Bicycle Man won best film in Verona, Italy at the Festival of Cinema African (Le sezioni del Festival di Cinema Africano). **BBQ**

Shannon Manuel

Art for all

SA's premier Integrated Arts Platform celebrates people with disabilities

South Africa's premier Integrated Arts Platform presented a display of collaborative artistic works by artists with mixed-abilities and from mixed genres in celebrating the International Week for People with Disability that was held from 28 November to 02 December 2017 at the Artscape Theatre.

This year's Unmute ArtsAbility Festival's theme was ABILITY. Presented by Unmute Dance Company in association with the Artscape Theatre Centre, the festival was the end product of residencies and workshops that occurred during the months of October and November.

During these workshops, professional artists and/or arts and culture organisations, in collaboration with people and/or artists with various impairments, researched and investigated in rehearsal studios "what ability means?" for people who are stereotypically perceived as 'unable'.

The jam-packed festival kick-started on the 28 November at 19:30 with the launch open to the general public, followed by the stunning French duet performance TORDRE by Rachid Ouramdane, brought to you by the French Institute of South Africa (IFAS) and the Alliance Française du Cap.

World-renowned dance-maker, Rachid Ouramdane set out to achieve the documentary feel, which has brought him international popularity with a register of a modest disclosure and a patient and delicate staging of confidences. TORDRE probes the delicate place where movement wavers between poetry and testimony, and was first performed in 2014. It is a story of the Lithuanian dancer, Lora Juodkaite who, spinning dizzily on the spot, has developed

her own way of moving, which has accompanied her since childhood. It also features British dancer Annie Hanauer, moving with an articulated prosthetic arm, which is at the same time, both an extension and an integral part of her body.

Audiences on 29 November witnessed a collaboration of two dance pieces Access Me and Nothing Makes Sense, which took centre stage. Access Me, performed by Yaseen Manuel, Nadine Mckenzie, Rae' Classen and Andile Vellem and choreographed by company members of Unmute Dance Company, is a photo story and short film by Darkroom Contemporary, formed through documenting ideas and emotions around accessibility and hopes to communicate real opinions about what accessibility means.

Nothing Makes Sense, performed by Thulani Chauke and Lionel Ackerman and choreographed by Thulani Chauke and Unmute Dance Company, is an interrogation of violence with a specific focus on the violence that emerges because of our continued human obsession with systems of classifications based on sex, race, gender, sexuality, class culture and physical ability.

On 1 December at 12:00, we celebrated the International Day for Persons with Disabilities—a day for everybody to create awareness of the abilities of persons with disabilities. It included a fun and exciting programme aimed at the South African youth. Unmute has given a performance platform to their education programme, which will witness learners and dancers with mixed abilities (disabled and non-disabled dancers) being integrated through the performing arts.



Taking part in the production were the Astra School, Dominican School for the Deaf, New World Dance Theatre trainees, Jazzart Dance Theatre trainees, Jika Madinga trainees and Access Me by Unmute Dance Company. The free event was followed by Ability Talk, an open discussion with a panel of influential people with disabilities who discussed their achievements and struggles.

The festival wrapped up with a fine showcase of professional works by Unmute & Friends, which is aimed at creating friendships beyond the borders that separate us. This event was held on 2 December. Taking the stage was Sibonelo Dance Project, (Un)shared (by Day Apart Dance Collaboration), Nothing Makes Sense (by Thulani Chauke and Lionel Ackerman) and Access Me (by Unmute Dance Company).

This 6-day festival was inclusive of theatre performances, site-specific performances, artistic installations, exhibitions, film screenings, seminars and disability walks. **BBQ**

South Zambezi delivers engineering services: for Africa by Africans

The Centurion-based civil and structural engineering consultant, South Zambezi Engineering Services has grown substantially since it was acquired by the conglomerate, Khato Holdings in 2014.



Sikanyisiwe Phiri



Makoko Makgonye

Starting with less than 10 engineers, the black-owned company has grown to include 60 registered professionals and aims to become a leading force in the engineering design and project management industry on the continent.

"We believe we are here to stay and, in the coming years, will be counted among the industry's formidable players, not only in South Africa but also on the continent,"

declares South Zambezi Projects Director, Makoko Makgonye.

Besides South Africa, South Zambezi has offices in Botswana, Namibia, Ghana and Malawi, and is focused on setting up a presence in other African countries in the future. Working in the private and public sector, the company has, in the past 12 months, grown by 70%, Makgonye tells Engineering News, noting that the company is expected to grow between 60%

and 70% for the 12 months from January to December 2018.

He explains that this growth is not just quantitative but also qualitative, emphasising the calibre of the staff South Zambezi employs. Zimbabwe-born South Zambezi Corporate Director, Sikanyisiwe Phiri says the company foresaw growth in the market five or six years ago and needed new offices to increase its capacity in order to cater for this growth.

Celebrating this milestone, on 8 December, the company will officially launch its new office in the Midway Industrial Park, in Kosmosdal, Centurion, where its staff of registered professionals offers engineering consultancy in civil and structural works, quantity surveying, architecture and town planning, geotechnical and environmental services, project and programme management, as well as electrical and mechanical works.

Phiri attributes South Zambezi's success to the company treating the customer as king; having sound leadership, highlighting the input of construction company Khato Civils' chairperson, Simbi Phiri and CEO, Mongezi Myani, as well as South Zambezi's other directors; and priding itself on delivering

sustainable high-quality, innovative solutions to its clients in record time.

Passionate about the work it does in the engineering and construction sector, Sikanyisiwe Phiri says South Zambezi gets "joy from the feedback of the communities whose lives are improved by our projects", providing them with access to previously unavailable amenities, such as tap water and flushing toilets.

"As a black-owned company, we are duty-bound to help deliver infrastructure on the continent, which is behind in terms of delivering water, electricity and roads. We feel our services will change people's lives on the continent and we don't expect companies from outside the continent to do so," he says.

Having a passion for designing spaces, Sikanyisiwe Phiri is not a qualified Engineer but is eager to grow her knowledge of the consulting engineering industry, emphasising that every day is a learning curve, with there always being a new and exciting project to work on.

For the benefit of the whole

Africa is facing a massive backlog in terms of rolling out basic infrastructure (water, sanitation, roads and social amenities, such as schools) for its socioeconomic development, and presents significant business opportunities, despite the risks involved.

Makgonye highlights that almost 80% of the continent has inferior roads and sanitation, stating that there are still sections of Egypt and Botswana that require development.

As a business, as much as South Zambezi is about making a profit, the company feels obliged to contribute to the development of the continent. "We see Africa as a whole; the development of one country is to the benefit of the rest of the continent," he notes.

Engaging its clients on the provision of high-quality and sustainable services, as

well as innovation, South Zambezi offers an engineering, procurement, construction, management and financial (EPCMF) solution for its clients who do not have the financial muscle to develop projects.

"We are able to go to the open market and source funding. Therefore, we not only design and perform feasibility studies while our sister company, Khato Civils constructs the project, we also help secure funding," Makgonye says. "We want to take our EPCMF offering to the rest of Africa, as the continent's governments do not prefer the fiscus to fund the development of their countries," he says, stating that EPCMF is a new direction in which African countries are moving.

Private-sector involvement

Besides public-sector projects, Makgonye highlights that South Zambezi also works with the private sector, which includes property development companies, such as Century Property Developments, which is undertaking a mixed-use development in Linksfield, Johannesburg.

In this regard, South Zambezi is involved in the delivery of bulk services, specifically, power infrastructure for the supply of electricity and gas. The project is at the initiation stage of design and has been under development for the past two years. Makgonye expects the design work to be concluded in the next year or two.

"We should have been further along by now, but there were delays, owing to the developer needing to self-build the substation for the development. Rightfully, this infrastructure should be built by the municipal power supplier, City Power, but the Johannesburg municipality is experiencing challenges with its budget," he explains.

Achieving success

The key to the success of South Zambezi is the company's values and attitude, says

Makgonye. "We ensure that when we deliver projects to our clients, we don't compromise on quality, timelines or cost, aiming to constantly exceed the expectations of our clients," he says.

South Zambezi always strives to deliver a project in 60% of the time estimated for its finalising, saving on costs as a result.

He also emphasises the need to consider the sustainability of projects, looking at whether in 10 years' time, the solution will still be fit-for-purpose, considering the growth of the population and the development of the area. "The client should not have to worry about having to constantly upgrade the infrastructure to ensure adequate capacity, but rather concentrate on its maintenance," Makgonye says.

The emphasis on skills transfer

The company looks to employ the best individuals the market has to offer while also ensuring a mix of experienced staff and "young blood" to facilitate the transfer of skills from one generation of engineers to the next.

"We believe in motivating our workforce so that people feel energised when they come to work and give their best, because the output presented to the client is the result of our employees' input," explains Makgonye.

In terms of job creation, South Zambezi has made an effort to employ young unemployed professionals to work on projects, offering them on-the-job experience. Some of these individuals have gone on to be permanently employed by the company, while the others have been added to a database and categorised according to their performance and attitude towards work for when their services are needed for future projects. **BBQ**

Article originally appeared in Engineering News December 1-7, 2017, written by Tracy Hancock, Senior Deputy Editor

Black industrialists

The key to true the transformation of the South African economy?

The debate on the best means to achieve black ownership in the South African economy rages on. Since the establishment of a democratic South Africa, the country has been battling with achieving true transformation, redressing inequality and limits to accessibility, all within an unstable political and socio-economic climate.

Undoubtedly, black empowerment and transformation of the economy is a critical imperative for South Africa to reverse the injustices of the past. Kishan Govan, a Corporate Finance Analyst at Bravura, highlights the fact that the Broad-Based Black Economic Empowerment (B-BBEE) Strategy was originally published in 2003, which was 14 years ago. This was followed by the first B-BBEE codes, which were published in 2007. But, he says, despite a long history of negotiations on industry sector empowerment charters and vast sums of money committed to B-BBEE, the evidence on performance suggests that the best endeavours have produced tepid results.

"There is a substantial sentiment that empowerment policies have not brought fundamental economic transformation to corporate South Africa," says Govan. "There is also a significant drive for black entrepreneurs to start owning 'real assets' and not just minority stakes in enterprises they did not establish."

While there have been a fair number of B-BBEE success stories, many of these transactions have resulted in black people

acquiring minority equity stakes, with little or no operational control or management input and limited influence over the entity's board of directors. Govan says the necessity of assisting black industrialists is indisputable in order to create a larger group of black role models from which South Africans can learn from and aspire to be. "Direct ownership of companies and active involvement in strategic decision-making are critical if a genuine economic transformation is to become a reality. Both business and the government must be clear on the intent, definitions and requirements of the Black Industrialist Programme, and how it is differentiated from the overall transformation and B-BBEE drivers," he explains.

The programme to which Govan refers is the Department of Trade and Industry's (dti) multi-billion-rand Black Industrialist Policy that was launched in 2015. The stated intention was to promote the creation and long-term sustainability of black industrialists. It describes black industrialists as black people directly involved in the origination and creation of enterprises, with significant ownership and active involvement in the management and operation of these enterprises. The dti set a target of supporting 100 black industrialists by March 2018, funding black businesses with the potential to become large and dynamic enterprises. The policy emphasises entrepreneurial leadership, majority equity shareholding or financial interest, the significant influence on strategic direction, and executive participation

or managerial control over operational activities.

How is a black industrialist identified?

The dti describes black industrialists as "black South Africans who own and, through significant shareholding, control an enterprise whose products are significantly used and have a considerable impact on decent employment and create broad-based economic opportunities". Govan comments: "As such, black industrialists must be directly involved in the strategic and operational leadership of the operation and have the requisite expertise. They should take personal risk in the business and be locked in for a reasonable timeframe to the entity, which is similar to any other equity participant that is involved in the executive function of a business. The dti requires black industrialists to have a high level of ownership (>50%) and/or exercise control over the business."

The dti's policy targets entities or individuals who have extensive experience, operations and track records in their respective or envisaged industrial sectors and value chains. Govan says that the programme anticipates supported entities will expand their current operations within a ten-year timeframe, by either becoming major players in the domestic and/or global markets, having started a new operation or business that can enable them to become major players; or by acquiring an existing or new business

that can enable them to become major players.

How are black industrialists financed?

The challenge of access to finance is one of the main constraints confronting black entrepreneurs, says Govan. "The lack of available equity capital has a significantly restrictive impact on black businesses' cost and the potential quantum of debt funding available. A contribution to equity capital reduces the risk profile of a business and thus unlocks funding opportunities for banks to participate in a more meaningful way. Access to requisite funding at appropriate funding rates is, therefore, paramount to the successful implementation of the Black Industrialists Programme," he explains.

The dti set R1 billion aside to invest in seed capital into qualifying black manufacturing enterprises to equip them with the necessary equity capital to gain access to the private banking funding sector. The Black Industrialist Scheme, the incentive component of the policy, offers a cost-sharing grant ranging from 30% to 50% to approved entities, up to a maximum of R50 million of project costs. This can go towards the capital investment costs, feasibility studies towards developing a bankable business plan (for up to 3% of the total investment), post-investment of up to R500 000, and business development services to a maximum of R2 million. The quantum of the grant depends on the level of black ownership and management control, the economic benefit of the project and the project value.

Govan says that beneficiaries can further apply for concessionary loan finance from the Industrial Development Corporation (IDC). The IDC set a five-year target in 2016 of R23 billion in disbursements to black industrialists, with an additional investment of R100 billion for expansion over the same period. The IDC recently announced that it is ramping up the lending to black industrialists, aiming to increase approvals from R4.7-billion in 2016/17 (in 83 transactions) to R7.4-billion in 2017/18. The IDC



Kishan Govan

is more flexible than the dti as it is open to supporting Greenfield Ventures and providing early-stage finance to develop a black industrialist's project to bankability.

"Since the inception of the IDC's Black Industrialists Development Programme in

2014/2015," says Govan, "it has reported an approval of 203 deals worth R11.4-billion to 185 companies, and has created and saved almost 12 000 jobs. Of the R15.3-billion in funding approvals given in the year to March 2017, R10.1-billion was

for black-empowered and black-owned companies, with R3.2-billion to women-empowered businesses.”

In September 2017, the dti announced that the number of black industrialist beneficiaries has increased to 62 and that the incentive is well on its way to meeting its target of supporting 100 black industrialists by the end of the current fiscal year. For example, Maneli Pet Food, launched in Gauteng in September 2017, will benefit from the grant funding of R12.5-million from the dti, the funding of R26.6-million from the IDC, as well as an equity contribution of R8 million from the owners. Another beneficiary is Thembinkosi Mthembu, the founder of Mthembu Tissue Converting, who started his career at Nampak as a packer. He later became Nampak’s Converting Plant Manager and now owns a company that directly employs 18 people. The 100% black-owned furniture manufacturer, Fair Price Furniture, has created 183 direct jobs.

Market access

There are additional challenges to be addressed, says Govan. “Because of high barriers to entry, limited marketing capacity, the lack of capacity to explore niche and overcrowded markets, high transaction costs and the lack of quality market research, many new black entrants to the industrial sector find it difficult to access relevant markets. These factors result in limited access to appropriate networks, making market penetration extremely difficult. Sometimes new entrants can be faced with barriers created by existing networks in an effort to block new entrants into the market,” he explains.

The dti Director-General, Lionel October, has said earlier this year that the biggest problem experienced by industrialists once they have been given a grant is access to the market. Govan says that black industrialists would also benefit greatly from supporting initiatives such as training and capacity building, match-making and information sharing, research and innovation support, quality standards and productivity support and economic

infrastructure support—including Special Economic Zones, industrial parks and clusters. High-end operational and financial management skills are certainly required to manage critical cash flows in the low-margin industrial environment, ensuring that growing enterprises can be successful.

Sector focus

To benefit from dti grant funding, black industrialists should be operating in specific manufacturing sectors of the economy. On the other hand, Govan says the IDC is more flexible. While the bulk of the IDC’s capital is going towards traditional industries, the corporation has recognised the need to enable the “Fourth Industrial Revolution”—new industries that will replace sunset sectors in the future. Still, only 1% (R245 million) of the R31 billion in commitments is being funnelled towards new industries, such as 3D printing technology. This compares with the R11.8-billion committed to mining and metals and the R9.4-billion going towards industrial infrastructure.

“Industrialisation is paramount to drive job creation,” says Govan. “Criticism levelled at the dti policy is that it excludes sectors related to the Fourth Industrial Revolution, which are critical to reposition South Africa’s economy for the 21st century. Comparatively, the IDC is less constrained by the specific requirements outlined by the dti, and recognises the need to support new industries and technologies, creating jobs in industries such as clean energy and food security—moving the agenda for black entrepreneurs. The IDC will also support entrepreneurs pursuing projects outside of South Africa and beyond the manufacturing sectors, including the infrastructure and hospitality sectors.”

Key concerns

It is possible that the creation of black industrialists may become a political rather than an economic programme, which will predominantly favour the politically connected. Govan questions whether the black industrialist policy will simply create a Second Industrial Revolution for a small black elite, reminiscent of the narrow

empowerment of pre-2007, or whether it will truly move the agenda for black entrepreneurs into a global space.

Equity control of more than 50% is not always feasible, says Govan. “Black industrialists may need to incentivise key management through shareholding to retain or attract relevant managerial skills and may need to source equity capital to fund expansion and increase operational capacity—potentially changing the level of control held by black shareholders. A suggestion could be to shift the focus from absolute shareholding levels to a more meaningful proportionate financial interest or industry value. In general, industrialists do not necessarily have to control the business throughout its lifecycle. By wielding managerial control over a business or its key assets, direct executive responsibility can achieve the government’s objectives of black entrepreneurial wealth and the grooming of black management talent,” he says.

Govan says that while the policy must be viewed as guiding a focused intervention in the manufacturing sector rather than an overall plan for transformation, certain factors may need to be reviewed to truly engage all role players in making the black industrialist vision a reality. Banks, institutional investors (including pension funds and asset managers) and private equity all have to participate. The long-term success of the policy will require innovative tailor-made funding solutions, which address both the financial position of the entrepreneur and the economic realities of the targeted business. The business community must think innovatively about economic participation, industrialists and how we create the next level of black entrepreneurs. There are innovative ways to structure economic inclusion.

www.bravura.net

Bravura is an independent investment banking firm specialising in corporate finance and structured solutions with specialist expertise in B-BBEE ownership transactions. Bravura Capital is an accredited Level 1 B-BBEE contributor.

Greeco Consulting

A proficient player in providing Environmental Management, Health and Safety consulting solutions



Bongani Godlwana, founder and Managing Director

Formed in 2014, Greeco (Pty) Ltd envisages being a reliable market leader in playing an advisory role and providing a complete competitive approach in professional services for its client base.

Although the company is just over two years old, it has established a solid reputation, attributed to the hard work and dedication of its founder and Managing Director Bongani Godlwana.

Goal orientated, a good motivator and a strong team member who can work independently, Godlwana is details oriented and a high achiever who gives 110% to every project he is involved in. He possesses a Bachelor of Science Honours Degree in Environmental Management and a Bachelor of Technology Degree in Environmental Health qualifications from UNISA and Mangosuthu Technikon respectively.

Godlwana has a strong environmental and health and safety background and

has served in various institutions such as Anglo American Platinum, First Uranium Mines, the Eastern Cape Department of Health and Ekurhuleni Metropolitan Municipality. Greeco Consulting offers market related rates in every project we embark on.

Our scope of Work

Greeco (Pty) Ltd is a business that renders services to businesses that are in need of experienced, professional customized solutions in their environment who seek to be compliant with the laws and regulations in the sphere of Safety, Health and Hygiene and Environmental management, but mostly we tailor make our services to suit the client's needs. Greeco (Pty) Ltd provides advice and assistance on businesses and other organizations on Environmental, Hygiene and Health & Safety matters, which inter alia include advisory, technical and professional services in the South African Economy and abroad. **We offer the core services of** Inspections; Auditing, and Risk Assessments.


Major environmental consulting services include

- Environmental assessment;
- determining the environmental condition of a particular site;
- site remediation;
- natural resource management;
- environmental auditing (determining an organization's environmental impact);
- waste management (hazardous waste and general waste);
- environmental policy development;

- pest and weed control services;
- Water quality management sanitation and hygiene management;
- Logistics and Transport;
- Supplies of all safety equipment used in the workplaces and personal protective equipment (PPE) and corporate clothing.

Company Strategy

It is Greeco's mission to provide advisory and complete competitive approach in professional services for its client, focusing on achieving sustainable growth through the practice of good corporate governance; the provision of excellent customer service, and technologically advanced professional services solutions "at" the highest possible standards.

We take pride in what we do and strive to provide exceptional service at all time. 

Business Address:

1941 Stone Ridge Estate, Noordwyk, Midrand, 1687:

1 Fleming Street, Port Elizabeth, 6001

For more information contact:

Bongani Godlwana

Contact Number: 083 716 4461

Email: info@greeco.co.za

www.greeco.co.za



Adding value is their pride

Buna Projects and Consulting (Pty) Ltd (Buna) is committed to becoming the leader in customised engineering design, procurement and consultancy solutions



Buna was established in 2012, initially to provide consultancy services to the EPCM mining space. Buna was established to target junior mining companies that may not have the financial resources to afford typical market rates for quality consultancy services. Due to Buna's relatively small size and lower overheads, they are able to provide quality, custom-made engineering solutions at very competitive rates.

Buna is a 100% black-owned multi-disciplinary engineering consultancy, installations and turnkey projects company based in Gauteng, South Africa. Buna's expertise lies in electrical, mechanical and process engineering.

"The purpose of Buna opening its doors initially, was to serve the market, in the hopes of generating a profit, but the mindset is slowly changing," says, Nkandu Chitah, co-founder of Buna. "With the unacceptably high unemployment rate of youth and previously disadvantaged individuals (PDI) in the country, as well as the continent at

large, we realise that we could use Buna as an instrument of change, to make a difference in this regard," he explains. Buna taps into the underutilised pond of determined and motivated PDI youths and gives them an opportunity to harness their skills and develop their careers.

Buna takes pride in the company's work culture and its employees. "We believe the company's biggest assets are the employees, and we share Sir Richard Branson's view that once you take care of the employees, they will take care of the company's clients," says Nkandu.

In recognition of Buna's commitment to its employees and the youth, Buna was awarded the BBQ Top Employer of the Year award for 2017.

Buna's primary focus is to bring convenience and engineered solutions to its clients. It's been found in many instances, that solutions offered by others typically treat the 'symptoms' of the problem rather than the actual problem and hence, those solutions end up costing the client more in monetary and lost production time terms, in the long run. This is achieved by understanding the client's actual problems and what they're trying to achieve, before proposing a complete, engineered solution, as is inscribed in Buna's motto 'Adding value is our pride'. "Our vision is to become a recognised continental player in the engineering space, and we have already extended our footprint to Botswana and Zambia. We would also like to be the employer of choice for the youth,

because we would like to play a major role in empowering as many youths as we can," says Nkandu.

As part of the growth strategy, Buna extended its services to the building and infrastructure industry.

"We realised that projects in the mining space were limited for a medium-sized company such as ours, and so we branched out to try to take advantage of the many public sector projects on the market. This was a very interesting space with its own unique challenges," says Nkandu.

Buna's project involvement in the mining space includes but is not limited to: An electrical energy efficiency audit for a mine in Zambia, a plant de-bottlenecking study for a coal plant in Delmas, South Africa (process engineering), the electrical, instrumentation and control design and installation of an ore-loading and conveyor-feeding system in a mine in Zambia and a process optimisation for a copper plant in Zambia.

Buna's project involvement in the public sector space includes electrical and mechanical designs of community centres, clinics, pump stations and schools, as well as various energy audits.

Buna has recently acquired a 50% stake in a company specialising in the design, manufacture, sales, installation, maintenance and service of electrical panels and backup power systems, including but not limited to UPSs, generators, automatic changeover panels, MCCs, DBs, isolators and more. **BBQ**



Recycle plastic bottles. Recycling creates jobs.

Plastic cool drink and water bottles are made from a substance called Polyethylene Terephthalate, or PET for short; a recyclable material that's too sophisticated to just throw away. It has the ability to create various income opportunities for thousands of people within the recycling chain – 62 000 of them in South Africa within the last year, in fact.

From the collectors to the recyclers to manufacturers who use recycled PET to create numerous products, an entire value chain is created by consumers simply doing one thing: recycling their bottles.

Local entrepreneurs search for and collect as many used PET plastic bottles as possible; these bottles are baled and sold to world-class recycling facilities.

The recycled PET bottles are broken down into pellets, washed and sold to various manufacturers for use in the creation of many new and useful products, like stuffing for duvets and pillows, jackets, jeans and even automotive parts.

Perhaps most importantly, recycled PET plastic bottles are turned into new bottles. To ensure that recycled PET is of food-grade quality, it is scrupulously washed through an efficient, space-age process that leaves it absolutely safe for use in packaging that will come into contact with food again.

Recycling bottles back into bottles is called 'closing the loop' and it is critical to a sustainable future. This kind of circular economy means that not only do we rely less on expensive

imported virgin PET fibre, instead we empower local entrepreneurs and industry. And that means only good things for South Africa's GDP.

While the economic and employment benefits are far-reaching, recycling PET plastic bottles is undoubtedly invaluable for our environment. So far, through PETCO's efforts, we have recycled over 500 000 tonnes of PET bottles.

We now recycle more plastic bottles than those going to landfill.

Through the design and production of end-use products made from recycled PET bottles, we've injected R4.5 billion into the South African economy. To date, our recycling partners purchased post-consumer PET bottles to the value of more

than R1.9 billion, resulting in more than 700 000 tonnes fewer carbon emissions and over 3 million m³ of landfill space saved.

Recycling plastic bottles contributes to our country's growth, improves the lives of tens upon thousands of people and is much better to the environment than a mountain of rubbish. Plastic bottles are not trash. **Do 1 thing. Recycle.**

Find us on Social Media:

@1isPET 0860 147 738
www.petco.co.za

Top cleantech innovators solve **water, waste and energy** problems

Fly larvae that turn organic waste into animal food, reusable sanitary pads and an eco-friendly shark barrier that protects both people and marine life have been recognised as the top innovations for 2017 by the Global Cleantech Innovation Programme for SMEs in South Africa (GCIP-SA).

Focusing on renewable energy, water efficiency, energy efficiency, waste beneficiation, green buildings and green transportation, the GCIP-SA is a competition-based business accelerator offering participants extensive training and mentoring to help them get their products investment-ready. It also connects them to networks of local and international peers as well as potential partners and funders.

The grand prize of R120 000 and an all-expenses-paid trip to California was awarded to Bandile Dlabantu for his mobile insect bio-conversion unit which uses black soldier fly larvae to convert organic waste into animal feed, an outstanding example of an African solution for sustainable farming.

"The programme was very inspirational to us ... It opened up possibilities of new partnerships and ... actually allowed us to pivot from a low-functioning company to one that focuses on tech, and leveraging our technology and knowledge into space," says Bandile Dlabantu.

Dr Sara Andreotti and Euodia Naanyane-Bouwer received runner-up prizes of R60 000 each for the SharkSafe Barrier and the Gracious Nubian washable and reusable sanitary pads respectively.

They will be heading to the Cleantech Open Global Forum in California at the end of January 2018 with Dlabantu, to compete against top performers from other GCIP countries from across the globe.



Minister Pandor (centre front), Dr Phil Mjwara (DST Director General), Mr Khaled El Mekwad (UNIDO Representative and Head of South Africa Regional Office) and Mr Barlow Manilal (TIA CEO) with the 2017 GCIP-SA Finalists

The SharkSafe Barrier, an eco-friendly alternative to shark nets, prevents shark attacks by keeping sharks separated from swimmers and surfers. It bio-mimics the visual appearance of a kelp forest and creates an electro-magnetic field, both proven to deter sharks without harming the sharks or other marine life.

Gracious Nubian's washable and reusable sanitary pads aim to address the problem of absenteeism among female learners in rural areas during menstruation, with more than two-thirds of girls in rural areas missing school because they cannot afford sanitary pads.

The Gracious Nubian product also addresses the environmental risk resulting from single-use sanitary pads, which significantly contribute to waste material found in water treatment plants and can take between 500 and 800 years to decompose.

*The GCIP-SA is part of an international initiative aimed at promoting clean technology innovation and growing small- and medium-sized enterprises (SMEs) into viable and sustainable cleantech businesses. The programme is jointly implemented by the **United Nations Industrial Development Organization (UNIDO)** and the **Technology Innovation Agency (TIA)**, with funding by the **Global Environment Facility (GEF)**. US-based **Cleantech Open** serves as the main knowledge partner of the global programme.*

The GCIP-SA will be integrated into TIA as from January 2018.



Above: Runners-up Dr Sara Andreotti, left, and Euodia Naanyane-Bouwer, right, with overall winner Bandile Dlabantu

Left: Special category award winners Stephanie Pons (best women team), Pontsho Moletsane (most promising youth team) and Euodia Naanyane-Bouwer (innovation for social impact)



The GCIIP-SA's highly successful programmatic approach accelerates commercial opportunities and creates platforms for participants to promote their product offerings and raise funding.
Minister Naledi Pandor at the 2017 GCIIP-SA gala awards event

Special category winners

Three special category award winners were also announced, each receiving R20 000 in prize money.

In addition to her runner-up prize, Naanyane-Bouwer scooped the innovation for social impact award. The award for the best women team went to TouchTap, led by Stephanie Pons.

Inspired by her own experience with a hand disability, the TouchTap makes water more easily accessible for disabled people and also has application in rural areas.

Pontsho Moletsane of Yellow Beast won



GCIIP-SA 2017 winner Bandile Dlabantu with Minister Pandor, Dr Mjwara, Mr El Mekwad and Mr Manilal

the award for the most promising youth team for his innovation Nosets™, a system to automate the irrigation process for high-value crops, thereby improving energy and

water efficiency. In addition to the cash prize, Moletsane also received a laptop from TIA's Youth Technology Innovation Programme.

Collaboration opportunity: Private, public and funding institutions interested in collaborating with the project partners to help accelerate the commercialisation and uptake of clean technology innovations in SA are invited to get in touch with the GCIIP-SA on 012 472 2760, or cleantech@tia.org.za.



The sounds of radio

Radio Presenter, Mafa Bavuma discusses his professional journey, the most rewarding aspects of his role and the importance of giving back to the community

Please introduce yourself and tell us who Mafa Bavuma is

I am a young, ambitious, hilarious and hardworking Radio Presenter born and bred in the dusty streets of the small rural town of Alicedale in the Eastern Cape. I am the last born in a family of eight children. I completed my primary and high school education at Hendrik Kanise Combined School in Alicedale. I then enrolled in a journalism course at the then PE Technikon, now Nelson Mandela Metropolitan University, where I acquired my National Diploma in Journalism. I currently hold an Honours Degree in African Languages (IsiXhosa), which I graduated cum laude from the Nelson Mandela University in 2017. Currently, I am busy completing my Master's Degree in the same subject.

I currently co-host the biggest radio breakfast show in the country called 'BEE' on Umhlobo Wenene FM. I also host a midday current affairs programme called 'Zibuzwa Kuthi'. I am a brand ambassador for Markham, an MC and as well as a motivational speaker.

What fueled your interest in radio?

As a young child growing up, radio was the only form of an entertainment medium at my home. The only time I could watch TV, I would have to have a 10 cents to watch at a certain home in the neighbourhood. In many instances, those people would get annoyed having me there and I



made the decision to stay home glued to the radio instead. My favourite was drama and musical shows. Radio Xhosa was the only radio station that was available in my small rural town of Alicedale. That's when I fell in love with Radio Xhosa/Umhlobo Wenene Radio personalities such as the late Lifa Msimang, Zolani Bongco and Phozisa Matoti. I would mimic being a Radio Presenter in front of the mirror with a deodorant bottle as my microphone.

When I was in high school, I already knew I was going for radio and I had the ambition to succeed at it, hence, I enrolled in a journalism course.

When did your professional radio career begin?

My first steps in the radio industry began at a community radio station, Radio Kingfisher, before moving to the SABC's regional youth station, Tru FM, in 2008. Later in the same

year, I joined Umhlobo Wenene FM. It was these experiences that really started my career as I gained valuable experience and really got to learn what it took to become a Radio Presenter.

What are the challenges that you face in your industry?

I would say that the biggest challenge is the recognition. Being recognised wherever you go and being mobbed by fans is not always ideal and in my case, people always want me to laugh for no reason, forgetting that I am not at work.

What are the most rewarding aspects of your industry?

When I'm on the air, I love the reactions and call-ins from the listeners and fans. They can have a truly amazing effect and have the ability to lift your spirits when you are down, and they keep the energy high throughout the time on air.

What skills/personal attributes are the most important in order to be successful?

In my view, listening to people and actually paying attention, the ability to learn from others and from mistakes made, humility and respect are the key attributes of success.

What are the typical mistakes people make when trying to pursue success in the entertainment industry?

The common mistakes I have seen is when personalities and artists want to be bigger than their fans and supporters. When they start to do that, the fans start to slowly distance themselves and in no time, they can and most likely will find that their craft is no longer appreciated.

Can you please tell us about the Mafa Bavuma Foundation?

It never dawned on me that one day I would own a foundation but I can confidently say that the Mafa Bavuma Foundation focuses on various interventions. Firstly, it teaches children and young minds about the advantages and

disadvantages of all forms of media, thus, telling them that what they see on TV, read in newspapers and social media, or hear on the radio is not always 100% real or true. Secondly, we run girl's refinement and mentorship programmes that focus on young girls from the age of 8-17 with the Etiquettes and Courtesy Skills; Values and Belief Systems, Education and Goal Settings—this project is headed by my wife, Kuhle Kim Bavuma. We also run motivational programmes for schools, church youths and community organisations. Last but not least, as a foundation, we team up with reputable companies to provide toys and groceries to struggling creches, while also providing soup kitchens for poor communities.

Why is giving back to communities so important to you?

I believe we were all raised in communities, we have seen the suffering and the pain that people from impoverished communities endure. It, therefore, becomes a natural thing for me to feel the plight of our communities. I only wish I had more to give, but the little I can give allows me to sleep well at night.

What is the best business advice you have received?

"Never put your eggs in one basket". In life, one needs to diversify and have multiple pockets of investments and income streams. You should never take one great opportunity for granted by assuming that it will always sustain you.

What are your personal strengths and weaknesses in business?

I am a natural marketer, my business is to talk and promote. My personal manager and business partner, George Meko handles the administration of the business.

What advice do you have for people who want to start their own brand or business?

My advice to those who want to build their own brands or start a business is that,

firstly, it's important to know your personal strengths, weaknesses and limitations. Know what the marketplace wants, create your own niche and do not try to imitate others because if you do so, your business or brand won't stand the test of time. And have a clear goal to work towards.

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

I definitely would not change a thing. I believe I am where and who I am destined to be. I honestly cannot imagine doing anything differently.

What can people expect from you in 2018 and what would you like to achieve for yourself?

In 2018, there are bigger things coming up for Mafa Bavuma as a brand. Amongst the achievements, I will be launching my first-ever book, which is entitled "Born for This" and I am looking forward to new opportunities that the new year holds. 

LhiLhi Tom

30 seconds with Mafa Bavuma

I think transformation ...

Is key to any organisation's success.

What was the best investment you have ever made?

Buying a property.

If you could leave a lasting legacy, what would you like it to be?

A legacy of love, which is unconditional.

What CD is playing in your car?

Lady Zamar – Collide.

Who is someone you view as a role model?

Robert Marawa—for the passion and the calmness he shows when he is performing his craft, be it presenting on radio, television, or MC'ing.



A PASSION FOR CONSERVATION

Through his realistic sculptures, Bruce Little is contributing towards Africa's wildlife and land conservation



As I await Little's arrival at the Cape Town International Airport, I can't help but wonder if there wasn't a better place to conduct this interview. But before I can wonder too much, he finds me in the back corner of a chosen restaurant—the quietest place I could find.

Little is a man with the Bushveld in him. That is where he thrives, where he feels at home.

A normal man at heart with a deep love for wild animals and conservation, his passion is evident almost immediately.

With no formal training, Little started sculpting while still a game ranger but his love for it began at a much younger age. He gives great credit to his grandmother who, when he was a child, would give him a piece of plasticine and ask him to create something from it.

Dawn Patrol

In 2016, Little unveiled his largest project to date—'Dawn Patrol'. 'Dawn Patrol' is a massive sculpted lion that stands at 8-metres long and almost 5-metres in

height. He was commissioned to create this in order to celebrate the 50th anniversary of the Longleat Safari Park.

However, more success was to follow off the back of that project. The Leonardo DiCaprio Foundation, which focuses "on numerous aspects of the planet", invited Little to present 'Dawn Patrol' at a gala evening in Saint-Tropez, France.

That night, the piece sold for US\$1 million. His passion for conservation led him to donate the full amount to the foundation and while he says he cannot dictate where the money goes, he did request that "some of the proceeds come back to Africa and be used on our carnivores".

Little still has a third edition of 'Dawn Patrol', which has yet to be sold. He says, "I'm still down on the project financially, as I had to put a lot of my own money into this project, however, when the third one is sold, I will use the money to grow the business."

Ideally, Little would like the last edition of 'Dawn Patrol' to remain in South Africa. He explains that "the tough thing is to find a buyer" but he remains hopeful that someone will come along. He continues to

say that there are many people who are interested but not many people have the space for such a big piece.

This beautiful piece is indeed a celebration of the lion of Africa and surely it should be somewhere where it can welcome our vast amount of annual tourists. Perhaps even a place like an airport—what a sight to be greeted by upon landing or the last sight before you leave South Africa.

This project took the best part of a year to complete. "I dropped everything else for around eight months—I wanted to create awareness for lions but I also wanted to show people that artistically, I could do something of this magnitude," explains Little.

Earth

As we've already seen, Little is exceptionally passionate about conservation of our African carnivores and most of his sculptures to date have been with that in mind. Other than 'Dawn Patrol', he has sculpted cheetahs, buffaloes, leopards, elephants and many, many others. However, his passion does not stop there.

"We as humans seem to think that we are some sort of super animal but we're obviously not. We seem to disregard that which has allowed us to survive this long on this planet and it is quite sad.

"We owe it to nature, we owe it to the animals and we owe it to the land to conserve and protect it because this planet is ailing."

To highlight these issues, Little wants to do some figurative work too. He explains that he will never leave his wildlife but he would like to "encompass the indelible



Mama Africa



Baboon on Rock



Natures Giants

bond that we as humans have with the Earth”.

Little has already created two pieces in a similar line for this—‘Mother Earth’ and ‘Mama Africa’.

‘Mama Africa’

“‘Mama Africa’ is a voluptuous lady and it was one of those pieces that you just work on for a while, you don’t think about it too much, you let it evolve and you know she’s a very large, voluptuous mother of the earth, a lovely person, but she’s got roots for fingers and she’s got a tree growing out of her back and a waterfall—it encompasses nature and the interactions and the reliance we have on each other,” he explains.

Photography

Much of the praise that Little has received for his sculptures is because of how realistic they look. The animal movements are captured magnificently and the proportions are always 100% correct. Little puts this down to his vast experience with these animals. With over 20 years and 3 000 game drives

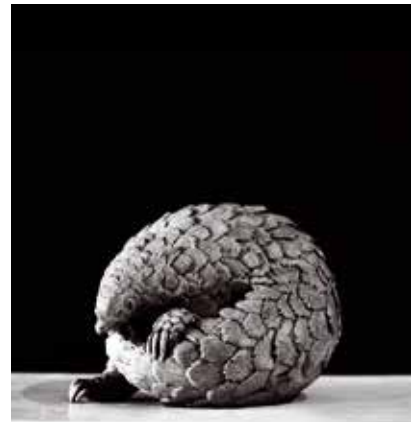
behind him, Little has studied these animals and their movements countless times.

He explains that two-thirds of his work is done through memory but he also has a deep love for photography and he uses this for the proportions and anatomy of the animal.

“My USP (unique selling point) is most definitely the fact that I have spent so many hours with these animals and I think many other sculptors would agree that the more time you spend with your project, the better you’d understand it and be able to capture the spirit of the animal,” Little says.

Photography is also something he is trying to do more of. When he has exhibitions, he would like to have his pieces on the ground with images of the animals up against the wall to give it a bit more of a feel.

“To me, a piece of art is never finished, the only time it is finished is when you have a deadline, and when that is the case, we work back from the deadline day—in that we have to include shipping, catalogues, pictures for the website etc.,” he explains.



The artists’ finance

The problem most artists face in life is not knowing when their next pay cheque will be arriving. Little says he would love to do something like ‘Dawn Patrol’ for South Africa but other than costing a lot, it will also take too much time out of a year where he won’t be able to do anything else.

‘Dawn Patrol’ received a magnificent response when it was driven on the back of a truck to the Cape Town harbour for shipping to the UK. Once it arrived in London, the response was very similar and “it almost went viral”, according to Little.

“Many artists face constant issues because getting loans from banks is almost impossible—you need to be able to show them a consistent income, not the odd big amount from when you get paid for a completed project,” he explains.

Little continues by saying, “I tried to get a loan for this exhibition in London but despite never having a failed event and turnover has always been good, our good track record did not mean anything.

“There are so many talented artists out there who will never have the opportunity to realise their true potential and to contribute to this country by virtue of the fact that they will never be able to get out there and host a mainstream exhibition or galleries or art fairs, and will never be able to do the PR and the marketing that’s needed,” he laments.

Little was fortunate that he had a paying job as a game ranger and was able to save some money. It has only been 7 years since



Family Unity

he started sculpting full-time, despite doing his first sculpture in 1996.

He lives by the fact that you must “stick it out, trust yourself and be clever in how you go about it”.

Training

Hoping to get things done is not something Little ever really does. It is always, “when it is done,” or “it will be done”, not much attention is paid to the possibility of something that might not work, or might not be successful.

He is self-taught with the assistance of his grandmother who he says “pretty much deserves all the credit”.

“I made a lot of mistakes when I started but you have to be a sponge, you must ask. The thirst for knowledge must exist within you, it’s all about your desire to achieve.

“This is one of my great passions, to one day have a facility that affords young talented artists the opportunity I didn’t have growing up.

They will be people who deserve the opportunity, people who will give back to the artistic community going forward. I will do this one day,” says Little.



Agility

According to Little, YouTube is a great source of information on almost everything, including sculpting.

While funding and training are difficult to come by, Little says he has been very lucky over the course of his career. When the banks have refused him a loan, others have stepped up to assist him, and he would like to be able to do the same for others.

New gallery

There is no definitive timeline for which Little wants to create these opportunities for aspiring sculptors, but he does want it to be within the next year or so. At this point, he is busy with the move to his new gallery, which is "another dream realised".

Having been based in Grahamstown, Little has now opened his own gallery in Stellenbosch, Cape Town.

The move has, thus far, been good for Little and his staff. He claims that sales have been good, despite moving during a "very quiet time of the year" and, now, heading towards the tourist season, he expects continued growth.

Little says that cost varies depending on production costs, which can be quite astronomical at times. Smaller pieces can be found for around R 4000 to R 5000 and then after that, "it's a bit like a piece of string".

The very large pieces, like 'Paw Patrol' can fetch anything from 13, 14 or up to R15 million.

He explains that all artists have a formula, a formula that varies from one artist to the next based on many things, including reputation.

"I sometimes wish the buying community understood this formula better. There are so many other costs—agent fees can vary from 30-50%, foundry costs, PR and marketing etc. Just because the sales price is high, it does not mean that the sculptor is walking away with a lot of money.

"If the sculptor gets a third of the cost, they have done very well and then overheads like the staff and business growth must still come out of that amount," he says.

Since his gallery move to Stellenbosch, Little says that many people sort of 'window



Dawn Patrol

shop' and he goes out to invite them in. The common response is, 'we cannot afford this'. But, he says, "I invite them in, it is not about always buying the piece, it's about the experience—come on a safari with me."

Plans for expansion

The new gallery in Stellenbosch is only the start for Little. He is in the process of moving his entire operation down from Grahamstown and then, in time, he'd like to have more galleries. At this point, he has his eye on Franschhoek and then possibly the Cape Town city centre. Having galleries in Africa and around the globe is also part of the expansion plan, but this is not on the horizon just yet.

Conservation

Little does not just love the wildlife, he also has a great passion to conserve it. He wants to ensure that the future is preserved and that our magnificent wild animals remain for generations to see.

He has been made a patron of the arts by to the Wilderness Foundation in the UK and is expecting to have a meeting with them during his trip to the UK. But it is not just the animals that need conservation...

Little explains, "You can save the animals but if there is no land for the animals to safely be on then what is the point? So it's a combination of both."

The word 'conservation' is most likely mentioned by Little more than any other word during the conversation, but he believes there needs to be a voice for it. On an annual basis, he donates pieces of art to numerous fundraisers to raise money for conservation.

TV show

When queried about the possibility of him creating a TV show, his response leaves one with no doubt. "It is a vision, it will happen. Obviously, it takes money and sponsorship but discussions are underway and reasonably far down the line—I am hopeful that by this time next year, we will be filming," he enthuses.

London

His second solo exhibition was, by all accounts, a great success. "We are happy with the number of pieces sold and it was good to catch up with buyers again—we have also managed to pick up some new contacts," he says.

The arts industry is not a flourishing market in South Africa but one would hope that Little along with other known artists keep encouraging those with the talent to pursue their dreams. **BBQ**

Ralph Staniforth

Angola opens up

Economic cooperation for mutual growth

For many years, Angola has been a closed book to most South Africans, simply because of the difficulty of obtaining a visa for tourism or business purposes. In fact, it is notorious that obtaining a visa has, to date, been largely dependent on the connections one is able to form with highly-placed Angolan executives who are able to pull strings at the Foreign Ministry. However, that is set to change. Under the new administration of President João Manuel Gonçalves Lourenço, who took up the office of president after the voluntary resignation of President Eduardo dos Santos (the world's longest-serving secular head of state at the time), the formerly insular, not to say paranoid nation is showing every sign of opening up—a development that bodes well for intra-African trade, at a time when economic development is sorely needed.

No sooner did Lourenço take the oath of office on 26 September 2017 than he began ushering in a wave of change, the effects of which have not yet been quantified but are expected to have far-reaching implications. Vowing to initiate reforms covering gender equality, the freedom of the press, private enterprise and public health, Lourenço has already shaken up the entrenched and notoriously corrupt Angolan elite by removing Isabel dos Santos, the former president's daughter and "richest woman in Africa", from her position as chairperson of Sonangol, Angola's state oil company, as well as replacing six other board members. The move is widely seen as a bid to assert independence and accelerate the

restructuring of the oil company, treated for decades as a cash-cow by the politically connected elite.

At the same time, Lourenço has realised that overdependence on oil has cost Angola dearly, for the majority of the Angolan people live in poverty and the economy, oil aside, is in a shambles. It is against this background that his recent state visit to South Africa can be understood.

During his state visit, Lourenço received the red-carpet treatment from his South African counterpart, President Jacob Zuma, who hosted him at the Union Buildings, which were adorned with the flags of both countries and decorated with flowers. Lourenço was officially welcomed with a 21-gun salute and ceremonial guard of honour before joining President Zuma in the presidential boardroom for closed-door discussions touching on bilateral, regional and international issues. Eventually, it was declared that South Africa and Angola had signed important agreements designed to boost trade and promote contact among the people of both lands.

First, in a move expected to consolidate and deepen bilateral relations in various areas of cooperation, the structured bilateral mechanism that had governed relations was elevated to the level of a Bi-National Commission (BNC), to be presided over by the heads of state.

Second, it was agreed that the visa requirement would be waived for ordinary passport holders, with the intention of facilitating easy movement of people between the two countries. Citizens from

both countries will henceforth be able to enter for a period of 90 days a year, for a maximum of 30 days per visit.

Agreements on police cooperation and customs matters were also signed.

Not only are business and leisure tourism set to benefit but, more importantly, the agreement opens the door for future trade and foreign direct investment.

"It will not only add significant impetus to tourism but will also further promote people-to-people contacts," President Zuma told the media, adding, "We welcome the agreements that we have just signed. They are all critical to enhancing bilateral cooperation."

Economic cooperation a priority

Angola is one of South Africa's major African trading partners. South Africa exported some R8.2-billion to Angola in 2016 and imported R18 billion, mainly crude oil. A number of South African companies are already in Angola, involved in construction, mining, housing, retail, food and beverages, hotels and leisure, banking and medical services (rescue). However, there are untapped opportunities in agriculture, mining, infrastructure development and energy and tourism, which need to be explored in order to grow trade.

In order to grow their respective economies and create job opportunities, South Africa and Angola must prioritise trade and investment and diversify their economies. It is especially important to consider sectors such as the agro-processing, energy, mining

and cultural cooperation, hitherto untapped as far as cooperation is concerned.

These sentiments were expressed during the South Africa-Angola Business Forum held at the CSIR International Convention Centre in Tshwane, following the state visit.

Speaking through an interpreter, Lourenço said, "We are coming to South Africa with a sense of humbleness because we know in terms of the economy, South Africa is way ahead of Angola. We are seizing this opportunity to also extend an invitation to the South African business sector to go and invest in Angola. For this to happen, we know that we need to open certain curtain rails and create the movement of people.

"I could have visited any other country, an Asian, American or European country, but I decided by starting with our continent and I selected this country because we have very strong ties of cooperation."

For his part, President Jacob Zuma exhorted the two countries to diversify away from the extractive industries and industrialise. As much as Angola has depended on oil, South Africa has been overly reliant on minerals.

"We have an opportunity to intensify industrialisation through agriculture and agro-processing, particularly in meeting the nutritional needs of our burgeoning populations through food production and building sustainable agri-businesses," said President Zuma.

The private sector was assured that the two governments would support efforts to boost investment beyond the current level of R8 billion.

Energy stands out as a sector with great potential for industrialisation and manufacturing. The Angolan government has stated its intention to achieve 60% electrification by 2025 through a proposed energy mix of hydropower, natural gas and fossil fuels.

"I would encourage the South African companies present here to consider maintenance, service and investment partnerships in the power generation, power transmission as well as pre-paid metering opportunities that are on offer from Angola," said President Zuma.



Another sector that could help the two economies diversify is forestry. Given that Africa's commercial forestry industry is valued at approximately US\$39 billion, forestry is an attractive agri-business investment that has the potential to include the more remote rural communities in the value chain. Already, forestry projects in the Eastern Cape are beginning to take off, and the insights gained could be applied to great effect across both economies.

Positive reaction

The visa waiver has already attracted a positive reaction from Wesgro, the official tourism, trade and investment promotion agency for Cape Town and the Western Cape.

"This development will have a positive effect on business and leisure tourism. It will also open the door for future trade and foreign direct investment," the agency said in a statement. "Cape Town Air Access, a partnership between Wesgro, the Western Cape Government, the City of Cape Town, Airports Company South Africa, South African Tourism and Cape Town Tourism, helped secure direct flights from Luanda and Cape Town on TAAG Airlines. The airline currently flies to Cape Town three times a week on a Boeing 777-300. This service will be increased to daily this summer from 1 December 2017 until 15 January 2018.

With this visa-free exemption, we hope to see this direct route grow even further, bringing many more tourists to our shores."

Tourism and trade are already poised to benefit: "Angola is a key market for tourism in the province with bed nights from the market reaching 225 000 in 2016. Angolan tourists stayed an average of 19 days in the province in 2016 and the average spend by an Angolan tourist increased by R3 300 in 2016, with a total of R22 600 being spent per individual.

"Angola is also one of the largest trading partners of the Western Cape, with the Wesgro trade team having already prioritised Angola in terms of wine promotion, as well as helping more Western Cape companies export to the country. Together with WOSA, our trade team has embarked on several wine sales missions, partnering with Shoprite. The in-store promotions we facilitated were a great success and led to R405 000 worth of wine being sold," said Wesgro.

Wesgro CEO, Tim Harris said: "Wesgro is thrilled about this very important decision taken by the South African and Angolan governments. Easing up on travel restrictions like this will provide new markets for tourism, and help take the Western Cape economy to new heights." **BBO**

Quinton January

Nungu Diamonds

South African black-owned diamond cutting and polishing firm with big aspirations



Kealeboga Pule, Founder

Nungu Diamonds was founded by Kealeboga Pule, a Law graduate from Mafikeng in the North-West Province. After a two-year mentorship with one of the black pioneers in the South African diamond industry MacDonald Temane, Kealeboga incorporated the company in 2012 and acquired its diamond beneficiation license from the South African Diamonds and Precious Metals Regulator in 2013. Nungu Diamonds began its diamond manufacturing activities in 2013 when it became a client of the State Diamond Trader.

“Nungu Diamonds is a diamond manufacturer, private polished diamond retailer and African bespoke diamond jewellery brand. We “cut and polish” diamonds, a process that is commonly known as diamond beneficiation. In addition to diamond manufacturing, we make bespoke diamond jewellery. Our rough diamond sources include the State Diamond Trader and De Beers Sightholder Sales South Africa,” explains Pule.

“Nungu Diamonds operates with the principle that each diamond we polish ought to impact the lives of South Africans positively (and by extension, every country where we source our diamonds), from the mining communities to our diamond manufacturers (cutters and polishers) and finally, to our clients; the women and men who wear the diamond jewellery set with a Nungu Diamond. Hence the company slogan: Provenance. Substance. Authenticity,” he says.

Pule’s interest in diamonds developed during his third year of completing his LLB Degree at the North-West University when a friend told him about his father who was, at the time, a manager at a diamond mine.

“I became fascinated with the idea of diamonds and diamond mining,” says Pule. “I would never have thought of diamonds as something within my personal reach until that conversation. I later met my friend’s father who told me more about his work with diamonds. The experience of meeting him brought diamonds even closer. I then

began to do research on the industry. I found out who the key players were and learnt the basics about the characteristics of a diamond. This research is what led to my first meeting in Johannesburg with MacDonald Temane, who would later become my mentor.

“The journey was not an easy one in terms of molding my fascination with diamonds into a viable business. I had many more lessons to learn as an entrepreneur in an industry settled with numerous barriers to entry. As a new player in the industry, I was faced with the common challenges of any new business in any industry; limited industry and product knowledge, limited capital and little to no exposure to the market. This meant a substantial amount of time had to be dedicated to developing an understanding of the industry. This is where further mentorship in my personal journey as an entrepreneur became critical in my business’s development,” he explains

Pule says that he had the opportunity to receive mentorship from various individuals and companies in the industry, which improved his understanding of the product, expanded his knowledge of the market and enabled him to develop strategic partnerships and become well acquainted with the general dynamics of the industry, both locally and internationally.

“I also joined industry associations and with time, got to serve in the executive committees of some, including the South African Diamond Manufacturers Association. This

further expanded my view of the industry, which added value to the business. It also helped me expand my network, which I have used to build the business," he says.

In the past five years, Nungu Diamonds has enjoyed steady growth and is currently a client at one of the world's largest diamond mining companies, De Beers Consolidated Mines.

"We have exhibited five times at the Hong Kong Diamond Gem and Pearl Show, which is the world's largest diamond exhibition. We have also exhibited at the International Jewellery in London in 2015, at the Japan Jewellery Fair in 2014 and at the local Jewellery Africa for the past three years running. Nungu Diamonds was chosen as one of five companies in South Africa by De Beers for its enterprise development project in 2016. Nungu Diamonds is currently in negotiation with several local and international jewellery retailers regarding partnerships that would see Nungu Diamonds expanding its market reach in South Africa and in countries such as the United States of America," Pule enthuses.

The South African diamond manufacturing or cutting and polishing industry has seen a major decline in job numbers in the past decade. From being one of the vibrant manufacturing centres with employment numbers exceeding 3 000 in the local diamond manufacturing industry, South Africa has lost this position to countries like India and China due to their competitive labor environment.

"South Africa is not the only country finding itself in this position, the industry globally has experienced a decline in polished diamond sales, which has had a negative impact on the entire value chain, from mining to retail," says Pule.

"However, South Africa continues to be one of the main diamond producing countries in the world and that presents South African diamond manufacturing companies with a unique opportunity of accessing rough diamonds directly from local sources. In my personal observation, as a country, we have not yet utilised this position strategically to

create local employment and cultivate both local and international demand for polished diamonds that are proudly South African. The narrative about diamonds in relationship to South Africa and by extension, the continent of Africa, has not been a positive one. Diamonds have often been associated with fueling conflict in countries like Sierra Leone and other parts of the continent. However, it is my personal desire to challenge and change this narrative," he explains.

He believes that as diamond producers, South Africa and Africa at large, have the opportunity to use diamonds to do good, to change lives and to grow our wealth; and that it starts with cultivating a demand for diamonds in South Africa and extending these efforts further into the continent.

"Owning a diamond mine in South Africa and manufacturing by South Africans ought to be the mark of true wealth; owning a piece of what comes from the earth, changing the lives of our people with every purchase of a proudly South African diamond, from the mining communities to the manufacturing factories, is a true statement of local pride.

"My perspective on the diamond industry as an entrepreneur is that, today, all industries are challenging, none more so than the other, and for similar reasons; a lack of access to markets and limited capital top the list, especially for black-owned small businesses. The diamond industry is much the same. The challenges are compounded by the fact that the product we manufacture and sell is not consumed in high quantities in South Africa. Therefore, for a small business, the market is not only difficult to penetrate but it is also out of the immediate reach."

"In addition to that, and much like many other high-value product industries, the diamond industry is very capital-intensive. The industry is also traditionally white-dominated and family-oriented; businesses are passed on from one generation to the next. Therefore, the challenges of breaking into the industry become compounded when yours is a first generation, black-owned diamond manufacturing company with a

limited or no network to build the business on the back of. Notwithstanding all these challenges, the South African diamond industry is littered with opportunities for dynamic entrepreneurs looking to go where many have failed," Pule says.

Regarding transformation and inclusion within the sector, his view is that while transformation is happening in the South African diamond beneficiation industry, it is not at a satisfactory rate. To achieve real and true transformation, black-owned businesses ought to be empowered with the necessary tools to build thriving and sustainable businesses. These, among others, should include affordable capital, industry-relevant skills, business skills and acumen.

"I am a firm believer that, if provided with the necessary tools, coupled with a personal desire to succeed, black entrepreneurs can achieve the same success in the diamond industry, and any other industry for that matter, as their white counterparts. And in the context of South Africa and the developmental nature of the economy as a whole, the government has a critical role in this regard," he concludes. **BBQ**

A personal note from Kealeboga Pule

What I am, is a husband to my lovely wife and father to a beautiful two-year-old daughter; I believe that a healthy body creates a healthy mind. I am a simple South African boy with big dreams and a hope to inspire those like myself. I am still learning, still growing; driven by the belief that it's possible. And lastly, I love football and I hope Manchester City wins the English Premier League title.


NUNGU
DIAMONDS



Restoring the lost shine

There is a need for leadership, transformation and employment growth in the South African diamond beneficiation industry—a sector that holds multiple opportunities but is currently in distress

The process of making much-needed changes to legislation in the diamond sector has stalled and this is being blamed for the woes of the local cutting and polishing industry. Four years after the previous Mineral Resources Minister, Susan Shabangu, admitted that the Diamonds Amendment Act “had not yielded sufficient results” and promised it would be reviewed, nothing has happened. A state-owned entity, the State Diamond Trader (SDT) was established in terms of the Act in 2005. Its purpose is to buy up to 10% of run-of-mine diamonds mined in SA each year and sell them to black cutters and polishers to promote local beneficiation and empowerment.

The diamond industry regards it as a costly and irrelevant bureaucracy imposed on producers and beneficiators, and the SDT is looking at ways to improve its effectiveness. The regulatory torpor in the diamond sector mirrors the lack of urgency in concluding the Mineral & Petroleum Resources Development Act (MPRDA) amendments, first proposed in 2013.

There is a separate office, the SA Diamond & Precious Metals Regulator, which facilitates the buying, selling, importing and exporting of diamonds through the Diamond Exchange & Export Centre. It also aims to increase access to diamonds for local beneficiation and promote the participation of historically disadvantaged South Africans in the industry. The SDT was established and De Beers subsidiary, Diamdel RSA supplied aggregated cuttable rough diamonds to 106 cutting and polishing businesses outside its Sightholder network. It closed in 2007.

Ernest Blom, chairman of the Diamond Dealers Club of SA, says the number of cutters and polishers in SA has dropped to about 200-250 today, most of whom are black, from about 4 500 15 years ago. SDT CEO, Futhi Zikalala Mvelase says the numbers need to be interrogated. She is sceptical about the figure of 4 500. She says it was inevitable for SA's cutting and polishing industry to have evolved over the past 15 years, just as it has in other countries. In Belgium, for example, the number of cutters and polishers has fallen from about 25 000 to 1 000.

In SA, there are more one- or two-person businesses than there were before, and the SDT wants to help them to grow into larger entities, she says. The SDT's most recent annual report shows that of 47 companies to which it sold diamonds in 2015/2016, three were "growth and transformation" companies, 20 were small black-owned entities and 19, which accounted for 76% of sales by value, were larger beneficiation companies. Zikalala Mvelase says those larger companies had an empowerment of 20%-30% but were not wholly black-owned.

Last year, the SDT bought 3% of locally produced diamonds, well below the 10% envisaged in the legislation. It made a loss of R3.1-million for the year, more than double the previous year's.

Zikalala Mvelase says there was a severe downturn in the global diamond industry for the first three quarters of the 2015/2016 financial year, which affected the SDT's customers and its income. Small cutters and polishers in SA, like those in other countries, found it difficult to get funding and offtake was slow.

John Bristow of the Global Diamond Network believes the SDT serves no function in its current form, since it is not managing to grow the number of historically disadvantaged cutters and polishers—in fact, the industry has largely been destroyed in the past few years. Another problem is the red tape associated with the functions of the SDT.

Bristow says there is a desperate need for a comprehensive review of all legislation relevant to the junior and small diamond

sector, including all related facets, such as the SDT. "Unless this happens soon, and a practical enabling policy is implemented, this industry, along with the broader junior mining sector, will end up on the scrapheap," he says.

Blom says there have been no discussions with the local diamond industry about amending the legislation. The model for the SDT is wrong, which is why it has not succeeded in growing the downstream industry, he says. It can only buy run-of-mine production, which includes a proportion of smaller and lower-quality stones that the local industry cannot beneficiate.

Zikalala Mvelase says the Department of Mineral Resources is aware that legislative amendments are needed, specifically on the issue of buying run-of-mine production at a fair market value. But the department has to complete the MPRDA amendments first.

Blom says abolishing the SDT would not necessarily help the industry, since there are other contributing factors, such as SA's inability to compete. Asked about merging the SDT with the regulator's office, Zikalala Mvelase says it is one of the questions that has been raised in the discussions on how to improve mechanisms for growing the downstream industry.

An effective model is needed

The grim reality of the declining diamond industry has been laid bare as South Africa struggles to find an economic model that can justify cutting and polishing diamonds at home. "

The government adopted beneficiation as a strategy to boost economic growth. It entails the transformation of a mineral to a higher value product, which can either be purchased locally or exported. While the government is aiming to establish the local beneficiation industry by 2026, Mineral Resources Deputy Minister, Godfrey Oliphant believes this can be achieved much sooner.

In 2015, the cutting and polishing industry suffered a major blow when the last, biggest diamond cutting and polishing company in South Africa—Zlotowski's Diamond Cutting Works, a subsidiary of Chow Tai Fook of

Hong Kong—closed. The subsidiary of one of the world's largest listed jewellery companies sustained some 170 South African jobs.

Last year, speaking at the South African Diamond Indaba in Midrand, Oliphant conceded that there were still a number of factors that kept the country from achieving its beneficiation goals, including a lack of access to raw materials and infrastructure, limited exposure to research and development, inadequate skills and a limited access to international markets.

However, he stated that "difficulties in the diamond beneficiation industry are not insurmountable," and added that mining and beneficiation would form part of the country's economy for at least another 100 years.

Initiative to improve

In July 2016, a partnership between De Beers, the government and the South African diamond cutting industry was launched, which aims to facilitate the transformation and growth of the diamond cutting and polishing sector in South Africa.

The holistic and developmental programme is working with selected black South African-owned diamond cutting businesses. The South African diamond cutting businesses, particularly new entrants to the sector, face competitive challenges when competing locally and internationally and the programme has both a transformation aspect and a growth-of-the-sector objective. It includes interventions to improve the industry and business knowledge and foster opportunities to gain experience in rough diamond purchasing, manufacturing (cutting diamonds) as well as in the marketing and distribution of the finished product into the polished diamond market.

At the launch, in the presence of Oliphant and the Premier of Gauteng, David Makhura, Barend Petersen, chairman of De Beers Consolidated Mines (DBCM), outlined the aims of the project and said: "De Beers is fully committed to facilitating sustainable growth of the local diamond industry in South Africa."

However, "for beneficiation to succeed here, there is a need to involve multiple



stakeholders who will bring innovative thinking, skills and resources to ensure that South Africa remains a competitive player in the global diamond industry”, he said.

Introducing the five historically disadvantaged South African-owned diamond cutting and polishing companies that have been selected to participate in the project, Mpumi Zikalala, Senior Vice-President of Kimberley-based De Beers Sightholder Sales South Africa, and the Project Sponsor, said: “At the beginning of this year, we embarked on a journey to support a Black Economic Empowerment (BEE) group of diamond cutters and polishers to develop increasingly more efficient businesses to better compete on the world diamond stage.”

Ms Zikalala went on to say: “De Beers will provide bespoke rough diamond supply to the candidates, whilst they are part of the development programme and, on completion, they can apply to become accredited buyers of De Beers before they are ultimately in a position to apply for Sightholder status,

competing with other leading diamond companies around the world.”

“By being engaged in a technical, production and business efficiency mentoring programme with successful South African and international diamond industry leaders, the group will strive to achieve what many aspire to,” she said.

De Beers will continue with its other beneficiation projects such as the Shining Light Awards, support of the Kimberley International Diamond and Jewellery Academy in Kimberley, the on-going support of the Diamond Indaba (hosted by the State Diamond Trader) and the Forevermark jewellery programme.

The recently appointed CEO of the De Beers Group, Bruce Cleaver, closed by saying: “If, through this partnership, we can lay a successful platform for developing young beneficiators, then this project will go a long way towards creating a sustainable and meaningful diamond development pathway for other young local cutters and polishers for many years to come.”

Partner feedback

The five companies selected for the partnership were Thoko’s Diamonds, African Diamonds, Nungu Diamonds, Kwame Diamonds and Molefi Letsiki Diamond Holdings.

Mosibudi Jo Mathole, Owner – Kwame Diamonds

Kwame Diamonds is a diamond refining institute that is 100% SA women-owned and -operated. They refine and model diamonds from rough to polished jewels. The company was established in 2008 but only became really active in 2012.

“Given the barrier to entry and the challenges faced by black entrepreneurs in this industry, I needed to ensure that I align myself with bigger players who can teach me the ropes in an enabling environment. Hence, the partnership with Uxolo Diamonds, which exposed me to the real diamond industry and, through my leadership, became a Sightholder of De Beers—I was the first black lady to manage a



Mosibudi Jo Mathole, Owner, Kwame Diamonds

Sightholder factory. Given that opportunity, Kwame Diamonds started becoming active and grew under that enabling environment," says Mosibudi.

"Currently, the state of our industry is really ailing and in need of a serious revival. I think the wheels of change are in motion and I remain optimistic that the tide will change, especially with young black vibrant and ambitious entrepreneurs coming into this space and participating meaningfully and, most of all, making a difference and proving that this is not just a white Jewish folk business," she elaborates.

Mosibudi explains that what is needed for the local beneficiation sector to remain competitive as cheaper countries dominate the diamond market, is for the government to be more aggressive in assisting to create

jobs through funding. While we have the skills in the country, it has to be a joint effort to revive this industry that was once the hub of diamond manufacturing.

Regulations must be suitable and encouraging, so that investors set up factories here rather than exporting all the raw materials.

"We simply cannot compare our industry with India and China, where the cost of living and the working conditions of the people come last. All we need to do is channel government funding in the right direction to enable us to pay our people a decent salary.

We cannot promote cheap labor—I simply disagree. Diamonds are not cheap, why should the people that are making these jewels be paid a non-living wage? It's wrong," she says.

Mosibudi explains that in a way, South Africa has taken its eye off the ball as far as diamond beneficiation is concerned and she feels we should be the hub of Africa, considering it all started here. With good leadership, she believes we can still reclaim our position as the leader in Africa as we have the infrastructure to do so.

"If properly supported, it has the potential to create much-needed jobs. For example, look at how India is thriving on our diamonds, we sell them tonnes of carats and they, in turn, create those jobs in their country—we can easily do the same. For a country that is so rich in resources, the beneficiation of any mineral should be at the core of any growing economy, it should be a national agenda if issues of unemployment have to be tackled successfully," she explains.

Regarding the current level of black business in the sector, Mosibudi says that the tide is turning, as there is now a new generation of game changers doing a very good job and she is excited to say we will be the change that we want to see because we have direction and commitment.

"We owe it to ourselves to be the meaningful transformation the industry desperately needs and we have embraced that and we will make a difference. Transformation in the sector is occurring very slowly, but that also boils down to leadership and a more aggressive approach from the government to ensure that black people have access to opportunities and all measures are in place to get into this game and thrive in it. I guess De Beers bit the bullet and took a chance on us and we will prove that it can be done and can be sustainable," she enthuses.

On the De Beers Diamond Beneficiation Development Partnership Project assisting with increasing transformation within the sector, she says: "It is a start and they took a huge risk that is much appreciated. In my view, this project set an example for other mining houses to embrace the idea and follow instead of looking for excuses as to why it won't work. De Beers is being very supportive in our journey

and we can already see a difference in our businesses.”

The partnership absolutely delivers in terms of creating opportunities and skills development.

“We have access to rough diamonds, which is key for an emerging diamond dealer. No diamond, no business—it’s as simple as that. The partnership works perfectly as there is co-operation from other stakeholders, such as Sightholders, that are guiding us and transferring their skills to us,” Mosibudi says.

She explains that as a new entrant in the sector, some of the challenges include funding—as the industry is really capital-intensive—market penetration and manufacturing, as the equipment and the technology that go with it to ensure proper manufacturing is extremely expensive.

“The partnership has assisted in that it has made us visible not just locally but internationally as well. The brand behind us is opening doors that would normally not have been possible to open as an individual. This partnership made me realise that if you work as a collective with genuine intent, things do happen, and it has given me the courage to keep on moving,” she says.

Kealeboga Pule, Owner – Nungu Diamonds

“By focusing on the development of HDSA-owned diamond manufacturing companies, the project aims to accelerate the transformation of the industry. The holistic approach of the project covers all aspects of my businesses, from entrepreneurial development, funding, rough procurement and processing to marketing and distribution.

Since starting the development programme, my monthly turnover has increased by over 1 000%.” The diamond beneficiation sector holds a number of prospects. There is the opportunity to show the rest of the world that diamonds do good for the countries in which they are mined—to move the dialogue away from the so-called ‘commodity curse’ with its associated images of exploitation and human rights abuses. There is a potential consumer proposition, which focuses on the social and economic benefits diamonds can



Kealeboga Pule, Owner, Nungu Diamonds

bring to nations in Africa in particular—and ‘diamonds cut and polished by Africans in Africa’ can be part of that proposition,” he says. Pule explains that there are four key barriers to growth that affect the diamond beneficiation industry—a lack of consistent access to rough diamonds, a lack of available funding for rough diamond purchases, the inability to secure markets for polished diamonds that are manufactured and insufficient entrepreneurial and business skills to develop sustainable businesses.

“To date, the project has delivered on two of the key barriers to growth, access to rough diamonds and business skills development. The two remaining, the lack of access to funding and markets, remain work in progress—and will ultimately determine the success or failure of the entire project.

Up to this point, the project has focused on developing my skills as a business owner and entrepreneur. As my business continues to grow, this will result in further employment growth and skills development for others with an interest to join the diamond industry,” he says. Answering the question of what he has gained through being in this partnership, he concludes by saying: “My self-confidence and my business has grown exponentially in the past eighteen months, with more yet to follow. The journey remains a challenging one but each day is as rewarding. The project has helped me to develop an overall vision for my business and identify potential growth opportunities.” **BBQ**

Che Vigus

From basket case to breadbasket

Eastern Cape agriculture is on the rise

Agricultural vibrancy is not commonly associated with the Eastern Cape province. On the contrary, it has for many years been characterised by an underperforming combination of a large number of smallholder farms and vast tracts of communal land that are significantly underutilised—one of the ironies of our country, given vocal appeals for land redistribution as a perceived economic panacea. However, the Eastern Cape is rapidly turning this basket-case perception around. Indeed, Eastern Cape agriculture can boast a number of positive trends, not least, a burgeoning dairy industry and the rise of a new generation of commercial farmers.

According to Agricultural Economist, Wandile Sihlobo, writing for Business Day earlier this year, “Data from the Milk Producers’ Organisation shows that in 2015, the Eastern Cape province was the leading producer of milk in the country, with approximately 30.6% share of South Africa’s total milk production—a 3% increase from the previous year. Similar to other agricultural industries and provinces, the Eastern Cape’s milk producers were negatively affected by the drought

in 2016, but 2017 could bring some level of recovery.

“Moreover, there is a rise of new commercial farmers, particularly in the grain and oilseed industries around the Matatiele, Ugie and Maclear towns. A number of these farmers benefited from the support of organised agriculture groups and private investors such as Grain SA, and Old Mutual Masisizane Fund, amongst others. Grain SA has been actively involved in the province through its Farmer Development Programme, which focused on training and skills development. The Old Mutual Masisizane Fund, together with the government invested about R46 million in farming areas around Matatiele in 2016.

“Alongside these developments, there is also an emergence of new agricultural firms, with a notable one being Matiele Grainco—a 100% black-owned and directed grain group with a focus on agricultural mechanisation and transportation of grain across the Eastern Cape and KwaZulu-Natal provinces.”

Impediments to agricultural production in the Eastern Cape include poor infrastructure as well as the thorny problem of communal land tenure, which many

financial institutions identify as a stumbling block to funding because in the absence of a title deed, it is impossible for communal land to be used as collateral against production loans. According to the World Bank’s 2016 Africa’s Pulse report, this is a common constraint to agricultural productivity throughout Africa.

“As things stand, the way to unlock the value of the land in the Eastern Cape would be by means of securing land ownership in order to give landowners access to safe credit and attract new capital investment into the sector. Moreover, organised agriculture could also play a crucial role in skills development by increasing the provision of training services to emerging smallholder farmers. The government could also play a crucial role in supporting emerging smallholder organisations through much-needed financing and growing state capacity to strengthen collective marketing schemes and farmer development programmes,” Sihlobo commented on the African Agri Council website.

Fortunately, there is every indication that the tide is turning and that agriculture will prove to be a game-changer for the Eastern Cape economy. In fact, the former

basket-base may even emerge as South Africa's breadbasket.

Speaking to an audience of farmers, academics and other delegates at the opening of the 50th congress for the South African Society of Animal Science (SASAS) at the Boardwalk Convention Centre in Port Elizabeth in September, Rural Development and Agrarian Reform MEC, Mlibo Qoboshiyane outlined a halcyon vision of the Eastern Cape's future. Highlighting the Eastern Cape's status as the foremost province in South Africa in terms of livestock numbers, Qoboshiyane said, "With 3.2-million heads of cattle, 7.3-million sheep and 2.2-million goats, the Eastern Cape has the highest numbers of all nine provinces for these livestock.

"Unlike other provinces with huge mineral resources, the Eastern Cape is endowed with little or no natural resources.

"However, our province is rural and has large communal and well-established commercial farming sectors that my department serves.

"Therefore, our focus on agriculture is logical, if not naturally determined."

The Eastern Cape already produces more than 50% of the world's mohair and 34% of South Africa's total wool, while red meat, citrus, dairy, aquaculture and the ocean economy all have a vital role to play.

"Agriculture is the most important industry each country has, and South Africa is no exception," Qoboshiyane added. "Agriculture contributed to pulling our nation's economy from a recession onto a positive trajectory during the last quarter, and I thank you for that.

"We all recognise that agriculture is indeed a science and a business, and must be treated as such."

A key contributor to this agricultural resurgence is the Eastern Cape Rural Development Agency (ECRDA), which disbursed a total of R15.7-million in loans to 159 clients in the 2016/17 financial year.

Most of these were agricultural loans, accounting for R14.4-million.

Businesses in the Alfred Nzo District Municipality received R7.6-million, while R3.7-million went to the OR Tambo District

Municipality, R1.98-million went to the Chris Hani District, R1.6-million went to the head office region, R527 000 went to the Karoo region and R514 000 to the Sarah Baartman District Municipality.

"The bulk of the disbursements went to primary cooperatives located at ECRDA's flagship Rural Enterprise Development (RED) Hubs as well as to secondary cooperatives to buy feedstock for milling.

"ECRDA is improving its loan repayment efforts. In 2016/17, loan collections were R13.6-million. The organisation continues to offer aftercare support to identify challenges early in the client businesses, which may impact on loan repayments. This allows ECRDA to put measures in place to rectify rising challenges," said ECRDA Chief Executive, Thozamile Gwanya in a statement, adding that the ECRDA was pleased to receive yet another clean audit opinion for 2016/17: "This indicates ECRDA's financial prudence and this also indicates that we are a trusted steward of public assets."

According to Gwanya, a total of R22.1-million was spent on getting the agency's agro-processing programmes implemented. These initiatives have borne fruit already: in the 2016/17, a total of 393.2 hectares of maize were sent to the silos for storage in the Ncora and Mqanduli RED Hubs.

These hubs were originally the result of a partnership between the Eastern Cape Development Corporation (ECDC) and the DBSA Jobs Fund.

"In the Mqanduli RED Hub, 257.7 tonnes of white maize were sent to the silos from the 165 hectares planted in the 2015/16 season. The maize was planted at only two of the 13 primary cooperatives because of severe drought conditions. The harvest was processed into maize meal for local spaza shops.

"A total of R775 834 was generated from the sale of maize to the Mqanduli RED Hub mill. In 2016/17, 899 hectares were planted with white maize by 10 primary cooperatives in Mqanduli. The Mqanduli mill, which has a 0.9 tonne-per-hour processing capacity was fully operational in 2016/17.

"At the Ncora RED Hub 13.5 tonnes were sent to the silos generated from 149

hectares, which germinated due to drought conditions during the 2015/16 planting season. Revenues generated from the sale of maize to the Ncora RED Hub milling plant was R436 999. In 2016/17, 1.849 hectares of maize were planted," Gwanya concluded.

Quinton January

Breaking down the spend

- Livestock development: ECRDA spent R350 000 in the construction of three loading ramps and on livestock marketing, which helped in the marketing and sale of 1.766 livestock units belonging to communal and emerging commercial farmers in the Peddie area. Livestock sales generated R8.5-million in income. At the Ncora RED Hub, ECRDA spent R1.5-million building feeding kraals and supplying feedlot machinery.
- In the forestry development programme, which has partners such as ECDC, Sappi and PG Bison, ECRDA spent R44.5-million on planting activities resulting in 1.287 hectares of trees being planted in (Sinawo), Sixhotyeni, Gqunkunqa), Izinini, Mkhambathi and Lusikisiki.
- A further R9.8-million was spent on the procurement of machinery such as four bakkies, four labour trucks, 13 shipping containers for storage, construction of five office complexes, two tractors with trailers and 11 fire-fighting trailers as well as a tractor-drawn grader.

Diversifying the property sector

The South African property sector, remains characterised by racially based income and social services inequalities

According to the latest research released by the Property Sector Charter Council (PSCC), the public sector is not taking the active lead in the transformation of the property sector that is expected of it. The PSCC did point out, however, that it was based on limited submissions by the public sector.

The research shows that the commercial property sector leads the progress in transformation, while the residential property sector is lagging behind, with a very limited number of BBBEE certificates submitted. All in all, the property sector achieved an average BBBEE recognition of Level 4.

The PSCC report concludes that the South African property sector is making reasonable efforts towards transformation but it needs to pick up the pace. The launch of the PSCC 2015-2016 State of Transformation Report for the Property Sector coincides with the gazetting of the Amended Property Sector Code. The PSCC's research shows that the commitment to transformation varies across the sector. The commercial property sector leads the progress in transformation. On the other hand, the residential property sector is lagging behind, with a very limited number of BBBEE certificates submitted.

The mandate of the PSCC is to drive the sector's transformation and ensure that everyone plays a part and makes their contribution, according to PSCC CEO, Portia Tau-Sekati. "Inclusive participation is

necessary for economic growth that includes all previously disadvantaged individuals and secures their meaningful participation in the mainstream economy," she says.

She regards the BBBEE recognition of Level 4 as reasonable based on the previous scorecard. She added, however, that the sector will have to work harder to retain Level 4 based on the new BBBEE recognition scores. "The Amended Property Sector Code applies the lessons learned on the sector's transformation journey so far, including the findings of the latest research. It addresses some of the previous gaps and aligns other legislation and policies to ensure that transformation in the property sector continues at the required pace," says Tau-Sekati.

PSCC's new research sampled 72 companies, which it says may be a small sample, but it adequately reflects the industry outlook by covering the large companies that dominate the sector. This includes institutional investors, large private property owners, collective investment schemes, listed property entities and the government.

The PSCC's research found enterprise development and social-economic development to have shown an excellent performance. Ownership and preferential procurement were still below target but with a reasonable performance. The report found, however, that more focus is required in the areas of skills development, management control, employment equity and economic development.



“Management control, employment equity and skills development are interrelated, so it is unsurprising that the underperformance of the three elements comes as a package. It is difficult to achieve one of these three key imperatives without another,” explains Tau-Sekati.

Under-representation

It shows an under-representation of black people and black women in all levels of management, including real board participation.

The amended property codes recognise that the sector continues to reflect vast inequalities in the representation of women in general and black women in particular in ownership, control, management and in skilled professions in the sector. In acknowledgement of the cross-cutting nature of gender across all elements of BBBEE and its integral part in the transformation of the sector, the parties to this draft sector code commit to:

- Enhance gender awareness in the workplace and promote a conducive and empowering environment for women in general;

- Target skills development and employment equity for women, particularly in areas that are presently male-dominated;

- Design targeted enterprise and supplier development programmes, which increase the participation of women as owners in business and property assets in the sector;

- Identify barriers to black women’s advancement and design targeted programmes to increase the representation and the empowerment of black women in the sector as outlined in all elements of this draft aligned code; and

- Promote policies on gender that address the above objectives.

“You need to have black people and women in management and invest their talent to achieve skills development targets. By the same token, you need to invest in skills management to achieve your targets for talented black management in the future. It is critical that enterprises in the property sector adequately invest in skills development,” she says.

She added that there are pockets of excellence in the reporting companies but this has not translated to success at a sectoral level. “The sector needs to promote skills development at a sectoral level rather than on a company level. This needs to be done in collaboration with academic institutions to build a curriculum that meets the current and future needs,” she advises.

While economic development is the lowest scoring element against its set targets, there are some bright lights as a result of reasonable efforts undertaken by most of the sector’s larger companies. “Developing shopping centres in townships and some rural areas is a leading example,” says Tau-Sekati.

“While it makes business sense that the property sector targets investment opportunities at areas with a relatively high income, we hope the future direction will lead the sector to match this with a portion of investment into the poorest areas, those that are completely under-resourced, and where development is needed the most,” she adds.

Property education

It is time for South Africans to rethink property education and training if we want to get more young black people into the sector. An increasing number of black-owned companies have set up shop in the property sector, particularly in the provision of property services. However, property ownership remains underrepresented when it comes to transformation because of the capital-intensive nature of the asset class. Usually, mainly large commercial property companies have the resources to take advantage of most opportunities in this market.

The reality is that the commercial property sector remains relatively untransformed; preferential procurement points and enterprise development incentives set by sector codes are not enough to break down barriers to entry. The lack of a track record is often used as the pretext for not granting new black businesses an opportunity to participate. Although the public sector has created opportunities for new players, payments are routinely delayed, resulting in precarious cash flow for smaller and

privately-owned businesses, which simply cannot afford the risk.

A 2016 study compiled for the Property Sector Charter Council revealed that the South African property sector is worth an astonishing R5.8-trillion, with commercial property making up about R1.3-trillion of the total. The bulk of this, almost R790 billion, is held by corporates, followed by real estate investment trusts with R300 billion, unlisted funds at R130 billion and life and pension funds at R50 billion.

As an asset class, property is long term and has the ability to provide both annuity income and a growth in capital value for the investor. When you consider the bricks and mortar aspect of property, there is a long value chain—from project conceptualisation, procurement of materials and construction, to property and facilities maintenance. The potential for job creation and enterprise development is significant. To grow black entrepreneurship, funding has to be made accessible. At present, it is extremely difficult to raise capital. But that is not the only challenge.

The sector is dominated by a handful of big players who are not adequately incentivised, or required, to open the space to emerging companies. What is more, the sector is conservative and risk-averse, with much emphasis placed on experience. This tends to penalise younger players trying to make inroads, whether in the entrepreneurial space or on the corporate ladder. Combined with this set of circumstances is the reality that most young black people have limited generational wealth and networks in property. These take decades to build.

Young people, in general, don’t always understand the depth of the sector and career opportunities that exist, particularly when one considers listed and unlisted commercial property. There are many facets to property, beyond estate agency and property valuations. Black youth, particularly in underresourced communities, need improved access to information, via the Internet or career days at schools for example, with the participation of companies and tertiary institutions.

South Africa needs a platform to create a greater sense of awareness and exposure to the promise of property as a sector. Industry bodies such as the Property Sector Charter Council, the Women's Property Network and the South African Institute of Black Property Practitioners have already started with school initiatives to improve access to information.

More needs to be done along these lines. The current education system has focused more on theory and less on the practical skills required on the job. Tertiary institutions need to make provision for students to obtain solid work experience as a prerequisite for their qualification. Real-world case studies should also be part of the curriculum to make students aware of the challenges faced by the sector, particularly at an undergraduate level.

Students leaving tertiary institutions should be equipped to step into the sector with an innovative attitude that can shake up the industry and drive greater entrepreneurship. The market has placed more

emphasis on experience and age over solid qualifications, which has done little to incentivise institutions to formalise their educational offerings, or to think out of the box to improve and change the status quo of the industry. Postgraduate qualifications in the built environment are aimed mainly at new entrants and don't take into account the needs of young people already in the sector who have a burgeoning career in property and want to further their education. As a result, industry associations have had to fill some of the gaps with short courses.

The good news is that there are big opportunities out there. There has been little innovation from an IT perspective, other than apps connecting property buyers and sellers. We need technological improvements that can help landlords better manage their property portfolios by driving efficiencies; we need IT solutions that can have a significant impact on the bottom line. This could be a good entry point for black youth interested in the industry. Young people wanting to get into the sector need to identify companies

where they can be interns or volunteer at to gain exposure.

Regarding skills development, the amended property codes enterprises in the sector are not adequately investing in skills development and consequently, there are limited levels of workplace development and continued professional training. There is also an insufficient number of structured and accredited training programmes or curricula in property-related professions.

The parties to the charter commit by gazetting the amended sector code to address the backlog in structured skills development. This programme will be designed in partnership with the sector, the SETA, the Estate Agency Affairs Board ("the EAAB") the South African Council for the Property Valuers Profession (SACPVP) and any other sector regulatory bodies, academic institutions and the government.

Enterprises in the sector commit to achieving a number of targets that include a 5% of leviable expenditure of learning programmes, specified in the learning

Be safe this festive season.

Selfmed Medical Scheme is a medical aid that offers reliable medical aid cover to South Africans of all ages and health levels.

Selfmed would like to wish its members and prospective members a very safe Festive Season.

With us, you and your family matter. We urge you to make wise decisions this time of year and drive safe, be sun-safe and enjoy a well deserved break at the end of the year. Before you go on holiday though, please make sure that you are covered in case of an accident and remember to always carry your medical aid card with you.

Happy Holidays!

**SMS "BBQ" to 45738
and we will call you.**




Selfmed
MEDICAL SCHEME
www.selfmed.co.za

matrix for black people as a percentage of leviab amount and, in addition to the skills development levy; a 0.3% skills development expenditure on learning programmes, specified in the learning matrix for black employees with disabilities as a percentage of leviab amount; and a 2.5% of the total employees who are black people participating in learnerships, apprenticeships and internships.

In addition, enterprises in the sector will implement internships in terms of which academically qualified individuals work under supervision of qualified professionals to upgrade the professionalism in the sector; and focus on the recognition of prior learning to determine the level of competency in the sector and promote further development and training to improve the level of competency in the sector.

Xoliswa Daku, founder and CEO of the Daku Group of Companies, provides some insight on being a woman in property

What have been your personal challenges working within this industry?

Inequality across sectors remains the cornerstone challenge, leading to elements of discrimination based on gender and in most cases, having to fight for your space or to prove that you can do that work. With property being male-dominated, that was the test. Hence, it was critical for me to start at the bottom and gain enough knowledge and expertise in the sector whilst boosting my own knowledge to their advantage. I joined the sector with the knowledge of financing, legal restraints, business and market forecasting and project supervision, and my focus then was on practical experience.

What are the problems for women in general in the property industry, firstly in terms of getting into the industry and then advancing?

Firstly, for entry-level jobs, I still think they need exposure to the full property value chain so that they can first understand what it means. Further to that, being able



to make the right choices based on the product that will yield great returns for them. A lot of exposure has been created around construction through women's networks and getting into the property industry has been less of a focus as they saw that sector as being too risky and, indeed, without capital, not at all feasible for them. This then allowed the market to be limited to a few role players keeping deals amongst themselves. Even with listed entities, there's still a problem of finding women on their boards, even of listed entities, 100% women-owned listed entities, or even entities led by us. With very limited women at the top, it's difficult to grow the second layer of leadership in the sector. Global research indicates that companies with the most gender-diverse boards and leadership teams constantly outperform their industry average.

What were the challenges in starting your own company in the industry?

With the hands-on approach to developments, the challenge was finding the right resources. The first time became a huge

battle, as the sector has limited skills in property. So, upskilling them on the other elements of the property development value chain was a must.

With no asset base, a risk has to be taken through investing your own money/assets to raise capital.

At the end, you must learn to develop alternative sustainable models for property acquisitions and investment.

What do women contribute in terms of a 'competitive advantage' in the property industry?

The analysts say that having at least 30% of women in leadership positions, or the "C-Suite", adds 6% to the net profit margin. The sector must recognise that having more women in leadership will contribute to greater profits and better returns for investors. Women bring improved decision-making at the top, more creativity and innovation and better problem-solving abilities, stemming from greater cognitive diversity. **BBQ**

Kevin Michaels

Fast is too slow.

Is the rapid pace
of innovation passing
your company by?

By building innovation into your business and operating models, KPMG professionals can help your company increase its bottom line by continually delivering new value to your customers. Learn more at [KPMG.com/transformation](https://www.kpmg.com/transformation)

Anticipate tomorrow. Deliver today.





Transformational leadership

The Dr. S.B Radebe Foundation is creating a mindset to succeed

Dr Samuel Radebe has a track record of being a visionary leader who pursues his goals relentlessly. He has proven to be an inspiring leader with a talent for rallying a team around a vision, encouraging stretch-thinking and creating a sense of intense urgency and focus that leads to breakthrough results.

A Doctor of Philosophy, he has a holistic view of African issues and is the founder and leader of The Revelation Church of God, which was established seven years ago. To date, the church operates 58 branches throughout the continent, with seven branches located beyond the borders of South Africa. The formation of the Dr. S.B Foundation was on the premises that spirituality alone is not enough and more practical attributes needed to be invested in the foundation.

Within The Revelation Church of God, the foundation is the powerhouse behind its social investment programmes, which are geared towards both adults and children. The social programmes of the foundation include a feeding scheme, family teaching and counselling, reforming sex workers with business education, mindset classes dedicated to teaching self-belief and financial literacy and computer literacy classes.

At the core of the foundation is its mission to encourage the youth to be better than what their circumstances or surroundings dictate, and to provide an education that will instill confidence and the drive to have goals and work towards achieving them. At the foundation, they are exposed to reading

and debating. "We need youth who can engage firmly on matters, as the country is in a leadership crisis and we ought to train young individuals accordingly to be future leaders," says Radebe. The foundation has managed to provide scholarships in aviation, engineering, finance and economics, and all of the students have completed the courses with excellent results.

Helping the kids

It is very important for Dr Radebe to take children off from the streets and equip them with an education and skills development. The foundation ensures that children are exposed to reading, debate, and speaking engagements. The foundation has established a library, computer room and a state-of-the-art gymnasium that assists with the focus of sport and physical education.

A feeding scheme has been put in place to assist children and adults. "It is not good for anyone to be without food, especially children. I make a conscious effort to look into families within the community and the church who are struggling and I ensure that they are given food. Every morning, kids who don't have a shred of bread to eat before going to school come to our feeding scheme and they're given food so that they are able to sustain themselves and be able to concentrate and learn at school," he says.

Business forum

One of the church's biggest programmes is the business forum, which aims at networking different tiers of business individuals in the community.

Dr Radebe explains that in their community and church, those who attend the business forum can be classified into three groups. "Of the attendees of the forum, there are those who are street vendors, and who aspire to become successful businessmen and women; those who have started from selling on the street and have progressed to medium-sized businesses that perhaps make R5 000 a month, and a few larger, very successful business owners who make up the top tier. The aim of the forum is to allow these different groups to interact and to bring these individuals who come from different backgrounds, but who have the shared interest and objective to be successful," he elaborates.

He says that the business forum not only looks at putting together a networking group of people who are into business, but it is a driver of change in transforming the mindsets of participants, especially those who are unemployed and are lacking in the belief that they can accomplish something bigger. Dr Radebe wants to remove people from a basic-needs level and elevate them to a self-actualisation level. Through his teachings, he allows people to understand that there is a progression and teaches people to have stretch targets. Dr Radebe is a true leader in the sense that he wants to nurture and build whatever potential people have.

Evolving mindset

The African Centre of Excellence was established through the foundation to mentor and train people to convert to a winning and positive mindset. The centre drives a Mindset Programme that permits people to dream big, positively and realistically, teaching attendees how to identify what is needed in order to propel them to the next level.

Identity reform

One of the programmes the foundation is proudest of is the reforming of female sex workers. Dr Radebe has changed the status quo of those men and woman who found themselves on the street and who had the desire to achieve more. "What we did was to bring these women who were courageous

enough to come forward and say, 'I want to change my situation of being on the streets', and give them a business venture, which they could use to do just that. At the time, there was no set development programme in place, however, I knew that I wanted to help these women help themselves to a better life.

"I had a chicken farm and what I did was to start them out by selling chickens in order to establish a source of income. As time progressed, any business project that arose, no matter how small, I would call them to assist. It started small indeed but later, the objective was met. I am very proud to say that now these women are trading within stock markets. They've been put through training and they are skilled in the regulations of trading. They are knowledgeable of the new industry technologies such as Bitcoin, they are financially literate and emancipated from their past and the belief that what they were then was all that they were going to amount to.

"The foundation also offers the opportunity to reform ex-prisoners coming back to the church and wanting a second chance at improving who they are and their lives. They have the opportunities to join computer classes, increase their literacy and, like the women, they are allowed to refine themselves and be repatriated back into society with dignity and pride," Radebe says proudly.

Family teachings

Because he is a family man, Dr Radebe cherishes the development of families. Family classes centre around teaching husbands, wives, father, mothers and other guardians the correct values that shape a good family. "An integral part of the class is a focus on self-identity and connecting to 'who I am, my background and having this understanding of who I am'. These classes transcend gender roles—it's not about the physical separate roles that men and women play in a household, like cooking or cleaning—no, it's about teaching self-love and self-respect so that you can translate it to your family and to other people. One cannot love another if you don't love yourself. We work with entire

families, including children, promoting good values and providing that support and space to discuss issues that they may not have outside of the church," he says.

Community upliftment

Earlier this year, the church opened their first computer lab in their facility at Eyethu Mall in Khayelitsha. According to the church leaders, it was crucial for the church to give back to the community and assist the youngsters.

The lab has 15 functioning computers and tablets with dedicated tutors to teach youngsters basic computer skills. The school partnered with UCT, Mbiza senior was a language lecturer at the university. Mbiza said that it took them an entire year to make the lab a reality and added that it was not just for the children of the church, but for the local children of the community, and is one of our ways of making sure that the community benefits from the church.

Dr Radebe says what keeps him going is that he is never content with current achievements and always strives to do more. "We're very into the philosophy of taking the bull by the horns. An idea with no activation is dead. One needs to be able to be willing to do and not worry about being criticised. In order for one to change the society or the country, you need to be driven—driven by truth, a realistic vision and an understanding of the pitfalls that people go through.

"You need to be a courageous person in order to break the mould and say, 'I am going to change the landscape of anybody who used to be called a prostitute'; to say, 'I'm changing the community within which I live, within which I practice'. You need to have an action-orientated vision. We see people coming into the church and becoming inspired to believe that goals can be achieved with the right attitude. We see the change that occurs in those attending classes, we see results in youth skills development—our social programmes are working. We're bringing about change but we're allowing individuals to do it themselves by equipping them with the necessary skills," he concludes. **BBQ**

Solly MolefeSechoaro: the powerhouse behind SetsMol



A teacher by profession, the opportunity to study overseas and obtain a postgraduate degree at the Institute for Housing and Urban Development Studies in Rotterdam, Netherlands set the stage for his future. Back in South Africa, Solly became involved

with housing policy and very quickly realised that there was a tremendous need for education about home/property ownership, in the post-apartheid communities of South Africa. This resulted in the establishment of SetsMol in 2002.

Soon afterwards, FNB approached SetsMol seeking advice as to how to mitigate the non-payment of bonds.

SetsMol devised Borrowing Education to address this. Other banks, the SA Lawyers Association, property developers, the mining industry soon followed suit.

Through their 14-year journey, they have managed to acquire local and international academic qualifications, providing training courses within the public and private sectors, affording them the ability to design and deliver value-for-money training programmes that are both businesses aligned and appropriately measured.

What do you view as success and failure?

The only real failure is not understanding who you are or finding your purpose in life. There are other drawbacks, like not having business management knowledge, skills and capital, but they can be overcome. Personally, I overcame my obstacles—the lack of knowledge and finance—by starting my business from a room in my parents' backyard and I started attending Services SETA business courses.

Which business success are you most proud of?

I was among the NSBC Small Business Awards Top 20 business entrepreneurs in 2016.

Besides the accolades, I'm proud of securing our first account with a corporate company and running a debt-free business. **BBQ**



SETS MOL

About Us

SetsMol promotes the value of training with our economical, flexible and timely training programmes; fine-tuned and combined to assist individuals and organizations to build competitive advantage and encourage innovation.

Programmes

Housing Consumer Education Home – Ownership Education
Borrower Education Tenant Education / Social Housing Education
Needs Analysis / Research and Advice in housing delivery process - Policy

Background

SetsMol is a South African-based Capacity Building Property and Financial Wellness Company. It was established primarily on the research; that most people in South Africa are incapacitated with challenges relating to sustainable property ownership and financial management skills.

Services we offer

- Credit Literacy Initiative
- First Time Home Buyer Housing Education
- Financial Wellness
- Tenant & Social Housing Education
- Borrower Education
- Individual Counselling in Home-Ownership
- Legendary Life Funeral Scheme: Budget Solution
- Cash/Cow: Paying cash for the purchase of a cow or providing a live cow.

Learnerships: an option for school leavers

South Africa's lack of skills led to the introduction of the Skills Development Act 97 of 1998 by the Department of Labour. The aim of the act was to train the unskilled, black citizens and to prepare them for the working world in order to contribute to the growth of the country's economy and the economic growth of disadvantaged communities.

There are programmes that are enshrined in this act; each with its own specific meaning, but the overall aim of each programme is to improve the skills of those who are unskilled. Some of those skills development programmes are: learnerships, internships and apprenticeships.

Access to information

The black majority is the population group, which commonly suffers from exclusion; for instance, it is rare that students from rural areas are informed about the options available to them (school leavers).

People who don't have access to information end up making uninformed decisions in life and taking a long route in terms of their careers. There are those who have a matric certificate but decide to look for jobs with the hope of saving enough money so they can fund their studies later on in their lives.

However, if they had accessed such information, they would have made wiser decisions in life.

Post-School Education and Training (PSET)

PSET is a list of programmes whereby people undergo skills development. These include internships, apprenticeships, learnerships

and on-the-job training. The recipients of these training programmes are those who have Grade 12 and those who have not made it to Grade 12. Under PSET, there are public universities, colleges, 23 SETAs, the National Skills Fund and private training providers. PSET's aim is to offer training to those who require it but they don't really have to have a matric certificate as an entry requirement to the programme.

Learn to Earn is a faith-based trust that is not government-funded. It is situated in Litha Park, Khayelitsha. The 28-year-old trust focuses on the skills development of unemployed people. It offers them affordable, basic training on life skills and prepares them for the job market. Learn to Earn in conjunction with companies like The Foschini Group (TFG) and other stakeholders such as The City of Cape Town, have a relationship whereby they take students and place them in their respective courses such as basic office skills, life skills courses and graphic design courses to name a few. There is no guarantee for a full-time job after training but students/graduates receive exposure to prospective employers. However, companies come on board for graduates to do job shadowing with them. They look at the students' conduct and if they show potential, through their attitude and skill. Quite often, they are employed

when they are finished with job shadowing in their respective areas of work/field.

Desiree Ulster, the Khayelitsha Branch Manager says: "It's basically skills development for unemployed people. That's our target market; it's a very basic level—people who are unskilled and unemployed. It enables them, in a short amount of time, to be taught a skill and basically get into the job market or become economically active."

Learnership

- Learnerships are designed and structured programmes whereby a learner gets a certificate that is registered with the South African Qualifications Authority (SAQA).
- There's a contract between three bodies in this programme.
- The contract is between a training provider, a learner and the facilitator who sees to it that the learnership runs smoothly.
- The learnerships are aligned with the National Qualification Framework (NQF) levels.
- The levels start from NQF level 1 to level 8. Sector Education and Training Authorities (SETAs) offer learnerships and these SETAs focus on skills development.
- For instance, people who have registered for media-related learnerships fall under MAPPP-SETA, which is the Media, Advertising, Publishing, Printing and Packaging SETA.
- A prospective learner has to meet a certain requirement in order to register for a learnership programme.
- In these programmes, learners could end up becoming entrepreneurs and start their own businesses. These are government-funded programmes.

27-year-old Glorious Nongena did a Customer Service Level 2 learnership with a company called Interactive (later handed over to Bytes People's Solutions). The learnership programme was for the duration of twelve months. He found out about the programme online and used the same platform to apply for it. The main requirement for

the learnership was Grade 12 certificate at least, which is what he had.

"People have to look for jobs and need to consider learnerships even if it can only offer them transport money. Some people tend to underestimate things and are also choosy when it comes to jobs, so you cannot be successful in life if you cannot face the challenge you're in. You cannot go from big to small. You can only take things bit by bit, if you gain experience first, persevere and see what you can use it for. Learnerships aren't only about learning but gaining experience as well," he said.

Apprenticeship

- The Skills Development Act of 1998 replaced the apprenticeships with learnerships.
- Like a learnership, an apprenticeship is an agreement between an apprentice and an employer for a set period of time during which an apprentice works and receives training in the workplace.
- The apprenticeship takes three to four years to complete.
- The certificates offered are trade-specific.
- A qualification is not higher than the trade; it is equivalent to an NQF Level 4.

Internship

This is a programme that students get into in order for them to be exposed to the working world, prior to them receiving a qualification or graduating. Even graduates undergo this type of programme in preparation for the world of employment. There's a relationship between most South African universities and companies—universities send their students to these companies for them to receive experiential learning and this makes it easier for them to be integrated into the work industry once they have graduated.

SETAs

There are 23 SETAs, which are categorised for different learnerships. Each SETA has a specific learnership that it is aligned to. For instance, SASSETA is responsible for Safety and Security and it caters to people who are in the security sector and MerSETA

focuses on Manufacturing, Engineering and Related Services Sector Education and Training.

TVET colleges

In 2012, Further Education and Training (FET) colleges changed to Technical Vocational Training (TVET) colleges. That is when the Department of Education made a transition to split the Department of Basic Education (DBE) under the then leadership of Minister Angie Motshekga. Dr Blade Nzimande was the Minister of Higher Education and Training when these two departments were amalgamated. DBE focuses on levels from Grade R to Grade 12 and DET focuses on post-matric institutions, which include universities and colleges. TVETs were introduced as an alternative for average learners who couldn't gain entry to universities due to low marks. However, in some cases, they performed well but couldn't go to university because their parents couldn't afford to pay the fees. These government-funded institutions are training learners on practical skills carpentry, electricity, construction, hospitality, etc. These courses are a solution to skills scarcity in South Africa. There are requirements that should be met by learners who want to enroll for a certificate or a diploma at a TVET college. A learner with a Grade 9 certificate can enroll for a national certificate, and a learner with a Grade 12 certificate is able to register for the N4 to N6 diploma. There are bursaries for learners who qualify for financial assistance.

Challenges

Inaccessibility to these programmes
It isn't always easy for people coming from disadvantaged communities to access these programmes. The less fortunate, black individuals find it difficult to attend workshops, skills summits and other similar events. If the organisers are targeting certain individuals, they should visit the communities where this target market resides.

Masibulele Mbata, Akhona Makhasi, Rachel Mohamed



Isolde Dobelin

OTTC CELEBRATING 22 YEARS OF WORLD SKILLS PARTICIPATION



OTTC - OPEN TRADE TRAINING CENTRE World Skills - 1995 to 2017

OTTC is a leading training provider in Commercial and Industry Refrigeration, Air-Conditioning, Ammonia, Refrigeration, Heat-pump Systems, Electrical Engineering and Controls for R & AC and Transport Refrigeration since 1992.

The OTTC training courses are designed according to International Standards and Worldskills requirements where 26 countries have agreed to test their competitors in competition. OTTC has won the SA National Gold in the Trade

of Refrigeration & AC competition eight times and since then seven of their students have been chosen to represent South Africa in the International Worldskills Competition.

OTTC takes pride in the company philosophy of training excellence and has tailored its courses to cover the entire spectrum of technical knowledge, both practical and theoretical, to achieve confident and informed decision-making combined with the appropriate skills.

“ OTTC believes that the quality of training must be relevant and practical to prepare their learners for various situations encountered in the workplace. ”

Worldskills International Competitions: Results From 1999 To 2017 TRADE 38 REFRIGERATION - All OTTC Participants

YEAR	HOSTING COUNTRY	RESULT FROM GOLD MEDAL	RESULT OTTC PARTICIPANT	ACHIEVED % FROM GOLD MEDAL
1999	MONTREAL CANADA	547	499 BURT BOUWER	91%
2005	FINLAND HELSINKI	542	441 JACOBUS KIES	81%
2007	JAPAN SHIZUOKA	548	459 IVAN THERON	84%
2009	CALGARY CANADA	549	475 NICOLAS BARKHUIZEN	87%
2011	ENGLAND LONDON	544	478 DE WET BRITZ	88%
2013	GERMANY LEIPZIG	535	473 DYLAN LE MAITRE	88%
2015	BRAZIL SÃO PAULO	537	469 MARKO COMBRINCK	87%
2017	SAUDI ARABIA ABU DHABI	739	656 TYRONE BUNCE	89%

THANK YOU TO ALL SPONSORS



Geoff Alder | Dits Fouche, Assessment | Hans Damhuse



Tyrone Bunce "2017 Worldskills Project Plant" completed in given time and working according to given specification.



Tyrone Bunce wiring the panel.

OTTC trains their students to participate in the international World Skills competitions



PO Box 14532, Dersley, Springs, 1569 | Tel/Fax No +27 11 816 2580 or +27 11 366 1219
mailto:ottctraining@icloud.com / idobelin@icloud.com | Website: <http://www.ottc.co.za> and <http://www.ottc-training.center>



Experts, competitors, translators, shop master & Festo representative Skill 38 Refrigeration and Air Condition. Tyrone Bunce middle and Bob Vuletic last row with red sleeves.

Tyrone Bunce leaving for Abu Dhabi

Thank You John Ackermann, Rory Macnamara, Dr. Patel, Bob Vuletic, Peter Hoetmer, the OTTC Team and all the Sponsors.

All in all, the WorldSkills Abu Dhabi 2017 which took place from 14 to 19 October gathered over 1,200 contestants from 59 countries. This year, requirements were even more demanding than in 2015. For instance, 700 points in the individual competition were enough for a Medallion of Excellence, as compared with 500 at the WorldSkills Brazil 2015. Nadezhda Kashtelyan, a graduate of Brest State College of Service Industry, won a medallion in the Hairdressing category. WorldSkills is the biggest vocational education and skills excellence event in the world, a sort of Olympics for aspiring workers and specialists. The international

WorldSkills Competition is held every two years. Taking part in the event are young skilled workers, students of universities, lyceums, and vocational education institutions aged up to 22.

The WorldSkills movement is meant to promote blue-collar jobs in the modern society and increase their popularity among young people.



Changing fortunes

Many young South Africans dream of one day representing their country at an international level of their chosen sport and it was no different for Hilton Moreeng, head coach of the Momentum Proteas



He represented the Griquas throughout the national age group levels and later, went on to play for the Free State, now known as the VKB Knights. But his coaching career started at a young age too, although that might not have been a career he thought of at the time.

“At the age of 15, I joined the Yorkshire Cricket Club in Kimberley and that is where the nourishment for coaching began.

“As the under 15 and 16 boys, we had to assist with the youngsters for a few hours every afternoon before our own practice—these were the KFC Mini Cricket kids, in those days it was still Bakers Mini Cricket.

“That’s where coaching started for me, but it was not something I thought I’d do because as with any youngster, you want to play for your country,” explains Moreeng.

He continued coaching throughout his young playing career but once he completed his studies, he had to make a decision. His love for the game kept him in cricket, and coaching in particular, until he was offered the opportunity to coach at the Free State Academy.

Moreeng did his coaching courses during this time and then his big opportunity came in 2012 when he went to assist the national women’s team on an interim basis.

“It was something I thought would broaden my horizons—the pecking order for coaches in the men’s game was quite long so I thought I’d go and see what experiences I could gain from the women’s game,” says Moreeng.

It didn’t take long for him to make his mark and the season after arriving at the national team, the job as head coach was

advertised. He applied and was appointed as head coach for the 2013/14 season.

Since then, he has not looked back. The growth in the women’s game has been substantial in recent years. The world over, women’s cricket has started to catch the eye. For years, the top nations such as Australia, England, the West Indies and New Zealand have had their ladies on contracts while South Africa had an amateur set-up.

The lack of games in the earlier years against the top nations meant that South Africa had to wait until the World Cup every four years to measure themselves against the best. With little experience against the best to fall back on, the ladies often came unstuck, but it was in no way due to the lack of talent.

Things have changed somewhat during Moreeng’s tenure. Early on, he realised that in order to get sponsorships, they needed

Moreeng, “was very beneficial”, but still, a balance was required. With only six players concentrating on cricket and the rest still having to juggle cricket with a working life, sacrifices were required.

To evaluate just how far women’s cricket has come in South Africa, it is worth going back almost five years to the World Twenty20 in Sri Lanka in 2012. At that stage, the South African Women’s Cricket team did not have a sponsor and no formal contracts were in place. Not only were they fighting to reach their first-ever semi-final, but they were battling for the future of their sport.

Fast forward to 2017, the national women’s cricket team and set-up are one of the few sporting disciplines that recognise women in the sport as professional athletes. The number of contracted players increased from six in 2013 to 14 in 2017. Through collaborative efforts between Cricket South Africa (CSA) and the title sponsor, Momentum, the team has also been allocated a management team and a full-time coaching team, making it possible for the ladies to focus on cricket with appropriate professional support and formally represented contracts in place.

Moreeng is keen to credit CSA and Momentum for the ladies’ vast improvement, due to the funding they provided.

This makes life easier for Moreeng, who can now work with the team as a professional coach linked to a professional outfit.

Further changes are required and they will no doubt happen in time, but the growth of the women’s game seems to be in very good hands. Momentum has now been involved in South African cricket for many years and is constantly running different programmes throughout the country to promote the game.

But their involvement with the women’s game has coincided with the substantial growth seen in recent times and much of the success should be put down to their willingness to invest in a product many did not give a second thought to.

Moreeng is full of praise for the contributions of CSA, Momentum, the players and supporters for the team’s success, but he warns caution as this is only the start.

“We are going into the fourth year of contracts. Australia, England and some of the rest are probably 20 years ahead of us in terms of systems but in terms of talent, we are on par with anyone in the world.

“We have a few players who are constantly testing themselves against other top professionals by being involved in the English and Australian competitions, so the experience they gain from there is invaluable to us, especially the younger generation—and at this point, we have many youngsters coming through the system,” says Moreeng.

Formats

The International Cricket Council (ICC) is on a big drive to promote the women’s game too. This can be seen by the very good attendances during the 50 overs World Cup earlier this year, where supporter numbers were magnificent.

But in terms of the women’s game, I was keen to find out which format is the most loved. Test cricket remains the place for only the toughest in the men’s game but numbers have been slipping over the last 10-15 years. So, not surprisingly, this is not a format of too much focus on the part of the ICC.

Moreeng says that the ICC is trying to promote and grow the sport once again and the way to do that is to reach the younger generation through the shorter formats. Test matches do get played in the women’s game, just not many of them.

“I don’t think this current generation of players will see too many test matches but the younger generations will, I believe—if you look at the likes of Suné Luus, Raisibe Ntozakhe, Laura Wolvaardt and Andrie Steyn, I think they will enjoy test cricket because they will grow up with it.

“Test cricket is slowly taking off in India and I think that will eventually reach the entire game—these younger players will still be around then,” claims Moreeng.

to win games. If he could achieve this then the sport becoming professional was just a matter of time.

Looking back, the 2014/15 season saw a significant change in women’s cricket—the launch of the ICC Women’s Challenge. This meant that the aforementioned top four couldn’t consistently play against each other only, it was now open to eight teams to compete. This gave all nations, including South Africa, more consistent exposure to compete against the best in the world.

Sponsorship

Money in the men’s game has grown to astronomical levels over the last decade and while the women’s game is far from those financial gains, the improvement has been immense.

In the beginning, South Africa could only contract six players, which, according to



The young generation

The World Cup dream for the ladies was dashed earlier this year with a semi-final exit against the hosts, England, in what turned out to be one of the games of the tournament. While obvious disappointment followed for the players in the aftermath, social media was abuzz with South Africans congratulating the team. Many had perhaps watched the women's game for the first time and what they saw impressed them.

What was even more eye-catching was the talented youth coming through the system. Names such as Dane van Niekerk (Captain), Mignon du Preez and Marizanne Kapp were by all accounts, known names, but suddenly South Africa had teenagers performing at a very high level too.

Wolvaardt, only 18 at the time of the tournament, was magnificent with the bat, with other players such as Luus and Ayabonga Khaka also performing well.

This is largely put down to very good planning and the increase in exposure, according to Moreeng.

"The increased exposure has played a massive role in that young girls now want to play the game.

"There is a great emphasis at a provincial level on identifying talented girls at the age of 12 or 13 and then nurturing them through

the programme at camps and taking them through their development—with girls, you have to get them interested at a young age because once they turn 18 or 19, it is difficult to capture their interest," Moreeng says.

It is exceptionally important that CSA continues to grow the game and that the women's game continuously receives good TV coverage, like during the World Cup. That tournament peaked people's interest, it should now be about holding onto those people and then creating more of a market for the game.

Transformation

Transformation plays a massive part in all South African sports. It is something that has to happen in every code and the women's cricket team is not exempt from this.

However, they are getting it right. Moreeng presses home this point by stating, "Transformation is non-negotiable, and our mandate is clear from our mother body, CSA.

"Having said that, everyone in that team is there because they are good enough, they are there to do a role and they must execute that role. Once they do that, their confidence grows.

"We are very fortunate that we have not really had to address this at a national level because players who are talented enough are identified early and then brought through the development process, so when they arrive at the national team, they are the best person to execute a specific role," he explains.

What's next?

The future looks bright for the national women's side. With transformation being a natural process, youngsters coming through the system and a strong core of experienced and world-class players, the ladies are looking to challenge for trophies in the near future.

But first, India will tour here. There will be ODIs and T20s as they tour at the same time as the men's tour is underway. The belief is that after seeing our women perform so admirably at the World Cup, South Africans will come out in their droves to get behind the ladies, just as they do for the men. Keep up to date on the fixtures by visiting the CSA website.

South Africa needs positive stories, and this is such a story. Sport can be a unifier as we have seen on numerous occasions, but we don't have to rely on our men to win a World Cup trophy before that happens, we can stand by our women's team and support them like they deserve to be supported.

We wish Hilton, the team and CSA all the best with their upcoming World Cup next year but first, against India in a month or so. **BBQ**

Ralph Staniforth

Growth of the game

The 2017 ICC Women's World Cup also contributed further to the growth of the sport as it was announced that the prize pool has been increased to US\$2 million (more than R26.3-million) from US\$200 000 in 2013. The ICC also announced that, for the first time in the event's history, every match of the Women's World Cup would be broadcast either on television or live-streamed.

THE STYLE OF BUSINESS

SA BUSINESS MEN TRENDING IN BUSINESS STYLE

Can you please introduce yourself to our readers and provide some background about yourself and the work that you do?

I grew up in Soweto and spend most of my days here if not servicing the different avenues of my work life. I currently run two different companies, Fixin Diaries, which is a bicycle refurbishing and social cycling initiative that was founded in Soweto, and IAMHussain Lifestyle and Brand consultancy, where I currently have the opportunity to be Ben Sherman's Brand Ambassador and Martell, Mumm and Perrier-Jouët's Lifestyle Ambassador.

Is style with substance important?

By its definition, style in the context of fashion is a way one expresses themselves by what they wear, whereas substance refers to a solid presence, a tangible presence. Yes, it's important because who wants a beautiful and stylish yet empty vessel?

You've won GQ Best Dressed—how do you feel about the recognition?

Honestly? It's still so surreal. Now knowing the mechanics behind GQBD, it not only makes me happy but allows me to navigate the menswear landscape with confidence, knowing that I have a voice to share opinions about style and substance.

Who's leading the way in South African fashion?

I can tell you who my favourites are instead of an individual because my style really varies and I admire a lot of stylish folk, including:

- Trevor Stuurman

- Tebello "Tibz" Motsoane
- Fhatuwani Mukheli
- Thabiso Prince Mkhize
- These are just a few of the gentlemen.
- Then there are the ladies:
- Kwena Baloyi
- Nandi Dlepu
- Lufuno Sathekge
- Yasmin Furmie

Do you have a fashion icon?

Of course I do. It's Alessandro Squarzi, the founder of Fortela.

Name the top three style items that are a must-have?

A watch, shoes and cologne.

What is your biggest fashion don't?

Colour-blocking, I just can't do it, I never could.

How would you describe your style?

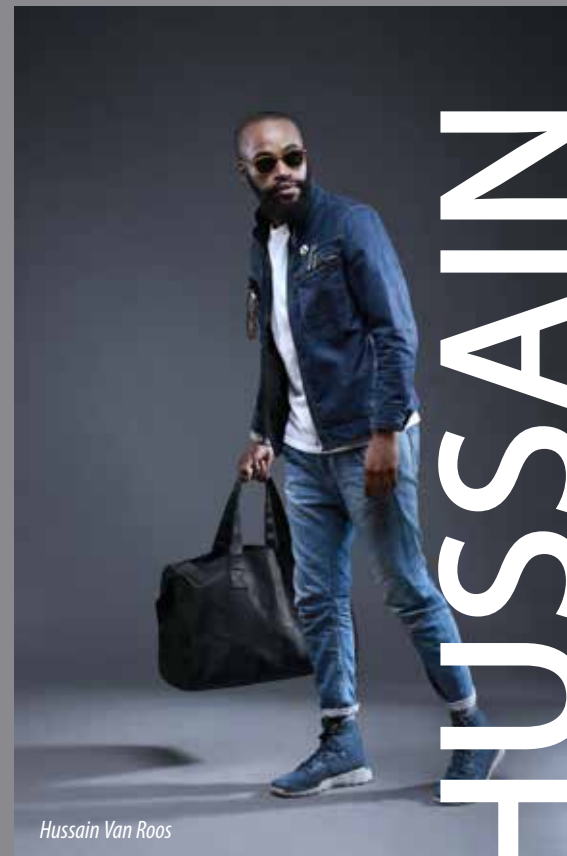
Timeless and classic.

How do you balance business and keeping up with fashion?

It isn't difficult, really. I have to look the part when conducting business and, at times, it isn't even a difficult one because my style is closely associated with my mood and the kind of day to be had. So, dressing up in the morning isn't a difficult sell.

What advice do you have for other businessmen when it comes to fashion?

Dress for yourself to be comfortable, because your confidence will allow you to move mountains in those boardrooms.



Hussain Van Roos

What are the most important characteristics of a good leader?

A good leader is one who leads with confidence and does not instruct but joins in on the hard work. A good leader has a vision and always has his people's interests in mind and at heart.

Do we need better role models in this country?

We definitely aren't short of role models but we definitely are short of good leaders.

Vuyo Dabula



Can you please introduce yourself to our readers and provide some background about yourself and the work that you do?

My name is Vuyo Dabula. I am currently one of the lead actors in one of the biggest television shows in South Africa, 'Generations: The Legacy'. I have been an actor for nearly 19 years, my resume lists some top Hollywood actors and directors as well as some of the top South African actors and directors. I have had the honour of leading an all-star cast in South Africa's first western, 'Five Fingers For Marseilles', which hits the big screen next year. The movie is doing well at major movie festivals around the world. I also have another movie coming out next year called 'Shaft 6'. In addition, I co-own a boxing promotion business, Dabula Boxing, which was registered this year, which also focuses on mentoring young men through boxing. I am also recording a health and fitness DVD.

Is style with substance important?

One can do well with value and depth without style, so to speak. I can name a few valuable members of society who carry

on well and we forgive their lack of style, yet to have style and lack any sort of depth has no lasting impression, it's like paging through a magazine—at the end, you have forgotten some images.

You've won GQ Best Dressed—how do you feel about the recognition?

I was amongst some really impressive young men for GQ Best Dressed by way of character and occupation. Taking the first position was a win for the work I do as a thespian but mostly, the mere mention of my name on such an important list of young men made me reflect on the work I need to put out in the future.

Who's leading the way in South African fashion?

I think David Tlale is constant in putting out great work, he does stand on his own and is a great export in the international scene.

Do you have a fashion icon?

I don't have a single icon because it goes with how I feel at any particular period. Bob Marley, for one, does the close-fitted thing well, which goes well with a rugged look, much like Lenny Kravitz. At times, I go through the clean crisp Jay-Z-type look.

Name the top three style items that are a must-have?

You need black, tan and brown formal shoes, a fitted suit—there really is nothing like a fitted suit—a quality watch and a great cologne.

What is your biggest fashion don't?

I don't really want to come off like the fashion police but just work with your body type.

How would you describe your style?

Eclectic, I like to work with different fabrics and hues.

How do you balance business and keeping up with fashion?

I am in the show business so I had better show up looking great. It's much like

packaging—you judge the integrity of a product by how it looks and avoid the competitor product by how it looks, the sale is made! And business is lost!

What advice do you have for other businessmen when it comes to fashion?

If I needed great business advice, I would go to a great businessman. Likewise, a businessman must go to the expert for advice on fashion. It's really that simple.

What are the most important characteristics of a good leader?

First of all, a leader has to be qualified and suitable for her or his position. We can no longer afford these political deployments, cronyism just suffocates greatness. The future of our children is at stake. But one quality is the ability to stay with the problem longer, this, in my opinion, is the mother of all inventions, this is the province of new untapped markets and ideas. Here, a coach will see hidden strengths in his players instead of weaknesses—what we know as a striker is actually a defender.

Do we need better role models in this country?

Someone once said to me that children don't do as we say they do as we do. You can preach all you want but as long as they see what is permissible through your life, they will do just that. So, you can imagine the result of positions of leadership characterised by mismanagement and criminal activity, as they are in most cases in this country. But most important, is that life has its difficulties and reaching our goals is not always easy, so it is important to see how to do it, it sends a more emphatic message than words can ever send to the observer that they too can make it. The adage that bad company corrupts good character is not a myth, if we as a society are in the company of bad role models, every turn we make, especially those who are supposed to uphold the law, very soon those laws will lose their weight and true meaning.

LINDA

Can you please introduce yourself to our readers and provide some background about yourself and the work that you do?

I run and own a complete corporate communications agency known as LM Relations. We specialise in brand and marketing strategies, corporate and lifestyle public relations, and events, from activations to award ceremonies. We have been in operation since 2013 and currently provide our client services from our Sandton-based office. In 2005 at the tender age of 18, I started working in sales in the UK. A year later, I came back to SA to work at Discovery Health. I then moved to YFM where I was introduced to the media world. I simultaneously work as Kelly Khumalo's Manager in 2007, where I gained my knowledge of the entertainment and media industry. In 2009, I moved to the SABC and in 2010, I simultaneously worked with Khanyi Mbau as her Manager. In 2013, after having been an Account Manager at SABC Radio Sales, I decided to take a leap of faith and resign from the organisation in order to start and fully run LM Relations.

Is style with substance important?

Absolutely, I think in anything you do, you have to have substance. You need to stand for something, you need to be able to stand what for what you do and provide a substantiated reason for doing it. It doesn't have to make sense to other people, as long as it makes sense to you. People won't always understand your personal reasons for doing something. However, that's easier said for better self-actualised people than those who are not.

Who's leading the way in South African fashion?

I think the everyday person who works and likes to look good is leading the way in everyday fashion. I really enjoy the trends

that come from street fashion, combined with the conventional fashion and style that people use to wear awesome clothes every single day.

Do you have a fashion icon?

Anyone with a big enough budget to do fashion properly.

Name the top three style items that are a must-have?

- A perfect-fit suit (in different colours)
- A perfect black patent shoe
- A strong oil-based OUD cologne
- A timepiece

What is your biggest fashion don't?

Clothes, any clothes that are not fitted. Even your tracksuits must have a tight fit.

How would you describe your style?

I would say it's very much "my dad is a lawyer" type of style.

How do you balance business and keeping up with fashion?

The trick is to always ensure that you look good when you leave the house. That way, 'business as usual' becomes more fun when doing it stylishly.

What advice do you have for other businessmen when it comes to fashion?

Look at trends from people around you, pick a style that appeals to you, add your personal touch and you're good to go.

What are the most important characteristics of a good leader?

A good leader must be able to listen and, at the same time, know how to give direction. A leader must be able to foresee things others can't and be able to mitigate any issues if need be. Most importantly, a good leader



Linda Moeketsi

needs to be able to make others feel they can completely trust them with their future.

Do we need better role models in this country?

I think people must choose people with qualities that they like and make a decision to take those qualities for self-use. Too many times, people try to make role models of people, forgetting that people are humans who make mistakes. Ideally, any individual wouldn't like their role model to make mistakes. So to avoid disappointment, rather take certain qualities in order to make the best version of yourself. **BBQ**

Lhilhi Tom



The new Kia Sportage: built to impress

The fourth generation Kia Sportage still has the "power to surprise"

SPORTAGE



The Kia's signature tiger nose grille and sculptured front bonnet give the Sportage an unmistakable sporty appearance. This is enhanced by the Bi-Xenon headlights and LED running lights. The striking rear lights add to the stylish look of the car, whilst the rear tailgate adds to the overall look and feel. Bold new 17-inch alloy wheels complete the sporty impression of the vehicle. This new Sportage is designed and manufactured in Europe with eye-catching style and sportiness.

We tested the KIA Sportage 1.7 CRDI Ignite PLUS and were not disappointed. The interior is full of soft-touch materials and high-end finishes, with plenty of attention to detail. The new ergonomic cockpit is designed with the driver in mind and allows long trips to be handled with ease.



We travelled to Swellendam and Montagu—a distance of approximately 450km—and with normal stops, we covered the distance feeling completely relaxed on our return. The upper part of the dashboard is at eye level, whilst the lower-level controls are all easily accessible and within

reach. Fingertip steering controls allow the driver to access information without removing his or her hands from the steering wheel. The Supervision Cluster with a large 4.2-inch LCD display provides a wealth of driving information about the vehicle and the trip.



The driver's seat is easily adjusted using the electric controls on the side of the seat. The model we tested had all of the features one would expect in a vehicle of this stature. These include airconditioning, auto light control and Bluetooth connectivity.

A 7-inch touchscreen is perfectly situated in the centre console and provides integrated satellite navigation, ensuring you won't get lost and can navigate your way on the most efficient route. On the open road, the Sportage is perfectly designed for any conditions. Whether collecting children from school or taking them to sports events along with friends, the large passenger compartment and rear load area will never be too small, and allows for the stowage of even awkward-shaped sports gear.

When travelling away with the family over weekends or on holiday, the Sportage will never cease to surprise. Fully loaded, the

vehicle will handle all road conditions with ease and comfort. The powerful 85kw/4000 with 280/1250Nm of torque at 2750rpm, 16-valve turbocharged engine takes you effortlessly through the gears using a silky smooth 6-speed manual transmission. MacPherson strut front suspension complemented by a multi-link rear suspension ensures total control and comfort at all times. Safety is fully catered for with a full array of airbags as well as downhill brake control and hill-start assist. The anti-lock braking system (ABS) and electronic stability control (ESC) are standard and also add to the overall driving experience. The KIA Sportage 1.7 Ignite PLUS 6-speed manual is priced at a very competitive R406 995 and comes standard with KIA's industry-leading 5-year/unlimited warranty as well as a 5-year/90 000km service plan. **BBQ**

John Elford

Besides the model we tested, the new range also includes:

- Sportage 2.0 Ignite 6-speed Manual R369 995
- Sportage 2.0 Ignite PLUS 6-speed Manual R376 995
- Sportage 2.0 Ignite 6-speed Automatic R382 995
- Sportage 2.0 Ignite PLUS 6-speed Manual R389 995
- Sportage 2.0 EX 6-speed Automatic R429 995
- Sportage 2.0 EX PLUS 6-Speed Automatic R459 995
- Sportage 2.0 CRDI EX 6-speed Automatic R487 995
- Sportage 2.0 CRDI EX PLUS 6-speed Automatic R517 995

Fortune Nkwanyana: motivating the people

The founder and Director of Blue Fortune Communications is empowering minds and enabling excellence

You have been described as KwaZulu-Natal's top motivational speaker—how does this make you feel and how do you stay motivated?

I must say, to be called KZN's best is something that's very humbling. When I started professional public speaking, my only mission was just to empower and enable excellence, all I wanted was to be in front of an audience and deliver cutting-edge new knowledge. After some years, consistently working on my skill and polishing it has made me one of the best and being called KZN's top is proof of that. To me, it means I am doing something right and I am very happy with that because this is the fuel that pushes me to work even twice as hard to become even better. My dream is not just to be KZN's top speaker, but it's to be ranked in the world's top 10 greatest speakers to ever live, alongside the likes of Les Brown.

What made you interested in motivational speaking?

We live in a world that is full of negative people and I grew up in a township where everyone demotivates you if you try to do something with your life. If ever you tried to aim for excellence and a better life, you would be told that you think you are better than everyone else. In this community, my grandfather was one of the few who was positive about life—a high school drop-out



who was a forklift driver with the mindset of a CEO. One of the lessons he taught me was that "in life, you have to stand for something, because if you don't you will fall for anything", and it was at that moment, at the age of 9 years old, when I made a commitment to stand for excellence in my life. I saw my grandfather display excellence in everything he did, from the way he dressed to the way he talked. He once said: "Never dress like you are going to ask for a loan, but dress like you own the bank." And

that was exactly what I wanted to tell the rest of the world. Be excellent. Later on, I knew that good was not good enough if it can be better, and better isn't better if you can be excellent, and I am committed to living the rest of my life empowering minds and enabling excellence.

What sets you apart from other motivational speakers?

Conferences today are no longer "convenient get-togethers". They are strategic events



Innovative 100% black owned investment holding company

Established in 2003, Reatile Group has established itself successfully to take advantage of the opportunities presented by the economic transformation in the energy sectors of the South African Economy.

The overriding objectives of the group are to invest in quality opportunities in the industrial sectors that are aligned to:

- Energy (LPG, CNG, Electricity, LNG, NG, Renewables, Shale gas, Fuel and Coal Bed Methane)
- Chemicals (Speciality, Commodity and Processing)
- Industrial (Manufacturing and Processing)
- Petroleum

The investment philosophy adopted is any of the following:

- A controlling equity share with key executives remaining
- A minority share if it is of strategic importance
- A partnership approach as a skilled BEE partner
- Developing new businesses where we have competencies
- Leveraging off Black Industrialists Programme Funding where applicable.

Reatile is a long-term investor with no prescribed exit strategy, investing in people to develop the strategy.



WE ARE GROWING | WE HAVE GROWN

Energy | Chemicals | Industrial | Petroleum

www.reatile.co.za



where conversations must link to and determine strategic direction for the year. Speakers can no longer be entertainers and thought provocateurs, but must also have the scars of business war to impart true wisdom. I am different because I bear these scars. I serve on a board, I've battled real pressures, I lead people and I am accountable to shareholders. I am a business speaker.

Please provide our readers with an overview of your background—where did you grow up and how did your motivational speaker journey begin?

There is a small town on the North Coast of KZN called KwaDukuza, which is well-known as Stanger—the surname of one of the missionaries who arrived there to start churches. In Stanger, there is a community called Groutville, and there that is where I was born and raised. This is the same community that the Great Chief Albert Luthuli was born and raised in. It was in this community where I grew up, from a young boy until I was a young man.

Even today, I still say I own my very being to that community that taught me some much about life. I am proud to say that Groutville made me. Even in my professional speaking topics, I share a lot of the stories that I experienced in that community. I can still remember my first time when I was speaking to an audience—it was during high school—in front of 900 learners who had no interest in listening to me. I remember that speech clearly: It was about Nelson Mandela, and I was happy to have the opportunity, I was ready to deliver, but little did I know that they would boo me off the stage.

I was so heartbroken, I cried. But there was a lady—my English teacher—who believed in me. She kept on pushing me and kept on saying I am good at this, and at every opportunity that arose, she would push me to go and deliver something. She believed in me and I think many of our young people today don't have people who believe in them, they don't have that voice of support pushing them in the right direction. To be frank, if it wasn't for that lady

believing in me, I would not be called KZN's top motivational speaker.

So, after high school, I continued to motivate students, even while I was at college. One day, I had an opportunity to speak at a friend's event and in the audience, there was a gentleman who worked with for one of the big companies. He said I was good and he wanted to invite me to come to his organisation to provide staff motivation, and that is how I started getting paid for speaking. One of the highlights of my life was, when I was 22 years of age, I became the youngest speaker to speak at Anglo American to the employees. That shaped my speaking career immensely and thereafter, I started being invited to bigger conferences and events, either as a keynote speaker at the conference or as the closing speaker.

I am a professional speaker with personal experience, new knowledge and research findings. My style of delivery is my secret weapon, it is filled with real-life success stories including my personal experience, which continues to leave my audiences spellbound.

Was there a challenging moment in your life that influenced you and set you on your current course?

The reason why I do what I do is because I believe in human potential. I believe that in each and every individual, there is some greatness within that the world should witness. I believe that "we are all created by a creative God who has created us to be creative beings".

Truth is, I have started businesses that have failed but I am still in business, I have been booed off stage as a speaker, but I am still here as a better speaker. And to me, those were challenges that could have killed my dream but I didn't allow them to steal my dream and my joy.

With God's grace and strength from God, I managed to survive. Therefore, I have committed myself to helping all those who are facing what I faced and also those who are yet to face the challenges. I turn my setbacks into set-ups for come-backs and my challenges into motivation for others.

What qualifications do you possess for your job?

I hold a Postgraduate Diploma in Business Management and I am currently in pursuit of my Master's in Business Administration.

What is your core philosophy?

"Think excellence" — our minds create our realities

I personally believe what the mind can envision, the body can bring to reality. Your mind must arrive at your destination before your life does—it's true that you can never achieve what you've never envisioned. For us to achieve excellence in our lives, we have to think excellence.

What is the difference between thinking positively and having unrealistic expectations?

Positive thinking is having a belief system that is so strong, you only give out positive energy, it is about being confident and having a strong self-belief mindset. Unrealistic expectations, for me, is failing to identify what is real from the unreal things. It's a serious mental illness and this disorder is the presence of delusions, unshakable beliefs in something untrue or not based on reality—I think most entrepreneurs need to be tested for this illness, and I am one of them. We believe we can change the world. And I think that is crazy, but at the same time, all of those who were crazy enough to believe they can change the world, they are ones who usually do. So my question is does delusional thinking exist?

What are some specific examples of how your philosophy has helped people?

I am an example of my philosophy. When I was in high school, I always envisioned myself speaking at big conferences with big audiences. That stayed in my mind to a point where, every time I had a chance to deliver a speech to people, I did it with the mindset that I could see myself speaking at big platforms. Today, what I envisioned years ago has become a reality, I speak at big venues with big audiences and this was created by my thinking. My mind created my reality. **BBQ**

**Print, with a
personal touch.**



Novus Print, a division of Novus Holdings incorporating Paarl Media, has a reputation built on quality, precision and personalised service. These attributes have strengthened our position as the market-leading commercial printing operation on the African continent.

With our continued investment in high-end technology and multiple print channels, our specialised printing plants are equipped to deliver all short, medium and long-run requirements of magazines, retail inserts, catalogues, books, newspapers, security products and educational material.

Talk to us about any of your print requirements – our exceptional printing solutions are guaranteed to make the right impression.



www.novus.holdings/printing

Making Africa's Renewal possible

The **Thabo Mbeki African Leadership Institute (TMALI)** is an institute of the University of South Africa (Unisa) in partnership with the Thabo Mbeki Foundation (TMF). It is an institute for the training of Africans for Political, Economic, Social and Cultural Renewal of the African Continent and its people.

PROGRAMMES OFFERED:

- Policy Making and Analysis for Africa's Development
- Afrikan Feminist and Gender Studies
- African Political Economy – The Africa Economic Challenge
- Africa and International Trade – building an African Developmental State
- Good Governance in Africa
- Thought Leadership for Africa's Renewal

Contact Us

Email: tmali@unisa.ac.za
Tel: 012 337 6171/6077/6013
Website: www.unisa.ac.za/tmali
Facebook: www.facebook.com/MbekiInstitute
Twitter: twitter.com/TMALIunisa

REGISTRATION REQUIREMENT(S)

Matric plus minimum 1-year higher education qualification.

Duration of SLPs is 6 months

I SEMESTER APPLICATION & REGISTRATION 2018

Open: until 31 January 2018