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Mongezi Mnyani

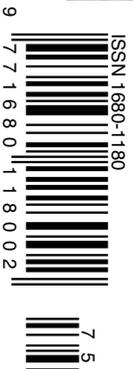
CEO of Khato Holdings
has sights set on African
opportunities

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

THE **R29**⁹⁵



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CAPE
MEDIA

Is corporate governance overrated in South Africa?

While South Africa is still reeling under the recent spectacular corporate disasters in both the public and private sectors, a number of voices are heard questioning the value of corporate governance, and in particular the recommendations of the latest governance report in South Africa, also known as the King IV Report on Corporate Governance for South Africa, 2016 (King IV).

For those of you that have been a bit removed from the corporate governance debate and, as such, not that well acquainted with the governance reports and codes issued in South Africa, the King reports and codes are the embodiment of governance principles and recommended practices issued by the King Committee (under the auspices of the Institute of Directors in South Africa and the chairmanship of the internationally acclaimed corporate governance expert, Professor Mervyn King) over an extended period of time. The first King Report was issued in 1994 and in November 2016 (22 years later to be exact), King IV was released (with King II and King III appearing at intervals during this period). From the outset, it was made clear that the principles and recommendations contained in the different King reports and related codes applied to all organisations in South Africa, notwithstanding the nature or size of the business or the industry or sector in which it operated.

While the focus of this article is on South Africa, it is worth noting that a large number of countries have issued similar governance reports and/or adopted similar governance codes over the past three decades. Like most of these, application of the principles and recommendations contained in the different King reports were to be done on a voluntary basis. As an aside observation, one of the

criticisms that have always been levelled against the King reports is that it does not advocate legislative enforcement of its recommendations. In response, allow me to quote the chair of the King Committee – “one cannot legislate morality”! Globally there is sufficient material and case studies to support this view and to fill a separate article, if not a doctoral thesis.

The King reports were distinguished from most of its global peers, at least in the first few years, by its strong call for organisations to be conscious of the need for responsible corporate citizenship and to consider the legitimate interests of all its material stakeholders, as opposed to only that of its shareholders (typical of a shareholder-centric model). The concept of “ubuntu” (humanity toward others) has been a consistent theme throughout all the King reports. It, therefore, went beyond mere financial and internal controls, a strong feature of many other global governance reports and codes.

Throughout the period previously alluded to, the definition of corporate governance has also evolved into what is today contained in King IV, being “the exercise of ethical and effective leadership by the governing body towards the achievement of the following governance outcomes:

- Ethical culture
- Good performance (value creation)
- Effective control
- Legitimacy

The focus is, therefore, first and foremost, on leadership and, in particular, on ethical and effective leadership. Secondly, the main thrust is to achieve the specific outcomes as listed above in the definition of corporate governance. It is not a “rule book” and it does not encourage mindless application of the recommendations. This is where most of those critical of King IV (and some of its predecessors) misses the point. No



Advocate Annamarie van der Merwe, Chief Executive Officer, iThemba

governance report or code, including King IV, can prevent the corporate failures we have witnessed over the past few years in the absence of ethical and effective leadership. As long as the diseases of greed, fear, sloth, ignorance and arrogance are allowed to fester in our public and private sector boardrooms, there will be many more failures with resultant hardships and losses for stakeholders and, as a result, society.

We desperately need ethical, competent leaders in our boardrooms and in society as a whole. **We need leaders who understand the interdependence between organisations and society, leaders who want to make a real contribution to sustainable development, both within their organisations and society.**

In an organisation with this kind of leadership, who honestly seeks to encourage an ethical culture, who wants to create value for all concerned, who wants to have effective control over the business and lead an organisation that is

trusted by its stakeholders, the principles and recommendations contained in King IV should make perfect sense.

There are two main reasons that King IV and its content should resonate with the aforementioned leaders. Firstly, King IV provides a framework for ethical and effective leaders to facilitate and guide the implementation of strategies, structures, policies and procedures that will assist with achieving the envisaged outcomes of King IV. Secondly, an application of the King IV principles and recommendations will assist members of governing bodies, such as directors of companies, in building a strong defence against legal action in the event of a corporate failure that could potentially result in personal liability, including amongst others, financial liability for damages (be it those suffered by the

entity or others), suffering the humiliation of being declared delinquent or the reputational harm of being found wanting in fulfilling basic fiduciary duties.

The only certainty in business, whether private or public sector, is the presence of uncertainty. Things do go wrong. We do make mistakes – we are human after all. It is in these times that we need to know that we have nevertheless acted in good faith, in the best interest of our organisations and with due care, skill and diligence. An honest and conscious application of the King IV principles and recommendations, considering the nature and size of the organisation and the sector in which it operates, will bring substantial comfort to those in leadership. And if you think this is only relevant for "big business", think again. As company

secretaries and governance consultants we are confronted on a regular basis with the disasters emanating from a lack of good governance in small and medium size organisations, for profit and not for profit, private and public sector.

We are all in need. Society needs sustainable, responsible corporate citizens of all sizes, who understand the need to enable future generations to benefit from its operations and existence. Organisations need effective and ethical leaders who steer their organisations in a responsible manner. Members of leadership teams who strive to achieve the outcomes as proposed by King IV, who are "intellectually honest" individuals, need support and guidance as to the appropriate principles and practices to adopt.

Is corporate governance overrated in South Africa? You decide.



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For further information contact:

Lizelle Geeringh
082 041 0576
lizelle@ithembaonline.co.za

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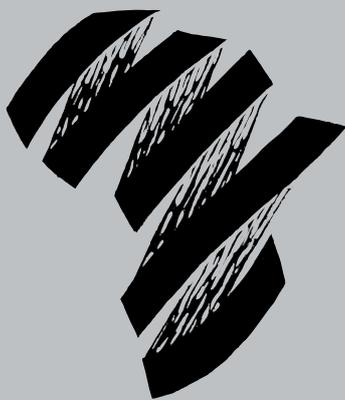
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Editor

Shannon Manuel

shannon@capemedia.co.za

Sub-Editor

Monique Jacobs

Art Director

Brent Meder

Assistant Art Director

Rugshaana Abrahams

Design & Layout

Jesse Jason

Photography

Getty Images, Thinkstock

Cover Portrait

Brent Meder

BBQ Project Manager

Tahlia Wyngaard

tahlia.wyngaard@capemedia.co.za

Business Development Executives

Jeffrey Mbali, Lonwabo Panca, Colleen La Gorce,
James Stone, Brian Mc Kelvie, Albin Balin, Taariq
Abrahams, Noncgebo Buthelezi, Terrence Damster,
Sandy Enstrom

Subscriptions

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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



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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

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FOREWORD



Wow, what a quarter it has been. Just the other day we were planning Christmas presents, summer holidays and New Year's parties and now we're already into the new financial year. I'm still struggling, as I'm sure you are, to cement my New Year's resolutions and the frenetic pace of 2018 isn't helping.

Our number one distraction, and all that was associated with our previous president, has disappeared almost overnight. The prospect of change is driving enthusiasm across the country and the hope for a better South Africa is again tangible.

What has really changed though; other than our favourite excuse and number one distraction "enjoying" retirement in rural KwaZulu-Natal? When you brush your teeth in the morning and stare at your beautiful face in the mirror, what do you see?

I see the master of my own destiny and a meaningful contributor to the South Africa I want to live in. I see a somewhat fearful, somewhat excited individual who has been genetically wired to contribute. I see my true self and all my shortcomings. I see the reason I am where I am. I see my future and everything I want for it.

For the world around you to change, you must change. As Mahatma Gandhi famously said: "Be the change that you wish to see in the world." So, then it's actually in my reality: "For my world to change ... I must change."

Despite the excitement and hope of a new wave of leadership, nothing will change if I do not. Of that I am certain. Unemployment remains our biggest and most pressing challenge. I would argue our only challenge! The redistribution of wealth and true economic empowerment remains critical. An equal-opportunity society will be the only way a bright future, for all our children, will be assured.

Every single one of us, you and me both, need to stop the excuses and get going. Hustle towards your desired future and don't relent. Don't take your eye off the ball and remain both disciplined and singularly focused. No one else is going to change your world, you must. So, stop playing small and step into your greatness. For your sake and for mine. I'll do the same for you. That way, we all win. No more excuses. It's time! **BBOQ**

Harry Welby-Cooke
ActionCOACH business coaching



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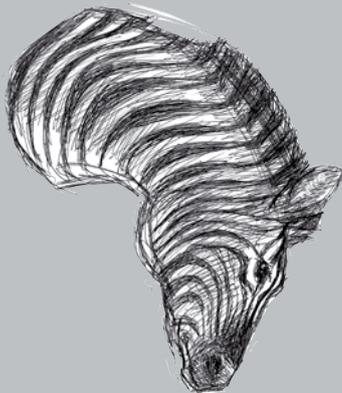
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Contributors

Amanda Van De Barg, Nicole Spruijt, René Caryol, John Elford, Kevin Michaels, Greg Penfold, Quinton January, Dale Rother, Ché Vigus, Monique Jacobs, Ralph Staniforth, Lhili Tom, Siphindokuhle Mazibuko, Shannon Manuel

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EDITOR'S NOTE

The only constant is change



The ancient philosopher, Heraclitus of Ephesus (530-470 BC), viewed as one of the most important thinkers in history, is famous for his insistence that ever-present change is the fundamental essence of the universe, as stated in the famous saying, "No man ever steps in the same river twice."

Born into an affluent family, he renounced his fortune and went to live in the mountains. There, Heraclitus had ample opportunity to reflect on the natural world. He observed that nature is in a state of constant flux. Everything is continually shifting, changing and becoming something other than what it was before. Heraclitus concluded that nature is change. Like a river, nature flows ever onwards—even the nature of the flow changes.

In life, no point in time will ever be exactly the same, as time and change prohibit it. Change is inevitable and rather than shying away from it, it should be embraced.

Throughout the course of human history, change has been one of the great drivers of human and social evolution. Sometimes, this change can be for the worse but, in general change, often brings new life, new prospects and, most importantly, new ideas. As we enter each new year, as a country, there is always a new energy, drive and direction, and hope for new projects, alliances and opportunities.

Change goes hand in hand with growth, thus, for South Africa, the change of presidency from Jacob Zuma to Cyril Ramaphosa is an opportunity for us all to gather our breath and push forward once again to gain a bigger slice of the global economic pie. There is widespread hope that President Ramaphosa will turn things around. At home and abroad, he is seen as an able leader who is serious about tackling the problems and repairing trust in the presidency after nine years of economic stagnation and corruption scandals.

It is my hope that, on a global scale, this change will also usher in a renewed belief in our country and the opportunities it holds.

While a fresh leader is a welcome change, there is still a long road to travel to achieve the systemic change that South Africa so richly deserves.

While change may be constant, one thing about *BBQ magazine* that never seems to change is that it truly takes a team effort to achieve its greatness. As always, I'd like to thank everyone that had a hand, ear, leg or foot in bringing this issue together. A special mention goes to Monique Jacobs, Ralph Staniforth, Lhili Tom and Tahlia Wyngaard for their dedication, hard work and ability to find laughter even in the most strained of moments. **BBQ**

Shannon Manuel



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Mongezi Munya

A lasting legacy for African construction

With their sights firmly set on new opportunities on the African continent's horizon, Khato Civils, a Khato Holdings company, has grown from a Construction Industry Development Board (CIDB) grade 4 to a CIDB grade 9 company—one of very few wholly black-owned construction companies to do so



Bmedw

Specialising in the development of large-scale infrastructure, Khato Civils has established itself as one of the leading black emerging construction companies within the South African market, thanks to a team of qualified professionals with broad experience in areas of earthworks, pipelines, waterworks, roads and concrete works.

Since being bought by the Malawi-born chairperson, Simbi Phiri in 2010, the company has been running at full steam for almost seven years. Khato Civils has also made a significant investment towards building a strong equipment backbone, emphasising growing the company's fleet and heavy plant equipment. The heavy plant equipment includes special purpose equipment such as excavators, TLBs, tipper trucks and flatbed trucks.

Khato Civils wholly owns all of this equipment and their new head office, based in Kosmosdal, Centurion boasts a workshop and warehouse, allowing them to service equipment and procure materials in bulk—a crucial part of their operating strategy.

"We don't believe in hiring equipment as breakdowns will inevitably result in delays. By having our own mechanics and workshop, where all our equipment comes for maintenance, we are also able to uphold our standards and timelines," says Mongezi Mnyani, Group CEO of Khato Holdings.

The workshop also includes a mobile team that is always ready to provide support at any given time to the company's different teams located at various sites.

"We are also confident that we are able to undertake any project and execute that job in time. We think it's important, where possible, to speed up projects, and we set ourselves very specific targets in order to save costs. There is a general belief in this industry that if you prolong a project, you make more money, but that is simply not true. By taking that approach, not only are you compromising your client but for us—where we do a lot of work for the government—it's also the taxpayers who are negatively impacted by the delay," he says.

"So far I think we have done very well in that regard to make sure we deliver on both speed and quality. We're not just doing it for ourselves because, ultimately, we are also taxpayers, so it's important that we're just as invested in quality. We are South Africans too, so our standards must be high," Mnyani adds.

Projects in the pipeline

Working primarily in the water and infrastructure space, Khato Civils has a number of ongoing projects.

Together with South Zambezi and LTE Consulting, Khato Civils was appointed by Lepelle Northern Water on an engineering, procurement and construction (EPC) basis for the Mopani District Municipality Water and Sanitation Revitalisation Programme.

This project is intended to address the short-term water and sanitation challenges in the Greater Giyani Local Municipality, as well as provide medium- and long-term solutions to the water and sanitation challenges within the Mopani District Municipality.

The first phase of the Giyani project involved the revitalisation of existing services in and around the greater Giyani area through the repair of all leaking bulk pipelines and replacing all faulty valves. An estimated 345 kilometres of bulk pipelines have been laid, as well as an overhaul of existing pump stations and sewer pump stations on the pipeline.

"Giyani is one of the biggest water projects we've been tasked with. Our primary goal was to replace the old infrastructure, old infrastructure that had collapsed—causing water flow problems and affecting local people in terms of both the water quality and sanitation problems. The project is now 93% complete and we hope to finish in June," says Mnyani.

"We are very proud of this project—where other companies have failed to complete the job, we have managed to stay there full time and employ local people. Everyone knows us there and we are one of the biggest employers, aside from the municipality. Our hope is always to leave a legacy, a challenge with this project as

there were a lot of controversies, including the costs of work and the failure of previous companies. These communities have suffered as a result of having no access to water and sanitation, making it even more important to produce good quality work," he explains.

Further afield, Khato Civils, in conjunction with South Zambezi, was recently appointed to undertake one of Malawi's mega water supply projects—the Lake Malawi Water Supply Project.

This project will pump and deliver 50 million litres of potable water from Lake Malawi to Lilongwe City every day, putting a complete halt to the many issues that have affected the lifestyle and livelihoods of the city's two million residents. Valued at about US\$500 million, this project is billed as Africa's largest water transfer project under construction and is expected to be completed by 2019.

"We started with the planning phase last year, working with South Zambezi. The Lilongwe Water Board and the government are now in the final stages of planning, and we hope to get started in March/April this year—the project deadline is set for 18 months. We are again applying the same philosophy, starting off with 30 staff members with the aim to employ more Malawians once construction gets underway. We will upskill them and also provide a lot of support to local business with respect to materials," he says.

The Johannesburg Roads Agency (JRA) has also awarded Khato Civils a contract to repair and upgrade both carriageways of one of the city's biggest double-decker bridges, located between Carr Street and the Crown Interchange on the M1 motorway in Johannesburg. According to Mnyani, there have been problems with maintenance in the past and Khato Civils will be working closely with the JRA to restore this bridge. Construction will be starting soon and is expected to last for the next 16 months.

Preparing to expand further into Africa, Khato Civils is currently working in Botswana after having been awarded a tender to upgrade two pump



Mongezi Mnyani, Chief Executive Officer

stations—the project is expected to start in the next three weeks.

“We have also been looking at Ghana as a potential area of growth and we have been talking to the various ministries involved with water, roads and sanitation because we know that they also have a number of challenges with infrastructure in these areas. I believe we have to look at the continent for new opportunities and we hope to see ourselves setting up new offices in Malawi, Zimbabwe, Botswana, Ghana and perhaps even Uganda. In the next three to five years, we hope to see 80% of our business come from the rest of the continent and in order to succeed, we will be very strategic when choosing which projects to take on,” says Mnyani.

“We must contribute to the development of the continent but when you look at what’s going on there already, we must ask why African companies are not dominating in that space. I think it’s up to us to prove that an SA-based company is equally capable of undertaking these projects,” he adds.

Buying into success

Ensuring that construction takes place and that projects are completed on time and within budget, procurement plays a vital role in Kato Civils success.

Supporting the operations of the organisation, Procurement Director, Ncumisa Mnyani ensures that delivery is on time by vetting suppliers in advance and making sure they use credible service providers.

“There’s nothing worse than people sitting on site with no materials to work with. When it comes to procurement, you need to be alert of all jobs coming, especially with regards to the key items of the project and their lead times. You need to understand who the suppliers, distributors or manufacturers are and understand the quantities you are buying. You also need to have the clout to deal with the manufacturers directly. With all the research that needs to take place, you don’t wait for requisition forms to come in. In the case of the Malawi project, you would also have to understand the possible price fluctuations and make sure that, ultimately, you are paying the right price,” she says.

Khato Civils’ procurement strategy depends mostly on what it is they need to buy. Mnyani looks at what can be purchased in bulk or services they may require for extended periods of time.

“Sometimes you can negotiate to pay only for what you consume and with smaller items, you work with distributors to get into contracts or open accounts to ensure a supply on a continuous basis. Wherever we operate, we also speak to the councillors of various municipalities and local business forums to assess the climate. We look at the businesses that are there and try to help them run better. We educate them on things like tax clearance certificates, where we insist on suppliers having one, and we empower them with certain skills so that instead of shipping materials in, we are able to support the community and contribute to the local economic development,” Mnyani says.

However, despite diligently sourcing all the necessary documentation, building stable relationships with suppliers and doing all the background research, Mnyani says they do still come across challenges, especially delays in the delivery of service and suppliers who have over-committed themselves.

“You can’t know in advance that these things are going to happen unless you physically go and inspect to check that your materials are there. And even when you do go there to inspect a sample, while you want to trust the sample, you have to keep checking that the actual product maintains that same level of quality you were promised when you inspected it the first time,” she explains.

While Khato Civils does its utmost to support local communities, it is still a sore point when community members see trucks come from outside their area.

According to Mnyani, it is also essential to prevent buyers from being influenced by suppliers, especially when it comes to kickbacks. For this reason, there is a constant rotation of buyers, which prevents people from becoming too comfortable and avoiding any corruption.

Where appropriate, Mnyani’s department also ensures that resources that

can be shared are distributed, avoiding the unnecessary accumulation of one particular resource.

“You must be aware of your inventory at all times. Sometimes materials have a limited lifespan, or there is a special way in which to store them. For that, we need to look at the construction schedule. It’s almost like buying a car; it’s not just about that first day you drive it but also the maintenance involved. We must also make sure that these materials translate into money and that means keeping an eye on wastage,” she says.

In order to succeed in a career in procurement, Mnyani believes it’s important to always be proactive, checking on what is being ordered and knowing enough about the business to know when something is missing.

“You have to understand the entire company. You also need to understand the bigger picture, as well as all of the nitty-gritty details of the project at hand,” she explains.

A true testament to teamwork, Mnyani often finds herself working in tandem with the Finance Director, Pride Phiri, as they strive to find a balance between the cash flow and managing resources efficiently.

“We always need to be cognizant of the fact that the finance department often has the most limited resource—money—so, when it comes to negotiating, everyone wants to pay as little as possible. Together, we look at the order and I ask him about the budget needs, and I use this to guide me regarding placing orders and making deals. I don’t want the financials of the company to look worse because we have too many assets. Therefore, it is important that we have that relationship, especially in terms of prioritising payments. On the other hand, I also understand what is critical for contractors on site, and I then advise finance on how to allocate resources appropriately. Pride also consults with me to ensure our cash flow is always favourable and healthy. We work very well together, we understand each other and we make a good team because together, we understand the bigger picture,” she says.

Smart on the money

As Financial Director, Phiri's primary role is effective financial management, particularly cash flow control, a task, he says, that can be quite challenging at times.

"One of the main challenges for us is non-payment for the work that has been done. Because we focus on large-scale

infrastructure projects, our clients are often metros and other government entities. They do take quite long to pay, which is a problem when we have already made certain commitments to our suppliers. That is a major challenge but some of these metros are starting to improve. However, waiting for six to seven months for payment while incurring

supplier costs, payroll costs etc., can put a lot of strain on a business and it's very difficult for companies to take on the government or go to court because of the Procurement Act, but we often find ways to successfully mitigate these challenges," he says.

In order to ensure that finances are adequately managed, each project has its



Pride Phiri, Financial Director

own budget or contract. When money is received from a project, Phiri ensures that the needs of that project are met—including labour costs, materials and consumables.

“Once these payments are settled, we then continue to run until the next payment, and we continue the process. We do also have an integrated system with procurement so that once materials have been received on site, they are entered into the system and we release payments,” he explains.

Phiri believes that the successful management of Khato Civils’ finances is also as a result of the Executive Chairman and CEO’s deep understanding of how to run a business. Both see the importance of proper cash flow management to ensure that each project is successful.

“They understand that financial resources must be kept to the project they are allocated to and neither the executives nor top management are ever tempted to dip into those resources to pay for other things,” he says.

Phiri works very closely with the procurement, financial planning and commercial departments to ensure that projects go ahead smoothly and that there are no material or labour issues.

“I get involved in all departments in the organisation and as we grow, I am the first to offer advice. I look at where we want to grow, be it other markets or continents, and before we go there, I also need to look at the commercial viability of that market or client. Can they pay, or do they have a bad history? Are they committed? I also need to check on potential new countries and I look at political risks. How do we mitigate them? Are we obliged to fulfil local commitments? What are their laws? Additionally, I make



Ncumisa Mnyani, Procurement Director

sure that we are compliant in terms of all the legal business requirements," he says.

Another aspect of growth that Phiri has already identified is the company's ability to manufacture their own materials. "Mostly, we buy a lot of materials from other companies but now we have started to manufacture certain things, like concrete products, instead of getting concrete from other companies. This is another potential growth strategy for us and it allows us to control the time of delivery and, therefore, also the costs involved," he explains.

According to Phiri, prudent financial management is the key to ensuring that Khato Civils will prevail through difficult times. Their success also comes down to the fact that they own their own equipment.

"In construction, you need to emphasise concepts such as prudence. This means managing risk from the site and by this I mean the risk of time—because if you start late, you won't achieve your daily targets and, ultimately, your monthly targets, and this affects your invoicing. Then, material management is also prudent. If you don't control the procurement, receiving and issuing of materials on site, you can lose control of the project. This, in turn, affects your margins and the margins in construction are very small. Allowing these mistakes to happen would make it difficult to sustain yourself as a business.

Putting people first

Mongezi Mnyani says Khato Civils looks after its employees, noting that the company has a high retention rate.

"This is what we are all about. With a total of 3 000 people working for us across all sites, we believe that we have to invest in our staff to get the best out of them. Most of our staff members are full-time employees, rather than having them linked to specific contracts or projects. I think what also sets us apart is how we respect the communities we operate in. We interact with the local councillors, mayors and even the traditional leaders. We make sure that it's not just us working in that space, we employ local people and empower them. This makes it better for

us, leading to fewer disruptions on site, and the people who prove their skills are absorbed into the company, ensuring we uplift these communities to a certain level," says Mnyani.

As the owner and chairperson of the company, Phiri's philosophy has made a lasting impact on the people who work there.

"While he's been in business his entire life, he has never worked for other people. He is the best man to steer this company towards success. He is a very astute businessman and I've learnt a lot from him. I've gone from a bureaucrat to a businessman and Simbi has guided me in terms of what needs to be achieved. He is still highly involved and we have all learnt the intricacies of the business from him. He has created many networks and he is able to understand and visualise things in a unique way. He may not be an engineer but he certainly sounds like one—a result of his practical understanding—and this has always been an asset to the company," Mnyani says.

Khato Civils also believes in investing in the improvement of the livelihoods of the people surrounding its projects. Not only do they employ their core labour force from the communities surrounding their projects but they also analyse the needs of the communities and assist where they can.

Khato Civils has spent more than R5 million on initiatives linked to its Giyani project, including renovating a school for the disabled and improving its sports grounds, as well as upgrading sports clubs, police stations and schools to ensure that learners are taught in a conducive environment.

In Malawi, Khato Civils has renovated clinics, police stations and schools as part of its efforts to plough funds back into the communities where it is active.

"We assist where possible. Our key focus is schools and we make a point to identify schools in need of repair or, in some cases, where schools need to be built. We believe that the children are our future. Therefore, when it comes to investments, education is always a priority. That said, we have also graded a road and we even upgraded

the parking at a police station because we believe that we must invest back into those communities. It's about cooperation and collaboration, and we strive to provide value for money, rather than just making a profit and running away. We make sure everyone benefits from our presence," he enthuses.

The man behind it all

At Khato Holdings, Mnyani is responsible for developing and implementing sound business operations and strategies, and ensuring that the company grows its market share, both in South Africa and on rest of the continent.

His appointment as CEO of Khato Holdings, which includes three subsidiaries, Khato Civils, Khato Equipment and Khato Materials, started on 1 April 2016, after 19 years of uninterrupted service in the government.

During his time as a public servant, Mnyani worked for various government departments, including the Gauteng Provincial Government, where he was the head of the department for the local government and housing and was responsible for the overall management of the department.

"Sometimes, you feel as though you've reached a ceiling and that you have provided your services, in my case, to infrastructure development, housing and other state entities. I have always had a passion for infrastructure development, so, I asked myself, 'What can I do next'? I wanted to be challenged and I had my time dealing with politicians and communities—I didn't want to be lost in that space anymore," he explains.

"I am a naturally versatile person and I understand how to interact with people across the spectrum. It's up to me to make sure that we keep people employed and happy while increasing our book value and uplifting the economy. It's a big job but I'm capable and I believe this is not a one-man show but rather, a team effort and, therefore, collaboration is essential," he concludes. **BBQ**

Amanda Van De Barg



COACHING. Not just for sports.

High performance comes with years of discipline, massive amounts of sacrifice and the inevitable roller coaster of highs and lows

No athlete, whether participating in an individual or team sport, would ever consider embarking on a path of high performance without a coach, even if they've essentially dedicated decades to the same sport.

It's rather amusing, then, when we pity those same athletes and say things like: "Shame, their poor performance is directly linked to the number of games they're playing in the modern era."

So, where does that leave the poor entrepreneurs of this world?

After all, ActionCOACH founder, Brad Sugars says, "Entrepreneurs are the crazy people who work 100 hours a week so they don't have to work 40 hours for someone else."

For the past 25 years, ActionCOACH business and executive coaching has been giving the same high-performance privileges to business owners and executives around the world. Having originated in Australia in 1993, today, ActionCOACH operates in over 70 countries across an even spread of developed and developing countries.

Master Licensees for Sub-Saharan Africa, Harry Welby-Cooke and Pieter Scholtz, brought the global phenomenon to South Africa in May 2007 and have continued

to grow from strength to strength. Today, their team of 47 full-time ActionCOACH business coaches ensure a high performance across the business landscape.

As sophisticated as the world has become, you still can't go just anywhere to really learn how to run a business. Yes, there are some entrepreneurial-focussed courses but the real learning generally comes in the form of mistakes and learning through paying lots of 'school fees'. Unfortunately, with margins always under pressure and often heading in the wrong direction, those same 'school fees' are becoming impossible to pay.

Add to that the unforgiving nature of business, the robust credit processes of our banks, as well as the large-scale unemployment and entrepreneurs really have little margin for error. You've got only one chance to make it work and that's it.

Coaching is, however, not just for the new or struggling athlete, just in the same way as it's not only for the startup or struggling business. In fact, many businesses have reached a ceiling of success largely engineered by the level of the entrepreneur.

The business owner has taken the business as far as they know how and they now need some outside intervention to ensure it breaks through to the next level of success. Perhaps another great example lies in the saying: "Teach a man to fish and you feed

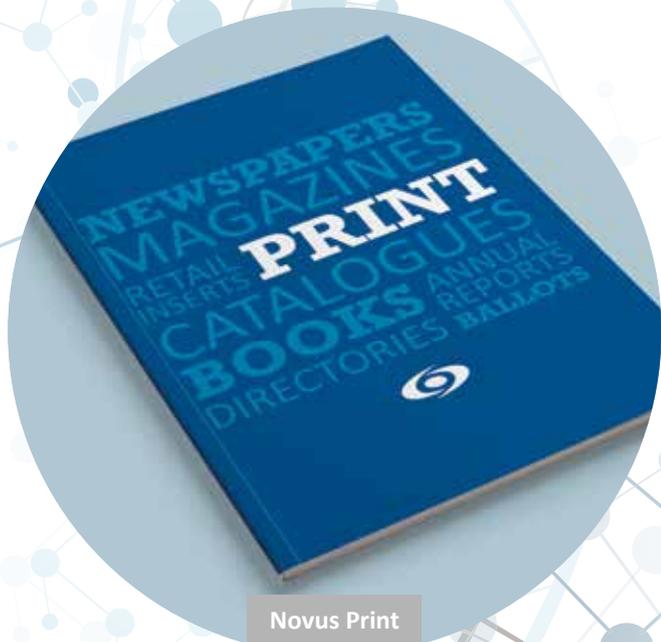
him for a lifetime." That truly depends on what fish you're trying to catch, doesn't it? Teaching your child to catch their first fish by standing next to the dam in no way empowers them to go deepsea fishing for marlin. Whilst the principles may be the same, the equipment, techniques, bait and processes all differ. In the same way, catching a bigger business also requires a different approach.

Business can also be lonely at the top and who truly supports you? Whether your challenge is time, your team or money, an ActionCOACH is exactly what is required to ensure you become world-class and in doing so, you can deliver a high performance consistently.

As Jim Rohn said: "Work harder on yourself than you do on your job." ActionCOACH ensures you and your business grow into what they define as a true business: 'A Commercial Profitable Enterprise that Works Without You.' Perhaps that's exactly why the business is called ActionCOACH in the first place. Not Tomorrow Coach, nor WhenIGetTheTime Coach but ActionCOACH. If you're serious about your business, perhaps it's time you take Action! **BBQ**

For more information, please visit www.actioncoach.co.za or email southafrica@actioncoach.com

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A close-up portrait of Cyril Ramaphosa, the President of South Africa, looking slightly to the right. He is wearing a dark suit, a white shirt, and a red patterned tie. The background is dark and out of focus.

Under new leadership

Cyril Ramaphosa's election as President has elicited a wave of optimism amongst South Africans who are hungry for a change

South Africans are yearning for a new leader in whom they can place their dwindling trust. As fate will have it, cometh the hour cometh the man, and it's none other than Cyril Ramaphosa. He faces, what can be described as a herculean battle, to win the public and investor support.

Analysts described the ANC's choice of leader in December as a turning point for the country, not just the party. Now, Ramaphosa is in charge of both. Fifty-four million South Africans, and many others across the continent and the world, will shrewdly be watching his every pronouncement to determine whether the future will bring new hope or the continued disappointment that South Africans have become accustomed to.

The role of the president is one that bears many challenges, as South Africa remains a country with enormous resources, great wealth and immense opportunity, but also vast inequality and poverty. Despite the immense efforts made to build homes and supply basic services to millions of people, successive ANC governments have been unable to meet expectations. After the parliamentary vote, Ramaphosa addressed the nation, declaring, "Our intent is to continue to improve the lives of our people."

Hailing a "new dawn", a day after his inauguration, President Ramaphosa has promised to fight corruption, which had weakened the state-owned enterprises in Africa's most industrialised economy. He has declared that his government is committed to "policy certainty and consistency".

Many have agreed that one of the first major tasks for Ramaphosa will be to unite the ANC before the campaign for the 2019 General Elections gets underway. While the organisation's political dominance remains fundamentally unthreatened by the

opposition parties, the ANC must limit its losses—recent municipal polls saw serious setbacks—and avoid being forced into a coalition government. The undertaking will not be an effortless one, as to achieve this, the disaffected followers of Zuma will need to be co-opted, or marginalised—even though many remain in positions of power—and ideological disputes, that have split the ANC, remain largely unresolved.

Politics—a long walk to freedom

Ramaphosa accompanied released ANC political prisoners to Lusaka, Zambia in early-1990 and served as chairman of the historic National Reception committee, which co-ordinated arrangements for the release of Nelson Mandela and the subsequent welcome rallies within South Africa.

He was elected Secretary-General of the ANC in a conference held in Durban in July 1991. In his capacity as Secretary-General, he became Head of the Negotiations Commission of the ANC and participated in the Convention for a Democratic South Africa (CODESA). He reflected, "It is vital that you ensure that you end up with a democratic result."

Following the first fully democratic elections in 1994, Ramaphosa became a member of parliament and was elected as the chairperson of its Constitutional Assembly on 24 May 1994, playing a key position in the government of national unity. His background in law made him a valuable asset when drawing up the New Constitution of South Africa.

However, after he lost a closely fought race with Thabo Mbeki to become President of South Africa, he resigned from his political positions in early-1997 and moved to the private sector. President Ramaphosa's ascension to power was no walk in the



park. The contest in the ANC was robust and, in some instances, contaminated with greed and corruption.

During his address to the nation, he emphasised that “this is the year in which we will turn the tide of corruption in our public institutions. We are determined to build a society defined by decency and integrity, that does not tolerate the plunder of public resources, nor the theft by corporate criminals of the hard-earned savings of ordinary people”.

Rampahosa is believed to have been Mandela’s preference for succession, however, it did not materialise as intended. The rise of Ramaphosa only affirms the wishes of Mandela and the qualities he saw in him.

The economy

The economy is at crossroads, pigeon-holed by twin deficits, weak economic growth, high unemployment and an increasing inequality. The outlook for the economy has darkened precipitously in the past few years. The need for fresh, inspired leadership to transform our political economy cannot be overemphasised.

Will President Ramaphosa turn the corner of our economic impasse? This is the million dollar question on everyone’s lips.

In his speech, President Ramaphosa spoke of attending to many initiatives of growth and opportunity such as job creation, youth employment, rural economic stimulation and industrial hubs, and made the promise to address the dysfunctional mining charter, encourage small business incubation, expand agriculture and tourism, and address crime.

“For several years, our economy has not grown at the pace needed to create enough jobs or to lift our people out of poverty. Public finances have been constrained, limiting the ability of the government to expand its investment in economic and social development. Tough decisions have to be made to close our fiscal gap, stabilise our debt and restore our state-owned enterprises to health,” said Ramaphosa.

Shortly after Ramaphosa started his address, the South African rand surged, trading near its three-year best. Financial markets have rallied since Ramaphosa took over from Zuma as the ANC’s leader in December, as investors warmed to his covenant to pursue overseas investment.

Ramaphosa in the business world

During his two decades within the private sector, Ramaphosa held executive positions on numerous JSE-listed companies where he built his wealth to



become one of the more successful businessmen in South Africa.

Some of his directorships include SA Breweries, Alexander Forbes, Medscheme Limited and FirstRand Limited.

However, it was the founding of the black-owned investment holding company, Shanduka Group where Ramaphosa found much of his wealth. The group held investments not only in South Africa but also in Mozambique, Mauritius, Ghana and Nigeria. It also covered numerous industries including energy, telecoms, property and financial services, among others.

The success of the Shanduka Group confirmed Ramaphosa as a skilled negotiator and dealmaker. These traits were learnt during his time in politics as a Labour Negotiator, and he successfully carried them out in his business interests. Despite all the success during his business ventures, there

was also some controversy. In 2011, Lonmin, a mining company in which Ramaphosa was the non-executive chairman, was involved in an unprotected strike by mineworkers. This eventually led to what is now known as the Marikana Massacre—a strike that left 34 mineworkers dead at the hands of the police.

However, in the ensuing court case, Ramaphosa was cleared of any misconduct.

Ramaphosa's two decades in the private sector have not only provided him with a good background to run for the presidency, but it has allowed him to build very good relationships within that sector, a sector that comes under great pressure within South Africa.

In 2012, former President Jacob Zuma appointed Ramaphosa as his deputy, after he was elected as Vice-President within the ANC structures. This led to Ramaphosa resigning from most of his private-sector

positions in order to avoid a conflict of interest. It was largely felt that Ramaphosa's business acumen would stand the country in good stead whilst being second in charge.

Trade union leader

Ramaphosa was the Conference Organiser in the preparations leading up to the formation of the Congress of South African Trade Union (COSATU) and delivered a stirring keynote address at COSATU's launch rally in Durban in December 1985. In March 1986, he was part of COSATU's delegation, which met the African National Congress (ANC) in Lusaka, Zambia.

He recalls how it all began at its 30th Anniversary in 2015: "COSATU has a wonderful tradition of being true to the values of workers, being militant and bolstering the Liberation Movement. Today, South Africa's democracy is where it is, in part, due to the

contribution made by working people through the union. It has helped strengthen the liberation forces in our country, and it is for that reason that it continues to occupy a special place in the hearts of ordinary people."

In July 1986, after the declaration of the state of emergency, Ramaphosa went into hiding after the security police swoops on the homes and offices of the political activists. He travelled to the United Kingdom and appeared with NUM President, James Motlatsi, at a conference of the British National Union Mineworkers. He was later refused a passport to travel to Britain in 1987, but when he became the recipient of the Olof Palme prize, he was permitted to travel to Stockholm to receive it.

I want to be there when the people start to turn it around

The first clear indication of how Ramaphosa's parliament will work came when he spoke about working together with everyone in the National Assembly, confirming that he will be reaching out to other parties to advance the interests of our people.

He reminded everyone in parliament that they are here to serve those who elected them. Ramaphosa emphasised the need to take care of the poor and to diligently serve those "who cannot find work, who were forced to leave school, and whose taps do not work, regardless of a drought, as they are our people".

President Ramaphosa said that plans to expedite land reform using expropriation without compensation won't involve "smash and grabs". Nevertheless, it has to be done, he said, and should be seen not as a threat, but an opportunity.

"We are all called upon and enjoined to heal the divisions and the pain of the past. And this is a collective task. It is not a task of the ANC alone; it is our task as a nation. It belongs to all of us," he said.

The president spelt out plans for better oversight and coordination of state-owned companies so that they can help to grow the economy instead of being a drain on the fiscus, and pledged swift action in terms of bringing down the cost of data, removing the red tape that is stifling small businesses and a crackdown to ensure the government pays its suppliers within 30 days.

President Ramaphosa has confidence that a new social compact can be forged to turn the country around and deal with injustices of the past. He used his reply to debate on his State of the Nation Address to amplify his call for South Africans to unite behind efforts to revive the country from the challenges that hinder its growth. "Poverty and inequality will only be defeated by South Africans uniting behind a shared national agenda. I am confident that we can move with urgency and purpose to forge a new

social compact to revive our economy, to create jobs, reduce inequality and effect fundamental social economic transformation," he said.

President Ramaphosa made reference to South African icons such as Nelson Mandela and Albertina Sisulu as pillars upon which to mould the new era of South African leadership. "We honour this son and this daughter of the African soil in a year of change, in a year of renewal, in a year of hope.

"We honour them not only in word but, more importantly, in direct action towards the achievement of their shared vision of a better society. We should honour Madiba by putting behind us the era of discord, disunity and disillusionment. We should put behind us the era of diminishing trust in public institutions and weakened confidence in leaders. As we did our minds of all negativity, we should reaffirm our belief that South Africa belongs to all who live in it," he said.

He ended his speech by quoting trumpeter and singer, Hugh Masekela, known as the 'father of South African jazz', who used his music in the fight against Apartheid.

"In his song, 'Thuma Mina', he anticipated a day of renewal, of new beginnings. He sang: 'I wanna be there when the people start to turn it around'," Ramaphosa said. **BBQ**

Thabo Owen Mokwena





The president's cattle

The story of a passion

Biography is a popular and successful genre in South Africa, especially the biographies of the rich, famous and infamous. Readers are hooked on the tales spun around the lives of the powerful, be they criminals, entrepreneurs, politicians or, as is frequently alleged to be the case, a combination of all three; the more controversial the life, it seems, the greater the number of biographies (the fourth President of South Africa has been the subject of at least five

books). When it comes to President Cyril Ramaphosa, however, one has to go back to 2008 to find a biography (by Anthony Butler) of "one of South Africa's most celebrated political leaders and his contributions to the country's liberation movement". So much has changed since then, so much history has unfolded, that a fresh source is required for those who hunger for insight into the passions and motivations of the man who became our fifth president so dramatically

this year. Fortunately, this insight is available in the form of a book penned by the man himself.

The subject of the book is twofold. First, it speaks of cattle: the Ankole cattle breed from Uganda, 'the Cattle of Kings' known for their soaring horns, and Ramaphosa's quest to establish his own herd of these animals, in which grace and power are lyrically combined. Second, it speaks of





Ramaphosa's bid to fulfil the legacy of his father, whose cattle-breeding ambitions were thwarted by the hardships of the Apartheid era, forcing him to abandon his herd in Venda and trek to Johannesburg as a migrant worker in order to support his family—a story familiar to millions of families throughout South Africa and, consequently, one of universal interest.

"Like many of the men of my father's generation, he had no choice but to go to the city of Johannesburg to find work. His traditions, his wealth and his very identity were left behind, and whatever wealth he had built up would later be eroded," Ramaphosa writes in the book. "I am sure my late cattle-loving father would have been proud to see that I have become a cattle breeder."

It was Ugandan President Yoweri Museveni who introduced Ramaphosa to the Ankole cattle breed in October 2003. "I was on a business trip to Uganda, and that is where the fire was lit. Upon hearing that I was visiting his country, Ugandan President Yoweri Museveni invited me to visit him at his cattle ranch. I wasn't the deputy president of South Africa at the time, but I was told that inviting heads of state and business leaders to his ranch was something of a tradition for the Ugandan president, so naturally we accepted the invitation," he writes.

For Ramaphosa, it was a case of love at first sight:

"I was intrigued and in awe and fell in love with these creatures immediately. President Museveni and I exchanged a few pleasantries, but I couldn't help myself. 'Please,' I said. 'You must tell me about these cattle. They are simply beautiful,'" Ramaphosa writes.

It turns out that the Ankole lineage stretches back before the remotest living memory. Ramaphosa explains: "Historically and scientifically speaking, the Ankole can be traced back thousands of years before our time—even before the time of the Banyankole in Uganda or the Tutsi in Rwanda, who both love these cattle equally (they are called Watutsi cattle in Rwanda). We find them in cave drawings and other cultural murals, and in many oral traditions. We find them in the histories of India and Ethiopia, Egypt and Europe. In fact, the Ankole's heritage stretches as far back as 8 000 years to the wild aurochs, the first cattle to be domesticated by humans. And some think the aurochs may have grazed the earth for over a hundred thousand years before humans came into the picture."

Immediately, Ramaphosa resolved to bring this incredible legacy to the country of his birth.

"My visit to Uganda made it clear to me that these cattle could bring many advantages to the cattle-farming community in South Africa, and so I

set to work to bring some Ankole to our country," he writes. "But there were several barriers to overcome. After reaching a sale-and-purchase agreement with President Museveni, I returned home and immediately contacted the Department of Agriculture to see how I should go about bringing the Ankole to South Africa and getting them registered as a new breed."

Bringing live animals into South Africa was not as simple a proposition as it might sound.

"The department was concerned about different strains of animal diseases from that part of Africa; and about South Africa's lack of knowledge concerning animal disease-control measures in Uganda. I found this incredible and felt almost mortally disappointed at the prohibition. ... But I knew I could not give up so easily," he writes.

A cunning plan was formulated: Ramaphosa worked with local embryo-transfer experts to clone the Ankole cattle in South Africa from embryos harvested from Museveni's herd. The first calves were born in 2007. The lineage had been cloned.

Now, eleven years after the birth of the first Ankole on South African soil, Ramaphosa is one of the biggest breeders on the African continent.

"I am sure that my cattle-loving father would have been proud to see I have become a cattle breeder," writes Ramaphosa. "That I have become a breeder of three stud cattle—the Boran, a Kenyan breed; the Bonsmara, a South African breed developed by Professor Jan Bonsma; and, of course, the Ankole—would have amazed and pleased him no end."

The prize bull

As one would expect from someone with the finely honed business instincts of President Ramaphosa, the Ankole herd has also proved to be a shrewd business investment. In fact, last year, one of his Ankole bulls went for R640 000 at the Ntaba Nyoni auction near Ermelo in Mpumalanga—the first auction of Ankole and Ankole crossbreeds in South Africa.

Ramaphosa's bull—Lot 35, NANK10-115, with a right horn length of over 110cm, a left horn length of more than 114cm and a tip-to-tip horn length of over 129cm—fetched the highest price of any bull at the auction.

Now a registered breed, Ankole is administered by the Afrikaner Cattle Breeders' Society of South Africa.

Ankole meat is naturally low in cholesterol and high in polyunsaturated fatty acids, two purely genetic traits that neither development nor feeding can attain. **BBQ**

Quinton January



Transforming public services across the continent



During her official opening address at the Fifth General Assembly of the Association of African Public Services Commissions (AAPSComs) on 13 March 2018, South African Minister of Public Services and Administration, Ms Ayanda Dlodlo took the opportunity to welcome some of the very influential people who had joined her to discuss the challenges of public administration and service delivery they face within their various countries

Among the delegates was the President of the Association of African Public Services Commissions, Advocate Richard Sizani, Vice-Presidents of the Eastern African and Southern African Regions of the Association of African Public Services Commissions, various chairpersons of the African Public Services Commissions, Permanent Secretaries and Mr Kennedy Maimela of the South African Association of Public Administration and Management, as well as Vice-Presidents from East and Southern Africa.

She also noted that the theme, Building and strengthening the capacity of the Public

Service Commissions to meet the challenges of public administration and service delivery in Africa, was perfect for the occasion, given the challenges the continent faces when it comes to governance and service delivery.

She said the Assembly, in short, has a few important objectives, which she laid out as follows:

- To provide a common platform for the Commissions to promote and share best practices.
- To promote professionalism in the conduct of the business of the Commissions.
- To promote solidarity among African Commissions by fostering relationships towards a shared vision on public administration and management on the continent.
- To develop linkages and networks with international and regional bodies in order to promote the objectives of the Association and facilitate the implementation of inter-governmental goals applicable to the public service.
- To promote transparency, accountability and equity in pursuance of good governance.
- To promote the increased use of information and communication technology and other innovations to improve public administration and management.

She continued, "Given these critical objectives, I have no doubt that as experts in public administration, your deliberations during this three-day meeting will do justice to these important matters in a manner that will benefit our common objectives as public service practitioners on the continent."

According to Dlodlo, the solutions to the challenges that the continent faces lie in associations like the AAPSComs, which, as a network of oversight institutions, has the express purpose to promote good governance and efficient public administration.

This passionate speech was addressed to an audience of influential people, "an audience who has, as its stock in trade, the strategies, insights and methodologies to oversee their respective public service administrations, and in so doing promote the much-needed transparency and accountability."

Dlodlo continued to say, "We know that good governance is not easy, and tends to

become a nebulous concept, as it embraces many concepts of importance. Notions like the struggle against corruption, greater accountability for poor management of public funds and vigilance against human rights abuses can only be attained when there is the competent management of a country's resources and affairs in a manner that is transparent and accountable.

"Where there is corruption, wastage of public funds, a lack of accountability and human rights abuses, development will suffer. If we were to take the argument that effective service delivery is the outcome of good governance, which can best be promoted through sound oversight, we would be on the right track towards an efficient and accountable public service."

According to authors John Hatchard, Muna Ndulo and Peter Slinn in the book titled: *Comparative Constitutionalism and Good Governance in the Common Wealth, An Eastern and Southern Perspective*, "The public service is the bedrock of the government, providing not only the expert advice on the basis of which policy is determined, but also the machinery for executing such policy. It is important therefore that the public service functions effectively from any political interference."

It is with this in mind that AAPSComs must play an instrumental role in contributing towards the effectiveness of public services across the continent.

"When deliberating on key issues pertaining to development within the continent, I would like you to keep this in mind.

'I have no doubt that you will emerge from this Fifth General Assembly with practical measures that will contribute towards the effectiveness of the public service," Dlodlo continued.

Dlodlo then moved onto South Africa, saying that, "we faced similar challenges to other African countries and that a critical success factor in our National Development Plan (NDP), Vision 2030, is the existence of a developmental state that is capable of tackling the root causes of poverty, unemployment and inequality across all spheres in government."

The NDP states that: "A developmental state needs to be capable, but a capable state does not materialise by decree, nor can it be legislated or waved into existence by declarations. It has to be built, brick by brick, institution by institution, and sustained and rejuvenated over time. It requires leadership, sound policies, skilled managers and workers, clear lines of accountability, appropriate systems, and consistent and fair application of rules."

The NDP further states that: "To achieve the aspiration of a capable and developmental state, the country needs to enhance Parliament's oversight role, stabilise the political administrative interface, professionalise the public service, upgrade skills and improve coordination. It also needs a more pragmatic and proactive approach to managing the intergovernmental system to ensure a better fit between responsibility and capacity. Equally, the state needs to be prepared to experiment, to learn from experience and to adopt diverse approaches to reach common objectives."

Dlodlo then stated that "I am confident that we all subscribe and support the United Nations Sustainable Development Goals, especially on the matter of dealing with the challenge of 'fragile states'. As we are all aware, Goal 16 of the SDGs makes an impassioned appeal for building resilient states.

"This goal urges an expansion of 'inclusive, participatory and representative decision-making at all levels of state function.' It calls for developing 'effective, accountable and transparent institutions,' and ensuring 'responsive, inclusive, participatory and representative decision-making.

"As we gather here, these ideals should inspire us to work harder to build the credibility of our state institutions, to better serve our communities."

Since its inception, the Presidency of the AAPSComs has been held by South Africa and one of the agenda items to be discussed at this year's General Assembly was the appointment of Office Bearers, namely the President and Vice-Presidents positions.

Dlodlo took the opportunity to wish the role players luck and also to thank the current

President and Vice-President by saying, "Let me take this opportunity to thank the current President of AAPSComs, Advocate Richard Sizani and his fellow Vice-Presidents, including the Secretariat, for the leadership and commitment they have demonstrated in ensuring that AAPSComs contributes towards an improved public service administration on the continent during their term of office.

"You are leaving behind very big shoes to fill but the incoming administration, I believe, will take the work further."

In conclusion to her opening address, Dlodlo stated, "The continent has made significant progress in the area of good governance. A number of countries in Africa are also playing more important roles in the allocation of funds towards health and education and these actions are resulting in significant improvements in child mortality, primary enrolment rates and access to life-saving medicines. In South Africa for instance, education is an apex priority of the government's pro-poor policy.

"To this end, in December 2017, the South African Government took a policy decision to subsidise free higher education for the poor and working-class undergraduate students. Not only will the policy shift on education assist students from poor backgrounds to achieve tertiary qualifications, but it will also enable them to contribute in a meaningful manner to the economic growth of the country and towards a better life for all, after the completion of their studies.

"In moving forward, the focus lies on the building of capable states, endowed with transparent, accountable political and economic systems and efficient public institutions to provide an enabling environment for all stakeholders to play their respective roles in efforts to consolidate the foundations of sustainable development.

"Public administration has to go beyond national boundaries and have a global reach to deal with global governance and administrative and public policy challenges.

"Let me conclude by wishing you successful deliberations. The objectives set out for this event will bring great and lasting benefit to us all and we will be up to the responsibilities bestowed upon us by the African people."



5th National Batho Pele Excellence Awards 2016/17

TOGETHER WE MOVE SOUTH AFRICA FORWARD



Excellence in the public service rewarded - Deputy Minister Pilane-Majake

The annual National Batho Pele Excellence Awards took place on 02 March 2018 at Birchwood Hotel in Boksburg to honor public servants that performed exceptionally during the 2017 financial year.

The awards cement the values of improving service delivery, professionalising the public service space to achieve the ideal public service as envisaged in the National Development Plan (NDP).

They also provide the public service with an opportunity to learn and share best practices from fellow public servants who are performing better and in some cases are more innovative.

The objectives are more on avoiding public servants reinventing the wheel by learning from best practices, rewarding excellence and gauging citizen satisfaction.

The Awards represent a concerted effort by the Ministry for the Public Service and Administration (MPSA) to intensify the creation of a strong and capable state and reward the creative achievements and contributions of public service institutions towards a

more effective and responsive government.

Rewarding excellent service delivery and recognising the contribution by public servants across Government, adds to the drive towards service delivery improvement.

Speaking at the awards ceremony, Public Service and Administration Deputy Minister, Dr Chana Pilane-Majake, said it is befitting that the conceptualization and implementation of the awards strengthen mechanisms to professionalize the public service.

She congratulated the finalists in all categories including those who did not win saying they are winners in their own right by virtue of making it to the final stages.

"In your own way, you have demonstrated that you are part of the public service which, through executing your responsibilities diligently and commitment to the Batho Pele Value Statement of- We Belong, We Care, We Serve," she said.

The Winners

Best Heads of Provincial Department Category Award

Mr Solly Fourie: Western Cape's Department of Economic Development: Gold

Ms Welleminah Tshablala: Social Development Gauteng: Gold

Best Functioning Provincial Department Year Award

Gauteng Social Development

Best General Worker of the Year Award

Mr PR Mngomezulu, a Tractor Driver for the Mpumalanga Department of Agriculture

Best Senior Management Service (SMS) Employee of the Year Award

Mr Polaki Ephraim Mokatsane Chief Executive Officer at Kleskdorp / Tshepong Hospital Complex in the North West Department of Health

Best Team of the Year Category

KwaZulu-Natal's Edendale Provincial Hospital

Best Frontline Service Delivery Employee of the Year Award

Ms Phumzile Mgojo from the KwaZulu-Natal's Labour Department: Gold

Best Implemented Project of the Year Award

Gauteng Department of Education's Information Communication Technology in Schools

The Best Operational Employee of the Year Category

Ms Thembisa Mgwili of the Department of Transport and Public Safety: Gold

Life Time Achievers

Ms Motshabi Manong from Gauteng Cooperative Governance and Traditional Affairs

Mr NZ Ntuli from Bizimali Secondary School in Kwazulu-Natal

Life Time Achievers

This public servant has displayed a record of accomplishment of excellent service rendition and has displayed knowledge ability and proven effectiveness in executing tasks. He / she is an affirmed good public service leader, of stable demeanor and a well-grounded community person.

Ms Motshabi Manong

Ms Motshabi Manong was born on 15 February 1957 in Orlando West. She went to school in Orlando West and attended her matric but could not finish.

She joined the struggle, was arrested in 1982, and spent two months at Sun City Prison. She joined the Save ALEX Campaign under Rev Buti where she developed an interest in people development. In the 1980s she assisted the taxi industry to expand more routes and together with Rev Buti fought for more houses for people.

She joined the CDW program in the learnership in 2006 and became full time in 2007 where she continued her passion for people development.

One of her major achievements is helping a young man who could not continue with his studies to get employment at City Poser where he was ultimately offered a bursary. The young man is today a manager at City Power.

She continues to assist residents with social grants, housing in the Alex housing programme and for the destitute families to get decent burials.

She also helps child headed households to access their documentations and recently assisted a child by getting a temporary court order so that she can access disability grant.

She also assisted children to obtain birth certificates in a process that took three years to complete and the children are today receiving foster care grants.

Other children she helped include those she assisted to regain their house after they were swindled out of it and helping to place others in foster care and get education.

Mr NZ Ntuli from Bizimali Secondary School in Kwazulu-Natal

Mr NZ Ntuli (50) was born and raised in rural

Eastern Cape. He enrolled for Secondary Teaching Diploma in the late '80s (Eshowe College of Education) and thereafter acquired a BA Education from Unisa with focus on history, social cultural anthropology and English.

He is Currently Principal of Bizimali secondary school (since 1995).

Some of his awards include, 2007 provincial finalist of Aggrey Klaaste Maths, Science and Technology Educator of the Year Award, MISA Award and the Woolworths Best Teacher of the year.

Mr Ntuli played a leading role in winning an Adoption Certificate for Bizimali Secondary school from the Industrial Development Corporation (2013), as well as to win sponsorships for Bizimali School from Standard Bank and Deloitte Consulting.

In 2005 Mr Ntuli founded the Godide Circuit Mathematics association.

Mr Ntuli is also a Preacher and motivational speaker.

By mentoring development principals and school management teams, Mr Ntuli has been instrumental in the development of various schools in the region. The local feeder schools are now learning centres of high quality.



Public Service and Administration Deputy Minister, Dr Chana Pilane-Majake with Mr PR Mngomezulu who was the overall winner of the National Batho Pele Excellence Awards 2016/17



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Other GEHS Contacts:

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SA Home Loans Call Centre: **0860 2 4 6 8 10**
GEHS email: gehs@dpsa.gov.za
DPSA website: www.dpsa.gov.za



the dpsa

Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA





Viva singularity

Charting a way in the world
with the lodestar of art

Ntuthuko, Mayotte, 2016

Art has the power to liberate people from the murderous prison-house of identity politics into the ever-evolving singularity of being—but first, they must learn how to negotiate with complexity and other themselves, argues Ashraf Jamal in a wide-ranging conversation that covers Fallism, land expropriation, the education crisis and much more.

What are the origins of your forthcoming book, *In The World*?

It started last year, borne out of my frustrations with the collapse of the educational system and the demands of Fallism. While I could recognise the need to challenge the incumbent infrastructures, I felt the project of Fallism was doomed. The very name itself inhabits a sort of death instinct. It basically captured a reactive sort of approach to a transforming the educational system. In *What Are Universities For*, Stefan Collini championed independence of the mind, freedom of thought and the development of autonomy. Now, for me, independence of mind, freedom of thought and autonomy are precisely the things that are destroyed by herd notions of identitarian political allegiance; people become terrorised into aligning themselves with certain pressure groups; and this interferes with what matters most to me, which is singularity. Even though, arguably, one is defined by one's gender, one's sexual orientation, one's colour, one's history, one's caste, one's nation, these remain mere facets of a far more complex, singular being—which I feel is being destroyed in the name of constructing political identikit. I try to nurture that singularity amongst my students; so using art as the basis for this book, I decided to look at individual artists and their work and how they approach the complexities of our world, be they regional, national, continental or global.

How does the title unpack?

It's from *Repetition*, an essay by Kierkegaard that I read in one of the School of Life series of self-help books that Alain de Botton brought out. I grabbed the one on Kierkegaard with the lemon-yellow cover,

sat down at the Book Lounge and read it and at about the fourth page into it, I came across the fascinating quotation, which, for me, is something indisputably relevant to all of us: How do we live in the world? How did we get to be in this world? What world? How does acculturation operate? How do we define one's relationship to the land, to the soil, to culture? You know, Kierkegaard is famous for radical doubt: despite being a theologian, despite believing irrationally in the leap of faith, he was also a deeply, deeply sceptical being. I'm intrigued by that paradox and wanted to inhabit it in my own way by examining the way I live in this world. I teach my students to inhabit five core areas of being: they must understand the local, the regional, the national, the continental, and the global, and all these facets have to play a part in their construction of their being because, otherwise, they will always define themselves according to the ghettos of an inculcated and historically structured imagination.

How do the students respond?

Yesterday, I had my fourth-year Journalism class and—shock horror—when I entered the class, they started clapping because I was basically challenging the strictures of identity politics, trying to embrace the greater complexities of their individual being, denouncing or refusing the fetishisation of the object, the subject as the object, which is the plague of racism, the plague of Apartheid and then also, more importantly, while talking about the inviolability of the white body and seeing it as a construct produced through history, through empire, realising it is not essentially inviolable: it is constructed as such and can, therefore, be deconstructed, rethought and reappraised—not at the expense of the individual white person: the problem is that people see people according to types and they cannot see people according to singularities—racism is the root of that misunderstanding and that is a global problem. As Pankaj Mishra says, we live in the age of anger, we live in a space of radical divisiveness, absolutism, aggression and hatred; it's important to inculcate

the importance of love or compassion or empathy as fundamental to negotiate one's being in the world, and that's what I have to teach my students.

It sounds as though “the inviolability of the white body” is almost a tenet of a kind of orthodoxy that you are pushing against?

It is absolutely an orthodoxy manufactured, for example, by entertainment industries like Hollywood, which are being changed, for example, with the major call for diversity and greater complexity in the treatment and representation of women in cinema. These things are changing, but slowly. However, it's interesting that they're changing at precisely the point when the world is becoming much more intolerant, much more racist and much more divisive. I explain to my students that yes, absolutely, we're moving into much more aggressive times, much more hateful times, therefore, all the more we must counter-intuitively think against the grain and against a systemic cruelty, which is actually in place at every level in every infrastructure in every system in society worldwide.

Fallism could be said to be a reaction to the systemic cruelty inherent in the very spaces students inhabit, yet it seems to also reproduce that cruelty?

Absolutely, it is a mirror of a pre-existent cruelty, this is the key thing. My essay *White Art*, on Kemang Wa Lehulere, focuses on this particularly and the nature of violence—not only the violence of students, but the violence or violation built into the system itself. You've got to see what they're fighting against, which is a priori violent system. I spotted it immediately in 1990 when I started teaching at UCT; since then, I've been complaining against what I see as the complacency and the dangers and threats of English liberalism; I've been saying this system is unworkable because built into it are systemic exclusions and a failure of compassion. You can't, for example, expect students who come from



Kate Gottgen's Prescience, 2015, Oil on Canvas

entirely different economies, cultures, castes and colours, to automatically integrate into systems, which make no effort to alter what they are. That's where the complacency of power lies; its damnation was inevitable as a consequence of that.

In opposition to such things, you advocate singularity?

I think it's important, in the midst of systemic cruelty, to see people on a one-on-one basis. This is the thing that people fail to do. Even if systemic cruelty is inescapable, that does not mean one cannot engage differently with individuals. This is how teachers must operate, this is how students must operate. We need to ask how we negotiate the environments we work in and look at them in a much more micrological way. And then we could find smaller solutions, yes, but at least some solutions to our lives. Teachers need to stop being afraid, change the way they think and feel and be able to become the others of themselves; they need to learn compassion, stop using teaching or

education as a terroristic tool, and find it as a means to actually engage and make it possible to share and negotiate knowledge on behalf of autonomy, relative autonomy, which is what we need to encourage in educational systems.

Under present circumstance, how do teachers they find their own autonomy from within which to teach?

They don't. I've looked, for example, at the test or exam questions set up in certain tertiary institutions—they're PC, they're ideological. It's an appeasement and when education merely tries to appease what is seen to be the prevailing opinions and concerns at the time—say, #BlackLivesMatter or the #Metoo Movement—without dealing with the complexities of the history of feminism or the complexities of the black body, then all you're doing is repeating and reproducing the pathology. As a result, liberation merely becomes a reactive space, rather than a space where intricate problems

are examined and dealt with. That lack of intricacy is what I think is shaping education, which is becoming increasingly more stunted as a consequence. In fact, universities are becoming increasingly bankrupt—they have no role anymore because they no longer cherish autonomy.

So, your strategy to subvert these tendencies is to publish a book on contemporary South African art?

Well, it's boom time for the art world in Africa at the moment, so it's probably a very economically viable place for me to interact. If I were to write a book on literary analysis, I don't think it would have the same traction globally as art is having at the moment. And because I have been working in the art world for a very, very long time, for decades, have been increasingly writing within an international arena, and this book is going to be published internationally, I just felt I needed to play that game out—but against what I see, again, as the commodification



Bona, Charlottesville, 2015

of Africa, and even the banality of a term like “contemporary”, which I use, which I’ve turned on its head in the introduction. I’m going against the spirit of the new commodification of Africa but in the interests of a far deeper concern, which has been with me for a very long time. The fundamental intuition is that Africa occupies a critical role on the earth right now: it is Africa that will give the world a global face, a human face. Africa is compelling a new ethical system into being. Again, this is a counter-intuitive argument against an increasingly oppositional world but I do think Africa will give us the greatest lessons in the next few decades, and that’s one of the reasons I think there’s a major interest in the continent, not only economically but also culturally. I suppose, in that sense, the book can be considered timely, not merely strategic but timely. At the same time, I have no grand illusions in terms of what it is I’m trying to achieve; I don’t write with any hope of even being understood. I’m not trying to convert people, I’m trying to be alive in the moment of thinking in a dead time. I want to manifest that I am a living organism in a zomboid moment in history and my writing has to animate that complexity and, therefore, refuse false certainties at every turn.

How did you choose which artists to include?

I decided to be as eclectic in my choices as possible, so I make a nod to the history of painting, I make a nod to performance arts and to conceptual art and sculpture, in an attempt to give a spectrum of the various forms and how they operate and, through individual artists, manifest the broader concerns. I’m not interested in writing hagiography or writing the life story of individual artists; I’m not a historian.

I am a conceptual artist myself in the way I think and I try to situate the people that I write about in a greater context, so the beings are layered, caught in a complex historical archaeology, and they’re part of time—past, present and future. All I’m trying to do is locate that artist within the given set of churnings. So, for example, in the case of Paul Edmunds, I barely reference

the history of the South African impression; it does, to some degree, inform his work but that is not the major focus, which is geology, climate change—subjects which that particular artist allows me to write about.

Do audiences still want to inscribe contemporary South African art within struggle history?

Yes, they do, but this is an anti-canonical book. I was guilty of writing the canonical study, *Art South Africa: The Future Present*, and since then, I’ve spent the entirety of my life trying to negate that position because I think it falsely constructed value in a country, as canons tend to do. So does resistance art, for example, as an aesthetic and as a mindset. I think it’s because people love to pigeonhole themselves and pigeonhole others and frame history in neatly sequential movements, but again, if you look at Kimone’s reflection on the history of liberation in this country, he says it cannot be portioned off and structured sequentially. This is the problem with the way in which people think: they are cursed by sequence, they’re cursed by outcomes, they’re doomed by theological drives, and they fail, consequently, to understand the immanence of thinking, the immanence of being and, in that condition, the immanence of valuing other human beings or, in this case, valuing art.

For some people, the history of oppression runs from 1652 right until the present moment. Is this really the case?

No, on the contrary. What people forget, and this is the point I’ve always made, is that port cities like Cape Town are fundamentally heterogeneous places. Prior to 1652, we had the Khoisan but after that moment, Cape Town became a hybrid space.

Jeremy Cronin talks about the creolisation process that began in Cape Town...

... Which is what makes it such an exciting city. Today, though, people cannot stand hybridisation and creolisation, they yearn so

desperately for cultural purity; it’s the curse of eugenics, the fetish and the mistake of it; but if we understand our hybridity, we will stop trying to fixate upon any notion of purity. I find it interesting when people talk about land expropriation but never bring up the role of Christianity; the Bible was exchanged for land, but because the church is sacred it cannot be questioned, cannot be challenged, yet it is an imperial mechanism, deeply rooted in the expropriation of land. How can people not mentally engage with that aspect?

How does “the fetishisation of the black body” fit in here?

This is intriguing to me. If you were to look at Frantz Fanon’s examination of the history of oppression, his basic argument very crudely restated is as follows: the black body is not being merely oppressed physically, it’s being oppressed psychologically, it’s being denied its physical but also its mental, moral and spiritual agency. The affect of the black body has effectively been voided through slavery and what has followed. As a consequence, there’s an understandable need to reassert a sense of substance against the void. The problem is that the substantive becomes too concrete. My argument is that a person doesn’t become a person simply because they claim themselves to be more substantive; a person can be a person precisely by cherishing that which is most evasive, most gnomic, most cryptic, most voided within them. It’s denial of the mystery of the body that I feel is problematic; so, the black body becomes a type, a figuration, a programme, rather than a mystique in the complexity. This is what I examine through, for example, SA’s own Zanele Muholi and Mohau Modisakeng; I’m trying to examine the richness within the void, rather than see the void merely as inherently pathological.

In the case of Zanele Muholi, I am not particularly interested in her *Faces and Phases* series of work on lesbianism, but I am intrigued by her most recent work, *Hail the Lioness*, which I think is the first work she’s ever done of any great significance, though she’s been feted for



Kate Gottgen's *Interior-Horns*, 2016, Oil on Canvas

a very long time. I find this last series of work has been the one that provoked me to write about her for the first time.

Why that particular work?

Because it has a greater richness, a greater complexity. It's not didactic, it's not representative, it's not figurative in an iconic way, it's about reinventing yourself on a day-by-day basis, it's about playing in the dark—and that reinvention, curiosity and innovation are what I think we need to cherish. "Consistency is the hobgoblin of small minds," said Ralph Waldo Emerson; I hate consistency, I like people who experiment, and people who are daring, who dare to be the others of themselves, and I think that mystery does finally take hold of Zanele Muhole in this most recent series of work.

Is this a good moment to be a non-canonical artist in South Africa?

I doubt it, it's never a good moment to be what one wants to be. I don't care about whether it's appropriate or not, it's what must be written and felt by me individually.

Art has to be called up in that space but artists are also terrorised by system, they're also forced into types—in fact, artists are cursed by it, not necessarily through their own work but cursed by their dealerships. I feel pity for artists in that regard and then I also have great admiration for those that truly manage to overcome. Somebody like Kate Gottgens, for example, whom I find an astonishing painter, who is able to deal with a census of displacement, what they call an aboriginal blankness, at the core of her being, in ways that are so intuitive and so intelligent but so aesthetically beautiful and compelling. I cannot but admire her for the way she approaches the question of being, and that's the key thing.

These are artists working in their specific mediums, trying to deal with the conundrum that embraces them, that shape-shifts them, and our job as viewers and thinkers is to try to find a way to understand what it is that they're doing and to recognise that purpose. In striving towards singularity and autonomy, artists are, in a way, giving everybody a gift by showing a way out.

Is the value of a work of art something that has to be discovered by the person who is encountering it?

Absolutely. A classic example of misunderstanding in our country is the total blatant and patent misunderstanding of *The Butcher Boys* by Jane Alexander. This sculpture is taught in school as the

representation of political resistance. For me, when that happens, you damage not only the work but also the mind of the student, because then they cannot see the work as anything other than symbolic of a representation of protest. But the work is an allegorical work; it occupies a system without becoming determinant; it is an enigmatic space, and that's the power of great art, it's enigmatic, it's suggestive, it evokes, but it doesn't tell.

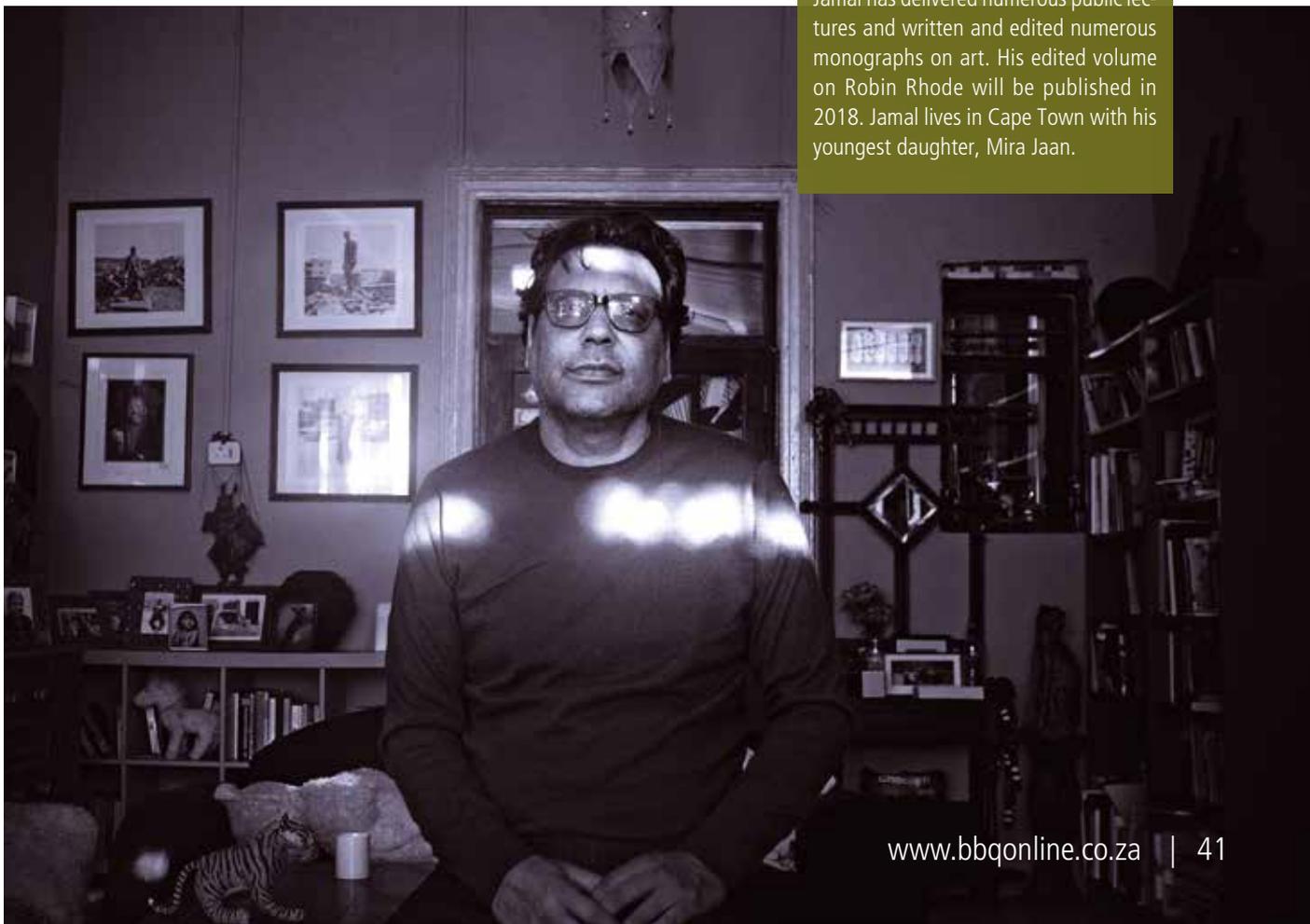
In *The Life and Times of Michael K.*, which is the greatest, most allegorical and gnostic South African novel ever written, J.M. Coetzee defines an allegory as something or someone that occupies a system without becoming a term in it; it's this refusal of being termed, of being over-determined, that I think gives that novel its incredible radicality and freedom. To me, that's what politics at its best should be. It's like guerrilla warfare—you don't need to have head-on encounters, you see things askance, you do things in an oblique way, as I think Jane Alexander has done.

Only when we look at the world more obliquely will we see the surprises built into it, but if you look at things head-on, with the presupposition that understanding is inherent in the work, hermeneutics comes into play. Hermeneutics supposes that death exists in a work. Death only exists in the point of interaction—that's where death is made, in that momentary understanding of what it is one is encountering. The crucial thing to also remember here is that these moments and these encounters shape-shift all the time; one's engagement with one's wife, for example, is not an act of consistency, one changes that relationship because one is encountering a different person all the time. It's the same thing with art: one sees it differently depending on one's mood, one's temperament and whether one's suffering at that moment from irritable bowel syndrome or being distracted by somebody speaking too loudly in one's ear while one is trying to actually look and engage with something else. That's why I read and re-read and look and relook at works over and over and over

because I have not made my decisions and final judgments on anything. That applies to my relationships to human beings as well. With that openness, you can cherish people for all their complexities, rather than fix them in a formulated phrase. **BBQ**

Greg Penfold

Ashraf Jamal is a cultural analyst, editor, and teacher in the media studies program at the Cape Peninsula University of Technology and a researcher at VIAD in the University of Johannesburg. He is the co-author of *Art in South Africa: The Future Present*, the co-editor of *Indian Ocean Studies: Social, Cultural and Political Perspectives*, and the author of *Predicaments of Culture in South Africa*, *100 Good Ideas Celebrating 20 Years of Democracy*, *Love Themes for the Wilderness*, the award winning short fiction, *The Shades*, and, most recently, *In the World: Essays on Contemporary South African Art*. Jamal has delivered numerous public lectures and written and edited numerous monographs on art. His edited volume on Robin Rhode will be published in 2018. Jamal lives in Cape Town with his youngest daughter, Mira Jaan.





ABOUT US

J & R Accountants were established and formally registered during the year 2009. Around May 2012 Close Corporation has been converted to Private Company The business aims to create job opportunities for the previously disadvantaged people and to contribute towards the mainstream economy of the Country. The formation of J and R Accountants was a result of the passion that the owners have for providing citizens with a good Accounting systems. The company is CIMA Quality Training Partner. The founder is member of South African Institute for Business Accountants.

VISION

J and R Accountants is a strategy-driven Accounting Firm that seeks to research, develop and capitalises on market inefficiencies and opportunities by providing excellent services.

MISSION

J and R Accountants aims to provide a vehicle for the economic advancement of the previously disadvantaged.

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- We work together as a team for best results and shall encourage innovations, pursue and reward performance excellence.

Partnership

We are committed to the basic concept of two or more people, or organisations, joining forces to move towards the accomplishment of shared goals.



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- Asset management

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The success of J and R Accountants will also depend, inter alia, on the level of networking and linkages with other business and support organisations. We aim to form close partnerships with institutions such as LIBSA, LIMDEV, SEDA, UYF, Municipalities, etc. in-so-far as SMME development is concerned and also for the acquisition of business management skills through attendance of trainings and workshops offered by some of these institutions.

CONTACT US

Mahlathi JR
015 295 9903 / 015 297 0049
083 580 1654
info@jandraccountants.co.za
www.jandraccountants.co.za

*When the sky is not
the limit*





Have wings, will travel—this is the adage of the amazing women within the aviation industry



While still predominantly a boys club, more and more women are viewing this industry as one filled with possibilities, and possess an undaunted spirit to achieve their dreams. While women in the aviation field, today, aren't complaining because they don't have equal rights or face a large amount of resistance, there is the desire for a more encouraging and supportive environment to be created, and these women are working hard to get the word out to younger women that there are opportunities for them in aviation. One such woman is Refilwe Ledwaba, social entrepreneur, scientist, qualified helicopter and fixed-wing pilot who is passionate about youth development and women empowerment in Africa.

Ledwaba grew up in a small township called Lenyenye, in the Limpopo province as one of seven siblings in a single-parent household—her parents divorced and she and her siblings were raised by their mother.

"I was never exposed to a lot of careers. I wanted to become a Doctor and was content with the idea. I went on to complete a Bachelor

of Science Degree majoring in Microbiology and Biochemistry with the plan of going to medical school until I was exposed to the aviation industry. My initial exposure to aviation was when I flew as a passenger during my years at university and later on, I worked for both British Airways/Comair and South African Airways (SAA) as a cabin crew member. It was during this initial exposure that I became interested in aviation," she says.

It was when she worked as a Cabin Attendant for British Airways/Comair that she decided this was the path she would take. She says the first step was researching the industry and speaking to the pilots that she worked with to try to get as much information as possible. Her first major hurdle was financing, as she needed to get a commercial pilot license (CPL) with a minimum of 200 hours of flight time to be able to one day fly for an airline. The cost of a CPL, today, is almost half-a-million rand.

"I started taking private lessons and with the salary I was earning, I could only afford two hours a month as I was still paying my student loans. Once I realised it was going to take me a couple of years to obtain a CPL, I approached a number of companies for assistance. I was invited to go through the South African Police Service (SAPS) selections and as they say, the rest is history. I went on to complete an Airline Transport Pilot License (ATPL) for helicopters, the highest civilian helicopter license, and worked for SAPS for 10 years. I also obtained a commercial pilot license for aeroplanes and I am currently flying as a flight instructor on aeroplanes at a local flight school. I give flight instruction for the initial issue of private pilot license (PPL) and ground school theory phase," Ledwaba explains.

The general challenges she faced when wanting to enter the industry were a lack of information and finance, major challenges that are still problematic to learners who want to pursue aviation as a career choice.

As a woman in the field, another challenge she faced was a lack of female role models and mentorship, and she had no choice but to pave the way for herself.

"Other challenges I faced were perceived physical limitations. During flight training, I was too short to reach the pedal

of the aircraft and too light to fly helicopters solo. I used cushions in order to reach the pedals and rudders. I also used sandbags or concrete blocks to add on to my weight when flying solo. Of course, as a woman, I was not trusted to carry out certain operations. It took a few years to truly be trusted to fly and be given the same operation assignments as my male counterpart—especially when I flew helicopters operationally," she reflects.

In 2005, Ledwaba became the first black woman to earn a helicopter pilot license in South Africa, and the first African person (male or female) to fly operationally for SAPS, accomplishments she could never have imagined achieving.

"Being the first comes with a lot of responsibilities and challenges. I had no one paving the way for me. I had to navigate the path on my own. It also meant that I had the responsibility to pave way for those that came after me.

"As a woman, generally, it is amazing working in this industry. I have had the privilege to meet and interact with amazing men and women in the industry. I have also had the privilege of being mentored and supported by a man in the industry. However, the industry is still very much a 'boys club', so it can be difficult for women to navigate because of unspoken rules. And if you don't know



those unspoken rules, you can be in for a bumpy ride," she says.

While personally not content with the progression of women in the field, believing that in some cases, there is a deliberate act to slow the progression, she is happy that women have made significant strides in the industry from both a technical and managerial perspective.

"We have women now heading big organisations such as the South African Civil Aviation Authority (SACAA). We have women in executive positions and women owning aviation companies. However, there is still lack of women represented on aviation boards, women are not represented in critical positions, for example, we have yet to have a female chief pilot for any of the African airlines. During my tenure in the industry, in terms of women empowerment, I have seen women starting to raise their hands and make themselves available to assume leadership positions. I have also seen men in higher positions within companies deliberately empowering and mentoring women to assume more leadership positions," she says.

"Airlines such as Ethiopian and Kenya Airways are leading the way in terms of women empowerment in Africa. It will be good to see more airlines following that approach. In the next 10 years, I would like us to be at a point where women in aviation is a non-event, and where equal opportunities are given to all. I would like to see women heading airlines and women chief pilots," she adds.

Female leaders whom she admires include the Captian at BA/Comair, Margaret Viljoen, who was the first female pilot and Captain at BA/Comair, and was the first female pilot whom Ledwaba met and who inspired her to become one; Sibongile Sambo and Sheryl Sandberg.

Ledwaba believes more needs to be done in terms of STEM skills development in South Africa, especially with regard to girls, as most of the technical fields in the aviation and space industry require Science, Technology, Engineering and Mathematics (STEM) education.

According to the United Nations Educational, Scientific and Cultural Organization (UNESCO),

women represent only 35% of all students enrolled in STEM-related fields of study in higher education globally. Looking at Africa, currently, college graduates with a STEM degree represent a mere 2% of the continent's total university-age population and of that 2%, only 17% of students perusing STEM education in Kenya are women, 24% in Tanzania, 18% in Uganda and 27% in Rwanda and South Africa. While she does not have the exact percentage, anecdotal evidence shows that the percentage is lower than the global average and lower than most countries in Africa.

"Looking at high schools, anecdotal evidence also shows that girls are reluctant to follow careers in the STEM field in South Africa, which they need for a possible career in the aviation and space industry. This is also supported by UNESCO, and they assert that 'gender differences in STEM education participation at the expense of girls are already visible in early childhood

care and education (ECCE) and become more visible at higher levels of education. Girls appear to lose interest in STEM subjects with age, and lower levels of participation are already seen in advanced studies at secondary level'. My observation is that while there are a few programmes directed at girl's development, the environment at the moment, especially the training environment, is such that girls are not given a fair chance," says Ledwaba.

It was this desire to change the learning environment to a more supportive one that led to the establishment of the Southern African Women in Aviation and Aerospace Industry (SAWIA). The idea to start SAWIA came when she attended the Women in Aviation International (WAI) conference in Atlanta, USA. While it was challenging to get SAWIA off the ground, there was a need to have such an organisation looking at where we were as a country in terms of women empowerment in the aviation industry. From



the onset, we had support from the major organisations, not only in South Africa but in countries such as the USA.

One of SAWIA's signature programmes is the Girl Fly Programme in Africa (GFPA) foundation. The GFPA foundation was first started under SAWIA and now, is part of the Women and Aviation (W&A) hybrid structure. The GFPA foundation is an information and skills development STEM education programme for school and post-school learners who have an interest in the aviation and space industry or any other STEM-related field. The education programme is designed to expose young women (and the public) to a world of opportunities while highlighting the achievements of women in aviation and space. The programme includes the use of design thinking, technology, and innovation to inform, connect, motivate and inspire the next generation of makers and problem-solvers in the aviation and space industry in Africa. The organisation is currently operating in Botswana and South Africa.

Her advice to young women who want to pursue a career in aviation is do a lot of research about careers that are available in the industry, to get a mentor in the industry, try to do job shadowing during the holidays and, of course, if you are aiming for the technical part of the industry, make sure that you do well in pure Maths and Science.

"For the young women who are beginning their careers in the industry, the aviation industry is still very much traditional with unsaid rules. I would advise them to get a mentor who will guide them through their journey. Sometimes the journey can be so difficult and challenging that we forget to have fun. I would also advise them to embrace and enjoy it," says Ledwaba.

"I have had an amazing journey but I had to work incredibly hard to get to where I am today. My journey was characterised by obstacles but it was through these obstacles that opportunities came about. It was through these challenges that I discovered what I am capable of. I wanted to give up so many times but I would not change any part of it," she concludes. **BBQ**

Shannon Manuel

Dreaming beyond the clouds

More inspirational South African black women in aviation who have proudly and determinedly broken barriers within the industry since setting their eyes on the sky.

Sibongile Sambo



When Sambo decided to make a career in the South African aviation industry, she encountered a stumbling block—she could not meet the minimum height requirement for an air hostess. Today, Sambo is the founder and Managing Director of Sibongile Rejoice Sambo (SRS) Aviation—the first black female-owned aviation company in South Africa.

Born in 1974 in Bushbuckridge, Mpumalanga, South Africa, Sambo showed an interest in aircraft from an early age, watching planes flying overhead and wondering if she would one day fly in

those planes herself to different countries, meeting different people.

In 2003, with the South African government passing the Black Economic Empowerment Act enabling people from previously disadvantaged backgrounds to enter and participate in economic life as entrepreneurs, she saw an opportunity to fulfil her aviation dreams. However, having no prior experience in the sector, nor the capital to purchase an aircraft, this posed an initial challenge, but not one that would deter her from realising her dreams.

Her first taste of success in the aviation sector came as a result of the winning of a tender issued by the South African government for aviation firms to bid on a contract for cargo transport. Her company was part of a joint venture with another firm. Although this collaborative project offered a golden opportunity to enter the industry, the other company soon withdrew, leaving her to learn the contracting process on her own.

In 2006, her company was issued with a formal Air Operating Certificate, making SRS Aviation the first black operational enterprise in the country to be given full rights to undertake commercial flying activities. Over the years, Sambo has built a reputation for identifying new opportunities and maximising them for the benefit of her business. Her ability to network has also helped her to become a successful entrepreneur in the highly competitive South African aviation industry.

Asnath Mahapa



From the age of 13, Mahapa, a dreamer from Limpopo, imagined herself flying across the sky. She felt she belonged up there. Her school holidays were spent with her aunt in Midrand, Gauteng, where the planes flying to and from O.R. Tambo International Airport captivated her. Her father, however, insisted she study engineering at the University of Cape Town. She did, but dropped out after one year to pursue her dream.

She completed the long hours of practical examinations and theoretical studies, moving from Polokwane to Port Elizabeth, only to be rejected by more than 15 companies.

But Mahapa's mantra, "I can do this", kept her going. With hard work and determination, in 1998, she became a Commercial Pilot, gracing the front pages of newspapers and appearing on television screens as the first black woman in South Africa to do it. However, she did not want to stop with that accomplishment.

Her mother, who was dedicated to helping young people get an education, was her biggest influence and, today, Mahapa is paying it forward. In 2012, she established the African College of Aviation, which she wants to use to teach, train and inspire a new generation of pilots.

"I have been a pilot for more than 15 years and I still see young women go through the same challenges I went through when I was doing my training. Having gone through those challenges myself, it only made sense to me that I was probably the best person to understand where they are coming from and to try to address their challenges using the experience I have. That's how African College of Aviation was started. This way, women are free to come and ask for help and even do their training at the school," she says.

Mahapa's advice to aspiring pilots is simple and straight to the point. "You must study hard and believe in yourself and your abilities. It is important to never lose sight of your dreams. If you believe in yourself and you work hard to achieve your goals, nothing is impossible."

Oyama Matomela



Port Elizabeth-born Matomela is the embodiment of hard work and dedication. By the time she turned 19, she had obtained her private and commercial pilot licenses—a feat she managed to accomplish in just 20 months.

Matomela says her passion for aviation started from a young age, when she was lured by the sound of turbo engines. "My aunt would take my cousins and me to the airport on a Sunday to watch planes taking off. It was a ritual we did almost every week that was started by my grandfather who also had a love for planes and had done the same with my aunt and her siblings," she says.

She knew she wanted to be a pilot after job shadowing at the renowned 43 Air School in Port Alfred, Eastern Cape, while she was still attending high school at the Collegiate Girls School. A diligent student and an athlete, Matomela became the first woman to be awarded a Department of Roads and Transport bursary to complete her pilot training at the 43 Air School.

As one of four women in her aviation training class and the only black student, she says pursuing a career in aviation—a male-dominated industry—hasn't always been the easiest journey, but she's never let the obstacles get in her way.

"There are certain stereotypes people have of women. To beat them, you have to work a whole lot harder than the guys. But I feel that in life in general, you have to be willing to work hard at anything you do to achieve success," she says. **BBQ**

Encouraging science education

The Sci-Bono Discovery Centre is Southern Africa's largest science centre, with over two million visitors since 2004



CEO Dr More Chakane

Sci-Bono is a flagship science centre with excellent science laboratories and science centre activities, which exposes learners to science in an informal and exciting manner. The centre is affiliated to the Gauteng Department of Education to support maths, science and technology

education and to help build South Africa's science, engineering and technology capacity. Sci-Bono is responsible for implementing the Gauteng Mathematics, Science and Technology Education Strategy.

"The centre has approximately 380 physical exhibitions inside the building that cut across the various topics of science—from physics into chemistry, technology into biology—all these areas. The majority of our exhibitions are really interactive and requires active engagement. Sci-Bono provides the community with exciting ways to teach and learn the concepts of science," explains Dr More Chakane, CEO. "I believe that it is absolutely critical for children to learn about science as soon as possible and to present it in a way that encourages them to continue learning as they get older. In many instances, scientific fields are presented in a cold, hard, abstract way that makes little to no sense and it discourages learners. At Sci-Bono, students are learning important concepts in a fun manner that maintains their long-term interest in the subjects," he adds.

Passionate about science, Dr Chakane holds a Master's Degree in Science, a Doctorate in Science Education, and is highly invested in educating the youth and increasing skills development.

"I come from a family of teachers, a family of people who inspire you to do things for your community. It's in my veins, it's in my

blood. I've taught learners in the schools and I have worked as a Science Lecturer in the universities. I love the vision of this organisation—Sci-Bono Discovery Centre envisions a society with the capacity to compete in the global world of science and technology, and that is equipped with the skills, attitudes and values needed to improve the quality of life of all South Africans," he says.

The Sci-Bono Discovery Centre is at the forefront of innovation and new technologies education and recently won a special Premier's Award in recognition of the work it is doing with the youth for the Fourth Industrial Revolution. The centre is at the cutting edge of the technological advances.

"At Sci-Bono, as part of our ICT skills initiative, we have an ICT clubhouse, which we take unemployed youth to—and youth brought to the centre—and we expose them to computer programming, providing them with skills in coding and programming for free. We provide training in robotics and that is what excited the Premier of Gauteng, David Majura, and the then Minister of Science, Naledi Pandor. We are just about to establish a complete virtual reality centre in Sci-Bono where the youth can come in and experience the 3D dimension, and we are also incorporating drone training and education on drones," says Dr Chakane.

"One of the things I'm introducing is moving towards the 17 sustainable development goals of the United Nations. What we have realised is that, currently, in South

Africa, in all the small centres and probably in the whole of Africa, not much attention is given to all 17 SDGs. So, what we are doing right now is, we are trying to come up with exhibitions that will teach people about things like climate change, water shortages and environmental sustainability. The role of science centres is to really help people to understand this is now not a dream, these things are real and Planet Earth is under threat. These are just a couple of examples of things already in the pipeline at Sci-Bono," he explains.

Sci-Bono runs the Secondary School Improvement Programme (SSIP), implementing it on behalf of the Gauteng Department of Education, which assists schools that have underperformed in Gauteng.

Dr Chakane explains that there are about 400 schools that have underperformed in Gauteng, based on the 2017 results—they have already identified those schools and are implementing a programme, which includes extra tuition in all subjects after school and a more intensive all-week learning camp, from morning to evening, which gives intensive training and takes place during the school holidays.

To encourage more female learners to enter into the industry, Sci-Bono has some specific programmes for women in science.

"We make a large effort to invite and get model women scientists. Last year, the daughter of Stephen Hawking—may he rest in peace—delivered a fantastic presentation to the public. She was here to promote one of her books that she wrote about science language. We have the Women in Science Symposium, where we only invite women and we invite learners from the schools, especially girls, to attend, listen to their presentations and ask questions. We have a free career centre at Sci-Bono, which we offer for free to the community. One of the programmes we run through the career centre is targeted at women only. We want all to feel included and we understand that different people have different needs," he says.

The Sci-Bono Career Centre, supported by South32, is a full-service facility that offers career information, guidance and counselling to learners in Gauteng, including out-of-school youth.

The centre also supports parents with career information and skills resources to enable them to facilitate their children's career development and planning. It also supports life orientation educators through learner workshops and other related activities in order to enhance curriculum delivery. The centre offers two main programmes: Career Information and Advisory Services, and Career Development Support and Counselling Services.

In addition to student skills-development, as per the Gauteng Department of Education's mandate, Sci-Bono provides mathematics, science, technology and computer training for all teachers from Grade R to 12. The training focuses on content mastery and assessment and lesson plan delivery. In collaboration with the Gauteng Department of Education, the teacher training unit has developed a series of downloadable lesson plans to support teachers in the effective delivery of the curriculum.

Dr Chakane explains that the greatest difficulty of the centre is funding. As a non-profit organisation, financial assistance plays an important role in the continuation and progression of the Sci-Bono Discovery Centre.

"Revenue remains a major challenge for us as a non-profit company. Our major contributor is the Gauteng Department of Education, for which we are very grateful; notwithstanding other funders, to whom we are also grateful for their continued support. All the support makes it possible for us to carry out our mandate. To assist with funding, we rent space in our building and avail our facilities for venue hires, such as science-themed corporate events and birthdays, and we do charge a small entry fee," he says.

"We depend on soft money and on the heart and willingness of people to open their wallets and assist us in continuing to

be a non-profit organisation and to benefit the public. To sustain all the initiatives and continue expanding in innovation, we require partnerships and people to put money in our coffers, so, if people are out there who are willing to come and partner with us so that we can continue this work, we will really appreciate it," Dr Chakane adds.

This year, there is an international exhibition from Lascaux, France, which has been to Northern America, Europe and, currently, Shanghai, China. It has never been to the African continent and Sci-Bono has won the right to rent this exhibition from May up until August.

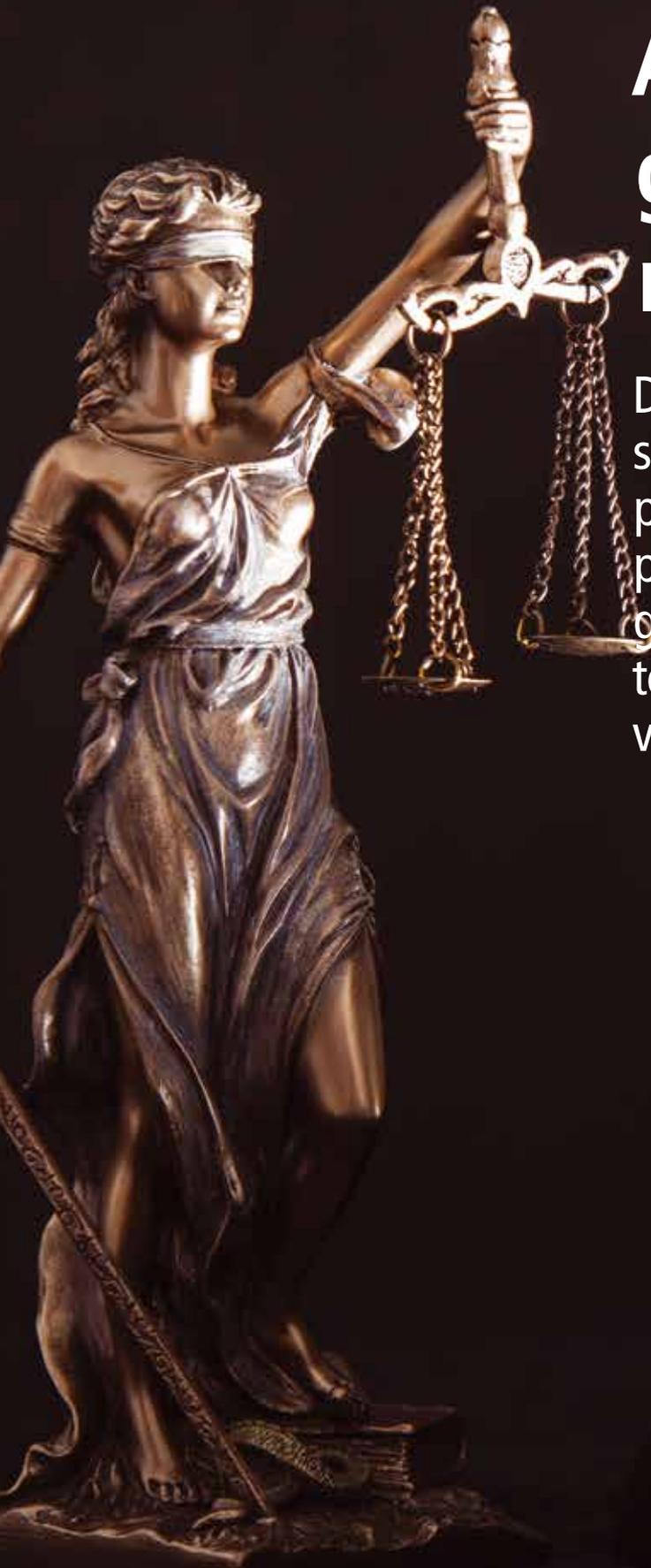
"It's a fantastic cutting-edge 3D printing technology—the best you could ever think of—and it will be right here. We hope there will be a fantastic audience for this opportunity, as it is a way to generate revenue. I'm looking for potential funders who can assist us with contributions for the rental of the exhibition, which is about R2.7-million," says Dr Chakane.

"The Sci-Bono Discovery Centre is so much more than just a science centre, it really is an all-inclusive establishment that promotes and improves the public's awareness of and engagement with science, engineering and technology. Our visitors range from all ages, as young as three years old all the way to pensioners, who, by the way, are some of our greatest visitors. Since 2004, we have been welcoming millions of visitors and we hope to continue to grow in numbers and locations in the future," concludes Dr Chakane. **BBQ**



A long way to go for human rights for all

Despite South Africa's strong constitutional protection of human rights, public confidence in the government's willingness to address human rights violations has eroded



As the country celebrates Human Rights Day every 21 March, opinion differs on the validity of the day as a symbol of achievement. Important in that it commemorates the Sharpeville Massacre—a particularly dark episode in South African history—and ensures that the memory of those killed while protesting peacefully lives on; has it become a mere ritualistic day of lip service and no substance? A public holiday more appreciated as a day away from the office than an important marker of a serious issue?

Within a democracy as ours, every opportunity for reflection, awareness-raising and debate on the state of human rights in our country is vital. A habitual statement that arises in the discussion of this topic is that developing a culture of human rights is a long-term objective, and considering South Africa's past history of discrimination and subjugation, it is one that will not be achieved overnight. However, considering that 2018 will also commemorate 24 years of democracy this Freedom Day, have we not progressed past enough nights for concrete progress to be seen in respect to ensuring that all people are able to enjoy their fundamental rights.

Why, so many years into democracy, does South Africa still experience such widespread human rights abuses? Over the years, South Africa has built a robust and independent judiciary, which is essential for respect for the rule of law; nevertheless, the government's record on human rights and respect for the rule of law for 2017 read like a bad report card in dire need of a parent-teacher sit-down.

Corruption, poverty, including high unemployment, and crime significantly restricted South Africans' enjoyment of their rights. The government failed to realise the right to education for many children and young adults with disabilities. The absence of a national strategy to combat the high rate of violence against women and the continued underreporting of rape, remained a concern. In 2017, the government continued to send mixed signals on its support for the International Criminal Court (ICC), following

a decision by domestic courts that the government's notice of withdrawal from the court was unconstitutional and invalid.

At the end of the year, the government indicated it would pursue the withdrawal through a future bill to be presented to parliament. In August, Jacob Zuma (South Africa) took over as chairperson of the Southern African Development Community (SADC) for a year but during 2017, did not use the leadership role to promote and support human rights improvements in the region.

Disability rights

South Africa's government is failing to provide education for children with disabilities, according to a Human Rights Watch report. In the annual review on global human rights issues, the organisation brings forth that despite the government's international and domestic obligations, many children with disabilities do not have equal access to primary or secondary education, and face multiple forms of discrimination and barriers when they do access schools.

In October, the South African Human Rights Commission (SAHRC) estimated that half-a-million children with disabilities still do not have access to education, with 11 461 children with disabilities on waiting lists for school placements (up from over 5 500 in 2015). The SAHRC expressed concern that children with disabilities constantly experience barriers to the enjoyment of basic human rights, including the right to education, healthcare and family care.

"They are turned away from mainstream schools, denied access to inclusive education, and are referred, instead, to special schools by school officials or medical staff simply because they have a disability. The referrals system needlessly forces children to wait up to four years at care centres or at home for placement in a special school," says the report.

"While education in public schools is free, children with disabilities who attend government special schools are required to pay school fees, and many who attend mainstream schools are asked to pay for their own class assistants as a condition for admission. In mainstream schools, many

children with disabilities do not have access to the same curriculum as children without disabilities. In addition, many children with disabilities are exposed to high levels of violence and abuse by teachers and students," adds the report.

In 2017, the government did not complete its efforts to publish accurate data on how many children and young people with disabilities are out of school across the country. It also failed to implement key aspects of the 2001 national policy, which calls for the provision of inclusive education for all children with disabilities, and is yet to adopt legislation that guarantees the rights of children with disabilities to inclusive education.

Accountability for xenophobic attacks on foreign nationals

Despite recurring waves of xenophobic attacks on businesses and the homes of refugees, asylum-seekers and migrants, authorities appeared reluctant to even publicly acknowledge xenophobia and take decisive action to combat it, including ensuring proper police investigations. Virtually no one has been convicted for the past outbreaks of xenophobic violence, including for the Durban violence of April 2015 that displaced thousands of foreign nationals, or the 2008 attacks, which resulted in the deaths of more than 60 people across the country.

In February, a group calling itself "The Mamelodi Concerned Residents" marched in Pretoria to protest against African immigrants in South Africa, blaming them for crime and stealing jobs meant for South Africans. The March took place despite calls to boycott from a number of civil rights organisations including the Ahmed Kathrada Foundation and Lawyers for Human Rights, and a plea that leaders from all sectors of society do whatever is possible to quell the outpouring of xenophobic sentiment. As predicted, the march triggered a wave of violent clashes and the looting of shops owned by foreign nationals.

The Human Rights Watch report points out the incident of December 2016, when Johannesburg Mayor Herman Mashaba made reckless public statements blaming



illegal immigrants for crime and calling on them to leave the city.

"In July 2017, the SAHRC condemned Deputy Minister of Police Bongani Mkongi's July 14, 2017 statement saying of Johannesburg: 'How can a city in South Africa be 80 percent foreign national? That is dangerous. South Africans have surrendered their own city to the foreigners.' The commission said the statement was inaccurate and could fuel xenophobia. The government took no action against Mkongi.

"At the time of writing, the government had yet to finalise the draft national action plan to combat racism, racial discrimination, xenophobia and related intolerance, or provide a mechanism for justice and

accountability for xenophobic crimes," the report stated.

Women's rights

Violence against women, including rape and domestic violence, remains widespread and underreported. Gender-based violence is perceived as one of the most severe forms of gender inequality and it remains one of the most persistent human rights violations of modern time. It is an issue that affects women disproportionately as it is directly connected with the unequal distribution of power between women and men, and has a profound effect on families and communities.

In 2014, a memorandum sent to woman Minister, Susan Shabangu signed by Sonke

Gender Justice and a coalition of civil organisations, urging Minister Shabangu to implement a fully-funded national strategic plan for gender-based violence, made headlines. More than 35 organisations and thousands of South Africans participated in rallies around South Africa, calling for a national strategic plan on gender-based violence during 16 Days of Activism against violence against women and children.

According to research findings published in August 2017 by the Centre for the Study of Violence and Reconciliation (CSVR) and Oxfam South Africa, one in five women older than 18 has experienced physical violence, and three women die at the hands of their

and suppression of dissent in July, the government did not use the SADC chair to press for the respect of human rights in Swaziland.

- In October, Jacob Zuma, during a visit to the Democratic Republic of Congo, did not publicly raise human rights concerns with President Joseph Kabila.
- In his address to the United Nations General Assembly in September, Jacob Zuma called on the UN to support the African Union (AU) to resolve conflicts on the continent through promoting "African solutions to African problems and challenges." He said South Africa stands ready to work with the UN to promote peace, human rights and sustainable development.
- In May 2017, UN member states recommended the implementation of measures to ensure inclusive education for all children with disabilities during South Africa's Universal Periodic Review before the UN Human Rights Council. Some of South Africa's votes at the UN were inconsistent with the country's stated human rights principles, including the vote against a resolution at the Human Rights Council to renew the mandate of the Commission of Inquiry on Burundi.
- In February, South Africa's North Gauteng High Court ruled that the government's attempt to withdraw from the ICC was unconstitutional and invalid, as the government issued its withdrawal notice without consulting parliament. The court ordered President Zuma and the Ministries of Justice and Foreign Affairs to revoke the notice of withdrawal. The ICC debacle further dented South Africa's international image as a champion for human rights and international justice.
- In July, the Pre-Trial Chamber of the ICC ruled that South Africa violated its legal obligations to the court in failing to arrest Sudanese President Omar al-Bashir in June 2015, when he attended the AU Summit in the country. Al-Bashir is the subject of

two ICC arrest warrants on charges of genocide, crimes against humanity and war crimes allegedly committed in Darfur. South African courts had previously confirmed the government had a duty to arrest al-Bashir.

South Africa has been accused of largely failing to utilise its membership at the United Nations Human Rights Council to support resolutions that would have helped the promotion and protection of human rights in various countries. For many, it has been a great disappointment and a failure of the promise of our Constitution and Bill of Rights. It has raised a number of questions and serious concerns about the country's commitment to ensuring fundamental rights for all.

As each year continues to bring new incidents of human rights infringement, the gap between formal rights and day-to-day practices continues to widen. And the question remains: will we ever celebrate a human rights day where South Africans of all races and creeds are united in their defence of human rights and non-racialism, or is this but a pipedream?

Human Rights Day celebrates a necessary aspiration that speaks to the national desire for a more cohesive, prosperous, peaceful and humane society. It suggests that our efforts should be redoubled in order to translate these aspirations into reality.

Actualising the human rights-centred, nonracial, nonsexist South Africa that we aspire to is a collective responsibility that will require the commitment of all South Africans, as the Constitution says, united in our diversity. Let's hope that as the country celebrates the 58th anniversary of the events of Sharpeville on 21 March, that we do those who bravely lost their lives standing up for what they believed in proud and actually achieve what they fought for. **BBO**

Dale Rother

Content has been used from the Human Rights Watch Report 2018

partner every day. The government has yet to introduce a national strategy to combat violence against women.

Foreign policy

In 2017, South Africa missed key opportunities to consistently place human rights at the centre of its foreign policy. Human Rights Watch provides a timeline riddled with alarming infractions.

- In August, the country took over the SADC for a year but has refrained from criticising Zimbabwe's poor human rights situation. Although South Africa's governing party, the African National Congress, called for Swaziland to be referred to the SADC for the abuse of human rights



The big, ugly business of wildlife commodification

Africa is witnessing a growing trend in the commercialisation of its indigenous wild animals, turning non-domestic animals into commodities to be raised, bought and sold for profit

In mid-2015, an American dentist shot a black-maned lion—named Cecil—with a crossbow in Zimbabwe at a reported cost of US\$54 000. The hunter soon after discovered that the lion was a well-known favourite amongst visitors at the country's Hwange National Park and was being tracked by researchers at Oxford's Wildlife Conservation Research Unit. Cecil's death sparked international outrage and debates around the ethics of trophy hunting.

However, big game hunting tourism in Africa is nothing new and can be an easy buck for economies like Zimbabwe. Research by

the International Fund for Animal Welfare estimates that 8 231 African lion trophies were traded between nations between 2004 and 2014, while the New York Times cites a 2009 study by the International Union for Conservation of Nature that an estimated 600 African lions are killed by trophy hunters each year.

But the industry goes way beyond lions. According to the African Sky Hunting website, tourists can hunt an elephant for US\$22 000, a leopard for US\$9 000, a giraffe for US\$3 200 and a crocodile for US\$6 500 in Zimbabwe. Other countries—like South Africa, Tanzania and Namibia—offer similar deals.

Trophy hunting is not the only way that African wildlife has been commodified. Cross-border trade of big game varies from regional exports to stock nature reserves in other African countries, to selling animals to zoos in foreign markets. For example, a year ago, the U.S. Fish and Wildlife Service agreed to allow three US zoos to import 18 African elephants from Swaziland. And in December, The Times in the UK published an article stating that Zimbabwe was using wildlife exports to settle a military debt with China. The Chinese government has since denied this, with its foreign ministry spokesperson referring to the deal as "normal



commercial activity" with payment made to Zimbabwean authorities. Either way, 35 elephants were exported to China.

A blurry line

The concept of treating Africa's unique wildlife as a commodity is obviously controversial and raises ethical questions around animal rights and conservation. For example, studies show that lion populations are quickly dropping in Africa and should be better protected.

There are African countries, like Botswana and Kenya, which have banned trophy hunting, while some foreign markets have placed restrictions on the import of wildlife "trophies" into their country. For example, both Australia and France have barred the import of lion trophies, and the US has now placed African lions under its Endangered Species Act—allowing hunters to only bring back their trophies if hunting fees are used to boost lion conservation.

But trophy hunting is not limited to Africa. David Fennell, a Professor at the Department of Geography and Tourism Studies at Brock University in Canada, notes that his country also has a big game hunting industry for animals that include bear, moose and elk. However, he says this is carefully managed within natural habitats and a quota system is used to ensure sustainability.

"What they do is they hand out a certain number of what we call 'tags'. The government will say there is [a certain amount] of black bears available to be shot this year and will offer that number of tags. And, so, you can put your name and particulars into a lottery and if your name is selected then you get to hunt for a black bear that year," he says.

He adds that the process also respects fair-chase principles, where animals are hunted in their natural habitat under certain rules. This differs from the canned hunting practices found in places like South Africa, where animals are bred in captivity for the sole purpose of being

hunted. These animals are more docile and hunted in a fenced-in area, meaning the animal has no chance of escape.

Conservation hunting

Hunting tourism can also be used to prevent over-population and preserve natural balances. Fennell, who is also the Editor of the Journal of Ecotourism and co-founder of the International Institute for Animal Ethics, notes this practice is seen in Canada with the culling of deer to control over-population. In African game reserves, similar practices have been used to control elephant numbers.

In some cases, income generated from "conservation hunting" can also help conservation efforts. For example, in 2015, an American hunter reportedly paid US\$350 000 to kill a Namibian black rhinoceros. It is illegal to hunt this species as they are critically endangered—there are only around 5 000 left on the continent, thanks to poaching. However, the permit to hunt this particular rhino was auctioned off

legally to the highest bidder in an effort to actually preserve the local herd. The rhino was too old to breed and aggressive, having already killed off other members of its herd.

More value from ecotourism

However, despite the large amounts that trophy hunters are willing to pay to kill big game, Fennell says ecotourism is a bigger business than trophy hunting. From a purely business viewpoint (as opposed to an animal rights perspective), this means that using lions to attract tourists on safaris in game reserves could extract more economic value from the lion's life than a trophy hunt.

Research by Africa Check suggests that trophy hunting in South Africa, for example, only accounts for a small fraction of tourism's contribution to GDP—with about 8 500 trophy hunters visiting the country each year, compared to around 9.5-million regular tourists.

For Fennell, exporting wildlife to zoos abroad is also diminishing the value of a natural resource. He noted that Africa's natural wildlife and Big Five (African lion, African

elephant, Cape buffalo, African leopard and rhinoceros) should be used to attract people to the continent to see them. "We romanticise about these animals from outside of the continent. There are many more people who want to see these animals and shoot them with a camera instead of a gun."

South Africa

While the doctrine of 'sustainable use' is enshrined in the South African constitution, its interpretation is being shaped by a series of regulatory and legislative initiatives, which include wildlife conservation, measures alongside provisions that promote commodification.

A brief analysis of some of the more prominent policy documents illustrates the contours of an emerging wildlife-industrial complex:

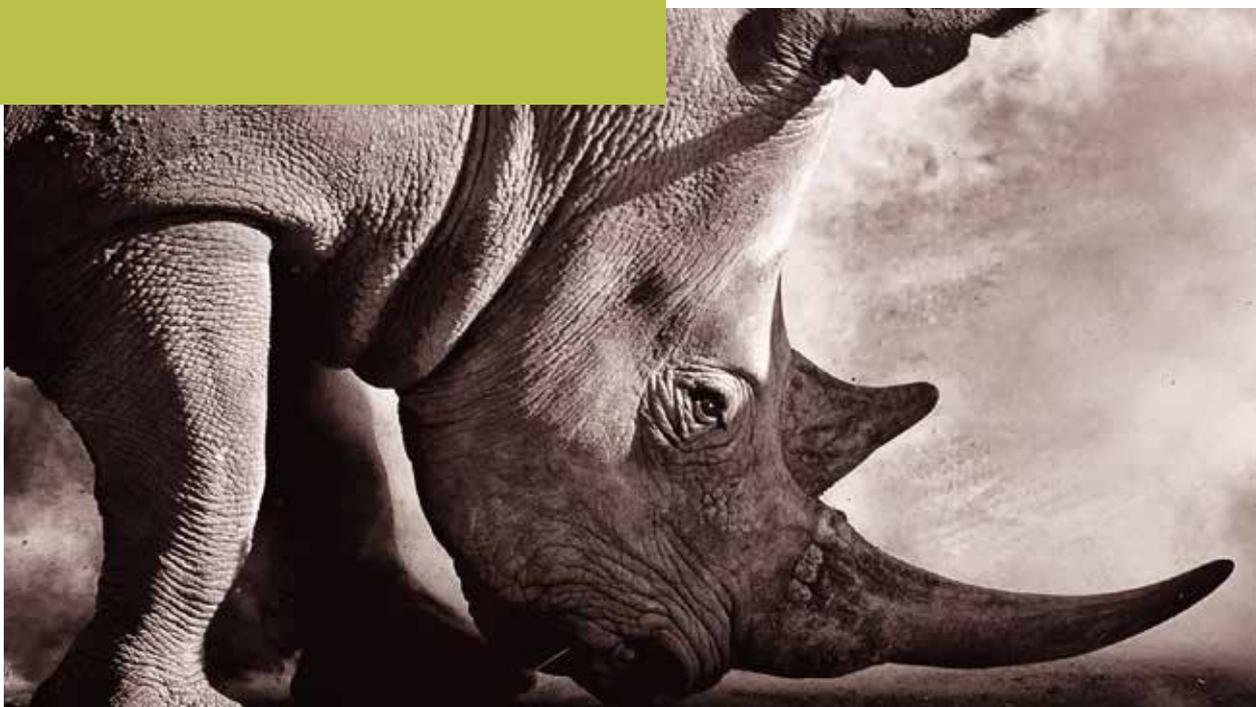
1. While the National Norms and Standards for the Sustainable use of Large Predators appears to prohibit the controversial practice of canned hunting, particularly of lions, it does, in fact, allow for the legal hunting of lions bred in captivity, provided that "they have been

certified as rehabilitated to wild status". Today, more than 99% of all lions that are killed by trophy hunters in South Africa were raised in commercial breeding facilities specifically for this purpose.

2. The Biodiversity Management Plan for African Lion (*Panthera leo*) argues that the captive lion "industry" offers protection to wild lions, promotes the "sustainable trade in lions and lion products", identifies opportunities associated with a "growth in lion-based economic outputs" and paves the way for the officially-sanctioned and wholesale commodification of lions and lion body parts through the trophy hunting of captive-bred lions and the international trade in lion products.

3. The stated purpose of the National Norms and Standards for the Management of Elephants in South Africa is "to ensure that elephants are managed in [...] a way that [...] ensures the sustainable use of hair, skin, meat and ivory products".

4. The Biodiversity Management Plan for the Black Rhinoceros (*Diceros bicornis*) in South Africa includes clauses calling for an



"encouragement of the sustained 'consumptive' and 'non-consumptive' use of rhinos" to "develop the means by which rhinos help to pay for the cost of their conservation" and the investigation of "measures aimed at possibly facilitating a better understanding for any possible future regulated and controlled international trade in the species, and any associated by-products".

5. The draft Biodiversity Management Plan for the White Rhinoceros (*Ceratotherium simum*) in South Africa suggests that while "the significant value of the rhino horn trade is currently captured entirely by organised crime", it is time that "rhinos need to start paying more for themselves". It argues that a legal market for rhino horn would reduce poaching and generate "significant revenue" for rhino protection and conservation.

6. A report entitled "The viability of legalising trade in rhino horn in South Africa", which was commissioned by the Department of Environmental Affairs, proposes that "South Africa should start seriously investigating the viability of a legal international trade in rhino horn" and "must construct convincing arguments for a legal international trade in rhino horn (if international trade is indeed viable) and then begin lobbying CITES (the Convention on International Trade in Endangered Species of Wild Fauna and Flora) parties for support". Equating rhinos to domesticated animals, the authors explain that the "management of rhino populations should be approached differently—i.e. as for any other valuable terrestrial agricultural livestock species that is effectively owner managed".

Interpreting 'sustainable use'

In the past, Africa's wildlife was part of a collectively managed and conserved commons, which was used for subsistence by communities without wild animals being owned by anyone in particular. Undomesticated animals were not commodities traded in markets for their 'exchange value', but free resources that belonged to everyone and were prized for their 'use value'. The community as a whole was the custodian of this wildlife commons.

With the spread of capitalism came the tendency to 'enclose' the commons—to privatise them and to turn wild animals into commodities to be sold for financial profit. This was supposedly necessary as protection against the 'tragedy of the commons', the tendency for individuals to exploit common property resources unsustainably.

In recent history, this trend has seen a global escalation with the rise to dominance of so-called neoliberal economic policies that present free-market strategies as the panacea to all challenges. When applied to wildlife conservation policies, they are part of what Geographer, David Harvey describes as the "wholesale commodification of nature in all its forms" in which "the market is presumed to work as an appropriate guide—an ethic—to all human action".

A number of people have articulated, justified and promoted this neoliberalisation process, particularly in the context of the rhino poaching crisis. Conservation Economist, Michael 't Sas-Rolfes, for instance, considers a privatised rhino industry regulated by a legal and competitive international market as "the most sensible model for rhino conservation in Africa". He questions whether live rhinos have any "intrinsic and other completely non-use related existence values", emphasises "the rights of humans to the use of rhinos" and considers competitive markets as "analogous to the biological maxim of "survival of the fittest".

But, as Environmental Lawyer, Cormac Cullinan notes in the acclaimed documentary, 'Blood Lions', "when one defines everything that is not a human being or a corporation as property, that inevitably leads to the commercialisation of nature and its exploitation".

Conservationist, Ian Michler believes that "we need to understand that what is taking place in South Africa's wildlife industry has very little to do with biodiversity conservation. While it is true that the numbers of certain wild species have increased on private farms, this needs to be contextualised. Farmers and businessmen are mostly selecting high-value

species such as sable, rhino, lion and buffalo, while others are creating a range of colour mutants, and the sole basis for their decisions is financial in order to boost returns on what they view as an investment. Barring a few examples, there are no ecological or conservation considerations involved in the breeding and hunting component of these industries. It's become a frenzied free-for-all, where species are being subjected to intensive agricultural-type breeding practices".

An alternative

There is no doubt that around the world, wild species are under threat as a result of human activities such as habitat destruction, changes in land use, climate change, pollution, the trade in bush meats and poaching.

While it may be anathema to fans of the neoliberal dogma, the idea of a wildlife commons that is managed collectively by local communities remains a viable alternative vision. This approach sees conservation as an ethical and moral duty. It considers it our joint responsibility to save endangered species, not for profit, but for their own sake.

According to Will Travers, President of the Born Free Foundation, "the industrial-scale, commercial exploitation of wildlife under the 'it pays, it stays' paradigm is a relatively recent concept. It doesn't really take into account the human condition based on greed and avarice or the massive growth in human population. There are simply too many of us and too few of them for us to continue to try to create an economic model that allows us to treat wildlife as a commodity".

He suggests a more benign approach: "In the same way that we value the great human works of art and are willing to put state, corporate and private funding into their preservation, why don't we do the same for wildlife by thinking of it as a natural work of art in which we invest for our own sanity as much as for protection and conservation." 

Kate Douglas and Andreas Wilson-Späth

Agriculture in Africa: potential versus reality

With more than 60% of its 1.166-billion people living in rural areas, Africa's economy is inherently dependent on agriculture. More than 32% of the continent's gross domestic product comes from the sector, however, agricultural productivity still remains far from developed world standards

In Africa, agriculture accounts for two-thirds of livelihoods and food accounts for two-thirds of the household budgets of poor people. It makes up a very important part of the lives of African people but in spite of this, it apparently receives very little attention from the governments.

The low productivity levels of agriculture in Africa have resulted in a worrisome scenario: it does not meet the growing demand

for food from urban centres. The region is increasingly dependent on food imports. For a continent with such a vast area, a booming young population and tropical climate, it is surprising that Africa is not a net exporter of agricultural products. In the 1970s, Africa provided 8% of the world's total agricultural exports. Today, this number has dropped to a negligible 2%.

Africa spent US\$35 billion on food imports (excluding fish) in 2011, only 5% of it related

A photograph of a sheep in a field at sunset. The sheep is in the foreground, looking towards the camera. The background is a blurred field with other sheep, and the sky is a warm orange color from the setting sun.

to trading within the continent. An increase in productivity, matched with the right set of policies and investment, could revert this situation. Africa could replace these imports with their own produce, which would, in turn, reduce poverty, enhance food and nutrition security, and provide sustainable growth to the respective societies.

A broader economic transformation is necessary to shift the current paradigm facing agriculture in Africa. In most of the cases, urbanisation and economic growth have resulted in new opportunities for local agricultural producers. However, in Africa, this share of the market mainly belongs to foreign companies. Imports of food staples have been rising sharply and domestic agriculture has so far failed to increase the supply in response. Raising productivity in agriculture is vital to transformative growth, not just because it has the potential to expand markets by displacing imports but also because agricultural growth is twice as effective in reducing poverty as growth in non-agricultural sectors.

How does agricultural development trigger economic growth?

Agricultural growth was the precursor to the Industrial Revolutions that spread across the temperate world, from England in the mid-18th century, to Japan in the late-19th century. At that time, a better understanding of the use of soil and techniques, such as irrigation, use of horsepower in the fields, and seed selection, improved crop yields. Consequently, livestock could be better fed during winter times, increasing the size of the herds. These changes in agriculture made it possible to feed all the people attracted to the industrial centres as factory workers, triggering the Industrial Revolution and leading to higher economic growth.

More recently, we see examples of economic transformation linking better agricultural productivity to industrial growth in countries such as China, India and Vietnam.

In the modern world, the cycle of economic growth resulting from agricultural development, is somewhat more complex than what was observed at the beginning

of the Industrial Revolution. First, as income grows, the demand for non-food items grows while the demand for most agricultural products decreases as a percentage of the total consumer spending. Consumers start spending more money on non-essential products, while the spending on food flattens. This imbalance increases the price of non-food items relative to food prices, causing resources like labour and capital to move from agriculture to more remunerative uses in other sectors.

As economic development unfolds, education levels grow across populations. The formal education and complex skills acquired through schooling are largely required in the non-agricultural sectors. With increasing education levels, an economy sees its working force in the fields being replaced by machines and a better use of the soil and resources. Large-scale corporate farms replace small-scale family farms. In the long run, the value of farm production typically grows slower than does aggregate income, or GDP.

Over time, the agricultural sector gives up the land to urban expansion, industrial and services sectors use (including recreational and tourism activities), and

increasingly also for the purposes of environmental conservation. That is, in a nutshell, the history of Singapore. The lack of land, however, resulted in an extreme version of the scenario and, essentially, all the output of the agricultural sector was replaced by imports.

In larger countries, these shifts can reach a balance, with a highly productive agricultural sector that provides food to a thriving urban area.

Agricultural growth in Africa

The reality of agricultural development in Africa is still far from ideal. In sub-Saharan Africa, the growth rate of agricultural GDP per capita was close to zero during the early 1970s, reaching negative figures in some years. This changed in the 1980s, when agricultural GDP growth reached 2.3% per year, increasing to 3.8% a year from 2000 to 2005. However, this increment was mainly due to an expansion in farmland, and not in agricultural productivity. African farm yields are among the lowest in the world. However, some countries have experienced a strong GDP growth in agriculture, such as Zambia, Liberia, Mozambique and Ethiopia.

Although there is a strong link between agricultural growth and decreases in poverty, the connection is not that simple. An example of this is Zambia, which experienced a vast increase in maize yields from 2006 to 2011, but did not see a reduction in poverty. Underlying inequalities and government policy explain the discrepancy. The gains in productivity in Zambia were mainly attributed to large-scale fertiliser subsidies to large farms. Small farms, with areas below one hectare, received only an average of 7% of the subsidy.

On the positive side, there are two examples where agricultural growth did drive a decrease in poverty—Ethiopia and Rwanda. According to the World Bank, poverty in Ethiopia dropped by 33% since 2000, with an agricultural GDP growth of nearly 10% per year being the main driver.

Rwanda's strategy was to focus its production on staple crops.

While export crops typically have a higher value, staple crops have a larger potential to replace imported food, which points to a promising avenue for growth that reduces poverty. How can African countries improve their agricultural sector and use it as an engine of economic



growth? The strategy will depend on each individual country, but there are a few common measures that, when put together, certainly increase the chances of a country to ignite a virtuous circle of growth fuelled by agriculture.

Increasing productivity

Agricultural productivity is related to a range of factors. The lack of irrigation is an obvious example. Only 5% of the cultivated land in Africa makes use of irrigation, with most of the farmers depending on rainfall. In comparison in Asia, 38% of the arable land is under irrigation.

Furthermore, soil health is a challenge. The average farmer in Ghana uses only 7.4kg of fertiliser per hectare while in South Asia, fertiliser use averages more than 100kg per hectare. Unsurprisingly, output per hectare in Africa falls far below the levels registered in other parts of the world. When farmers plant the same fields without using fertilisers, they literally mine the soil: an estimated eight million tonnes of nutrients are depleted annually in Africa.

The cost of fertilisers is part of the problem. Farmers in Africa face some of the world's highest fertiliser prices, and not just in land-locked countries where transport costs are higher, like Burundi and Uganda. Farmers in Nigeria and Senegal pay three times more than their counterparts in Brazil and India. Some countries, like Ghana and Malawi, have thrown money at fertiliser subsidies in flush years only to cut back when budgets tighten. Subsidised fertiliser intended for smallholders have often been resold at market rates with middlemen pocketing the profit. Nigeria's system became so corrupt that in 2012, the Agriculture Minister, Akinwumi Adesina, estimated that as little as 11% of subsidised fertiliser was actually getting to small farmers at the subsidised price.

Pesticides are another element that, if correctly used, can improve the crop yield without environmental damage. This method has been increasingly adopted in the past decade across Africa in an indiscriminate fashion. The lack of education on which types and quantity of pesticide are the best for each crop, and the absence of

government control, have led to its excessive use and consequent environmental contamination and human health problems.

Access to quality seeds also has a long way to go in Africa. Experts at the Integrated Seed Sector Development (ISSD) Africa seminar in Kenya pointed out that small-scale farmers in sub-Saharan Africa are unable to get full information and access to good seeds. The circulation of fake seeds is a major problem in Kenya, which hinders the transformation of the agricultural sector. Africa needs a well-functioning, market-driven seed system and research scientists working with small-scale farmers to improve their seeds. The increasing degree of climate change also aggravates the situation. Aiming for improved seed varieties will help crops resist or withstand droughts and flooding—challenges that are becoming alarmingly common.

Some significant improvements have been achieved by the Alliance for a Green Revolution in Africa (AGRA). AGRA was founded in 2006 through a partnership between the Rockefeller Foundation and the Bill & Melinda Gates Foundation, and has been helping millions of smallholder farmers in Africa. AGRA has supported more than 400 projects, including efforts to develop and deliver better seeds, increase farm yields, improve soil fertility, upgrade storage facilities, improve market information systems, strengthen farmers' associations, expand access to credit for farmers and small suppliers and advocate for national policies that benefit smallholder farmers. Today, AGRA collaborates with more than 100 seed companies, representing about a third of the market. They produced about 125 000 tonnes of improved seed in 2015—up from 26 000 tonnes in 2010.

In Rwanda, the One Acre Fund charity provides its clients with high-yield seeds, fertiliser, know-how and credit, which, in many instances, is the deal-break point. The increased productivity of high-yield seeds usually comes with a down point: the plants grown from them do not produce seeds of the same sort. Hence, small farmers frequently struggle to find financing to buy seeds for the next crop.

In 2015, One Acre Fund's large network of instructors, farmers themselves, taught some 305 000 East African smallholders, developing skills such as carefully spacing seeds to maximise productivity and to apply fertiliser in an optimal way.

Lack of subsidies

Agriculture subsidies are an important factor of, and attributor to the imbalance in the international market. Although Africa has one of the lowest costs of production of agricultural commodities in the world, it loses competitiveness in the international market as wealthier countries subsidise their farmers, sometimes to the extent that the selling price of crops is lower than the production cost.

That is the reality for cotton farmers in West Africa. The United States, the world's largest cotton producer, paid its cotton farmers US\$32.9-billion to grow their crops between 1995 and 2012. US farmers are subsidised so they produce more cotton than they would otherwise, lowering the global price.

Members of the Organisation for Economic Cooperation and Development (OECD) spent a total of US\$258 billion subsidising agriculture in 2013. As a consequence, wealthy nations inflate their agricultural outputs to an artificial level, frequently flooding the commodities market and bringing prices down. This creates an unfair competition in the global market, where the most affected (negatively) are the small farmers in the poorest countries, where government subsidies are non-existent.

Since more than one-third of the GDP of most African countries is directly related to the agricultural sector, these countries may be even more vulnerable to the effects of subsidies.

They generate an indirect impact on reducing the income available to invest in rural infrastructure such as health, safe water supplies and electricity for the rural poor. Struggling to survive, many farmers migrate from rural to urban areas in search of alternative economic opportunities.

An important milestone in abolishing subsidies was achieved in the World Trade

Organisation meeting held in Nairobi, in December 2015. Developed countries have committed to remove export subsidies immediately, except for a handful of agricultural products, and developing countries will do so by 2018. Developing members will keep the flexibility to cover marketing and transport costs for agriculture exports until the end of 2023, and the poorest and food-importing countries would enjoy additional time to cut export subsidies.

The decision contains disciplines to ensure that other export policies are not used as a disguised form of a subsidy. These disciplines include terms to limit the benefits of financing support to agriculture exporters, rules on state enterprises engaging in agriculture trade and disciplines to ensure that food aid does not negatively affect domestic production. Developing countries are given a longer time to implement these rules. These measures will hopefully make the global market more balanced (creating greater equity) and improve the competitiveness of smallholder farmers in Africa.

Mechanisation in agriculture

A critical step towards modernising agriculture is the adoption of mechanisation to replace human labour. Most of Africa is still far behind this stage. In sub-Saharan Africa, agricultural mechanisation has either stagnated or retrogressed in recent years. Over 60% of farm power is still provided by human muscle, mostly from women, the elderly and children. Only 25% of farm power is provided by animals, while less than 20% of mechanisation services are provided by engine power.

As observed in most parts of the world, the adoption of animal force, tools and equipment enhances the production and productivity of different crops due to timeliness, precision and the improved quality of operations.

At first sight, one may conclude that the replacement of human labour in the agriculture fields by machines would result in increased unemployment. However, this displacement can be compensated by the growing demand for human labour due to multiple cropping,

the greater intensity of cultivation and higher yields. Furthermore, the demand for non-farm labour for manufacturing, servicing, distribution, repair and maintenance, as well as other complementary jobs, is substantially increased due to mechanisation.

Farm mechanisation greatly helps the farming community in developing the overall economic growth. These conclusions were observed in a study conducted in the Punjab Agricultural University in India, but similar results were reached in other developing countries such as Bangladesh. This model will certainly bear fruits when replicated in Africa as a whole.

A study conducted by the International Journal of Agriculture Innovations and Research (IJAIR) in Nigeria, showed that mechanisation significantly increased the productivity of cassava fields and that farmers who adopt mechanisation have an increased income in comparison to those who only use human labour.

In order to be successful and sustainable, policies for agricultural mechanisation development must be tailored to the local needs and must be firmly embedded in the broader agricultural policy approaches. To ensure an effective transition from hard-labour jobs in the fields towards jobs related to the increased use of mechanisation, the governments have to set the right policies and incentives.

Setting the right policies

The legacy of the agricultural policy environment is evident in the global and domestic markets. Africa's farmers have a limited presence in global markets. The region as a whole exports less than Thailand. West Africa now accounts for around one-fifth of world rice imports. Nigeria's food import bill for rice currently exceeds US\$2 billion a year. The reason: the average annual rice production has stagnated at 28kg per capita since 1990, while per capita consumption has increased from 18kg to 34kg. Rice imports have been growing at 11% a year to fill the gap.

To try to counter this foreign dependence, the Nigerian government has introduced a number of key policies and investment strategies to increase the domestic rice production

and improve its competitiveness with imports. This is being done through a combination of import restrictions, input policy and institutional reforms, and direct investments along the rice value chain.

Its effectiveness is questionable though. Some of the measures are likely to be difficult to implement or will only have a short-term influence. This is the case of import restrictions, which may hurt consumers and farmers who grow crops other than rice. Since rice is a staple food in Nigeria, present in the daily meals of most of the population, raising its price is likely to cause inflation and affect the GDP negatively.

Focusing more attention on technology change and market improvement seems more promising. A modest increase in rice yields, the expansion of high-quality varieties to replace low-quality ones and improved processing technologies can increase the competitiveness of domestic rice.

Singapore engagements in agricultural Africa

There are some big Singaporean-based companies engaged in ventures in the agricultural sector in Africa. Olam, for example, deals with the sourcing, processing and distribution of raw materials such as cocoa, sugar, beans, palm oil and nuts, and is the world's biggest supplier of cashews and sesame seeds. It began operating in Tanzania in 1994, with its head office in the capital, Dar es Salaam, and branches spread out in five other cities. There, the company manages an integrated supply chain for four key products: cotton, sesame, cocoa, and green coffee.

In 1997, Olam expanded to Uganda, where it transacts the same products as in Tanzania, but also imports and distributes sugar and edible oil. The head office is located in the capital, Kampala, and branches are spread through eight locations. Olam has a broad operation there, extending along the value chain from origination and processing, to logistics and distribution. In fact, Africa plays an important role in the company's portfolio: 27% of total sourcing volume comes from Africa, where 29% of the sales turnover is generated.

Rice extension farming in Nigeria and outgrowers' programmes in cashew processing in Tanzania and Mozambique exemplify Olam's approach in linking farmers to its supply chain. In these countries, the company supports farmers through extension services, providing training, buying back produce and acquiring farm equipment.

Another example of the agricultural link between Singapore and Africa comes from Wilmar International, which in 2012, was the largest supplier of cooking oil to China and Vietnam. In 2010, the company founded a joint venture, PZ Wilmar, in Nigeria, with the aim of building a sustainable future for palm oil in that country. Palm oil is used in cooking oil, confectioneries and baked goods. Since the subsidiary was founded, it was responsible for creating up to 30 000 direct and indirect jobs; this helped to reduce Nigeria's current domestic palm oil production shortfall and import deficit.

Wilmar revitalised unproductive, previously-owned palm oil plantations and invested in new ones, helping to close the 350 000-tonne palm oil import gap. In this process, the company built a state-of-the-art palm oil refinery and packaging facility in Lagos.

Wilmar also ensures that skills are transferred via on-the-job training, to secure optimal harvests with minimal wastage. In addition, the company also owns oil palm plantations in Ghana, and through joint ventures, owns plantations in Uganda and West Africa. As at the end of 2014, Wilmar had more than 14 000 hectares of planted area in Africa.

The potential

Africa has the land, water and people needed to be an efficient agricultural producer—and to feed an expanding urban population. The Guinea Savannah, a vast area that spreads across 25 countries, has the potential to turn several African nations into global players in bulk commodity production. In addition, countries such as Ghana, Mali, Senegal,

Mozambique and Tanzania, have large breadbasket areas that could feed regional populations, displace imports and generate exports.

This potential is far from being fully explored, but some milestones have been reached. According to the UN Food and Agriculture Organisation, Rwanda's farmers produced 792 000 tonnes of grain in 2014—more than three times as much as in 2000.

The production of maize, a vital crop in East Africa, jumped sevenfold. Cereal production tripled in Ethiopia between 2000 and 2014. The value of crops grown in Cameroon, Ghana and Zambia has risen by at least 50% in the past decade.

The single most pressing challenge facing Africa's governments is to harness the continent's increasing wealth and use it to improve people's lives. Agriculture is at the heart of that challenge. To reduce poverty and boost economic growth, Africa will have to develop a vibrant and prosperous agricultural sector.

Singapore is aware of Africa's vast potential to become the world's granary and is making the right moves to tap into this opportunity.

By investing and transferring technology and skills to the local population, it ensures that the best practices in agriculture can be easily adopted by future generations. The improvements achieved by Olam and Wilmar International on the continent are real examples that this is the right strategy to implement.

That is how agriculture in Africa will reach the standards of productivity and the quality necessary to feed their own population and also to become a net exporter of agricultural products in the near future. **BBQ**

Otavio Veras, is a research associate of the NTU-SBF Centre for African Studies, a partnership between Nanyang Technological University and the Singapore Business Federation.



Mbuyelo Coal

Striving to create a true African legacy that will survive long beyond our lifetime

The story of Mbuyelo Group is one that is very inspirational in that it speaks to the history of South Africa as a country; it legitimises the transformation agenda created, in this case, the Mineral and Petroleum Resources Development Act No.28 of 2002—later referred to as the MPRDA.

“It started in an Internet café as a mere idea, evolved to a garage and then to an office—with no resources to sustain ourselves and having to encourage many people to rally for us—one of them being my extremely supportive wife. I had a handful of people who were willing to come along with me: my wife Lerato, my younger brother Vutomi, and a “cousin-brother” Neel, to mention but a few. Then we were blessed with a willing team that came in and jumped on board and believed in this pipe dream,” explains Rirhandzu Owner Siweya, Group CEO of Mbuyelo Group and Executive Chairman of Mbuyelo Coal.

Born and bred in the village of Ndengeza, Limpopo, Siweya acquired his Law Degree under extremely difficult circumstances, as his parents could not afford to send him to varsity.

“I have never been industry-specific, I am merely passionate about entrepreneurship. So, you could say that I am a ‘serial entrepreneur’, having tried many businesses in my lifetime.

“The number of my failures is more than my successes as a matter of fact, inter alia:

legal, property development and currently, mining. More than anything, my background fueled my passion to succeed. I knew, at some point in my life, I wanted to change my stars,” says Siweya.

He explains that at the start of the company, the challenge was getting people to believe in the government’s transformation agenda through the MPRDA, in that it created a lot of misinterpretations and uncertainties. The holders of the historical Old Order Rights were thinking that South Africa is heading to its lowest point with reference to similar stories, which happened in other parts of Africa.

“Others believed that, given South Africa’s constitutional democracy, it would be impossible that their mineral rights would be lost if they did not adhere to the transformation framework created by the Act. It was a very difficult time, as some were seeing an opportunity for the first time in the history of our country, whilst others considered it an act of dispossession. Irrespective of the angle we were looking at it from, we were all to embark on a road never travelled before,” he says.

Today, Mbuyelo Group boasts a fairly lucrative operation, Rirhandzu Colliery, located in Delmas, Mpumalanga with

additional brownfields such as Klipfontein and Bekkersrust, to mention but a few.

The creation of Mbuyelo Coal came about following the number of prospecting rights granted. The idea came to cherry-pick a group of coal assets for a future IPO/ listing. This required capacity, both intellectually and financially.

“Once again, we ventured on a roadshow, which saw us meeting with companies from many parts of the world such as Canada, Australia, India, etc. Interestingly, our journey landed us in London with the German/ Frankfurt-Stock-Exchange listed, Ichor Coal (Ltd), which believed in us and eventually invested in our ‘pipe dream’. Ichor Coal was extremely thrilled by a South African story with young black entrepreneurs whose proposition was not to make a quick buck, but to take the value of their prospects up the curve to the benefit of all stakeholders involved. This was affirmed by the fact that not a cent of the initial Ichor Coal half-a-billion investment



would go into their pockets but, instead reinvested into the grand plan. This is how the Mbuyelo Coal story was officially launched," Siweya explains.

To date, Mbuyelo Coal has the following assets under its belt:

- Manungu Colliery, based in Delmas, Mpumalanga, has a life of mine estimated at 30 years with 350-million tonnes of mineable coal.
- Ntshovelo Colliery, also based in Delmas, Mpumalanga with its 7-million tonnes of mineable coal, has extended its life of mine to an additional 5 years, making it a total of 12 years.
- Welgemeend Colliery, based in Hendrina, Mpumalanga, has 25-million tonnes and is mined through opencast with future underground.
- Welstand Colliery is a brownfield project located east of Kriel, Mpumalanga. It will be mined via opencast with future expansion of underground methods.

Over the last few years, there have been many comparisons between global mining companies that have seen an upswing in market capitalisation and bottom lines, and their struggling South African counterparts. Siweya believes that infrastructure and cooperative participation in the entire value chain are integral to the sustainability of mining companies in Africa, as the global mining companies have more control of the market.

"The time of holistic dependency on the east and the west should come to an end.

This will allow for Africa, in particular, to participate not only as consumers of the finished products but to extract maximum value from its resourcefulness. Further, it will also allow Africa to play an export role to the other continents. Innovation is the key to all of this. This will eventually balance the volatility of the commodity market as the current dependency on the east and west also has a serious impact on the inconsistent and seasonal demand of commodities. Globalisation needs Africa to participate in the entire value chain," says Siweya.

Concerning the role that coal and Mbuyelo play in energy security in South Africa, Siweya says that whilst the exploration of other energy sources for both environmental and energy security are underway, coal undeniably remains an energy source.

"Mbuyelo is a keen participant in South Africa's energy security for the foreseeable future whilst migration strategies to contribute to other energy sources are already a part of our research and development. In the immediate, a great amount of our coal production is supplied to Eskom. This confirms our unwavering contribution to South Africa's energy security. Equally, a fair amount of beneficiated coal is currently sold to the export market with even more projected in the near future," he says.

Mbuyelo's main focus with regard to social responsibility is in the areas in which it mines, so as to give back to the immediately affected communities. The company is



involved with various communities within the immediately affected areas, inter alia, the building of a clinic in the Delmas; contributing towards education in the form of bursaries—refurbishing schools; supplying school uniforms—furnishing computer centres; supplying water to communities through means such as borehole drilling; mast light installations and enterprise development.

The Mbuyelo team is composed of very energetic, capable and passionate black professionals, most of whom picked up their skills and traits along the way, in the pursuit of improving their lives and to contribute to the creation of the legacy.

This is also supported by very experienced professionals who have been through the mill with the multinationals. This hybrid of the young and the experienced creates a winning formula and guarantees that the future of Mbuyelo looks bright.

"We are very grateful for the enabling regulatory platform that the South African Government has created, coupled with our trusting investors and other stakeholders, hence, we continue to naturally generate immeasurable passion towards the building of this legacy," says Siweya.

"This is the heartbeat of our existence, as is reflected in our adopted motto, "ku tiyimisela, ku humelela". The positive energy, passion, teamwork and professionalism, amongst others, is premised on the spirit of creating a home away from home for all the employees and stakeholders involved and underlines the founding principles and values on which Mbuyelo operates. We naturally workshop these values and principles by willingly subscribing to them across all our operations," he concludes. **BBQ**



Zizwe Opencast Mining

A history of over 150 years of experience in mining, led by Chairman of the Board, Maanaso Maimela



of Limpopo) for a BProc degree. In 1997 he enrolled at the Association of Law Society Upon the completion of this, he was registered as a candidate attorney with the then Tladi Seanego Attorneys, a law firm in Polokwane, Limpopo.

Upon completing his articles of clerkship, he was admitted as an Attorney in the High Court of South Africa on 29 June 1999 and on 3 April 2000, he received a Certificate of Right of Appearance in the High Court of South Africa.

Mr Maimela is the former and majority shareholder of Zizwe Opencast Mining, which is currently contracted to mine for reputable companies. He is also the founding member of Noko Maimela & Associates, one of the biggest law firms in Limpopo, which has a staff complement of about 50 personnel, the majority of which are women and youth.

Mr Maimela is the chairperson of the Vhembe District Municipal Planning Tribunal, a member of the Makhado Planning Tribunal, the Nkangala Planning Tribunal and the Sekhukhune Planning Tribunal and he is the former deputy chairperson of the then Limpopo Planning Tribunal and Township Board.

Mr Maanaso Howard "Noko" Maimela was born on 12 June 1971 in Ga-Manyaka Village, a remote rural area in Limpopo, Burgersfort. He is the sixth son of Mrs Mankopane and the late Mr Mabudutswane John Maimela. He grew up in Ga-Manyaka Village and attended Manyaka Primary School. In 1989, he matriculated from Leolo High School.

In 1990, unfortunately, due to a lack of funds, he could not proceed to university and had no choice but to assist his uncle in his Restaurant

In 1991, he registered at the then University of the North (today, the University

Passion

In 2003, when Mr Maimela realised the potential mining presents and, in particular, the areas around Steelpoort and Burgersfort, he developed an intense interest.

Additionally, Mr Maimela felt a compelling desire to assist and uplift the communities, which surrounded the mining houses, for the betterment of the people's lives.

In the areas where Zizwe mines, the company creates opportunities in the form of joint-ventures, sub-contracting and employing locals—this is Mr Maimela’s passion, a passion fuelled by the love and respect for his people.

The principles, which shaped Mr Maimela’s career, he says, is his fear of God, his respect for all human beings, irrespective of colour, honesty and integrity—these are the hallmarks of his daily life.

The formation of Zizwe

Zizwe was established by Mr Maimela in 2003 in order to form a local B-BBEE company in the Eastern Bushveld Complex, ranging from Steelpoort to Polokwane.

Initially, Zizwe entered into a partnership with Fraser Alexander to offer bulk earthworks, bulk material handling and opencast mining.

In 2006, a strategic decision was taken to develop the company into a major individual player as a mining service company.

In 2017, Zizwe acquired Fraser Alexander Bulk Mech in order to increase its footprint by expanding its services into the coal market and in the same year, Zizwe moved its head office to Middleburg. Zizwe is OHSAS 18001 Certified by DQS.

SMME development

Over the past few years, Zizwe has prided itself on having founded companies such as Zizwe Bokone PTY at the Atok Mine. Zizwe founded Zizwe Batlase in 2015 and is in partnership with the local Baphalane community at Northam in a 50/50 JV

Zizwe has a very successful SMME development programme and most of its non-core equipment is outsourced to local businesses where it mines as part of the programme.

The company’s core values are working safely, working carefully, client satisfaction, teamwork and respect. **BBQ**



*"The stories we love best
live in us forever"*
- JK Rowling

*"A reader lives a thousand
lives before he dies.
The man who never reads lives only once."*
- George RR Martin

"There is no friend as loyal as a book."
- Ernest Hemingway

*"Once I fell in love with books, I
fell in love completely."*
- Stephen King

*"Reading is a conversation. All books talk.
But a good book listens as well."*
- Mark Haddon

The power of literary tales

The award-winning Author, Sindiwe Magona has made invaluable contributions to the legacy of South African literature



I've always loved books. As a child, there was nothing more exciting than the weekly Friday trip to the library, usually accompanied by my dad who would find a nice spot and engross himself in a western or dinosaur encyclopedia—or a light snooze—while his daughter perused the shelves looking for the perfect seven books that would accompany them home that week.

“Books are a uniquely portable magic”—a quote from Stephen King that resonates deeply. The written word has played a huge role in shaping my education and the knowledge I hold. Books have allowed me to experience events and participate in journeys that I would not have been able

to otherwise. I have explored the Hundred Acre Woods with Christopher Robin and friends, deciphered countless mysteries alongside Nancy Drew and the Hardy Boys, and fought beside Harry, Ron and Hermione in the quest against He-Who-Must-Not-Be-Named. I have stood in the courtroom and felt the injustice as judgment was passed down on Atticus, travelled deep within *The Heart of Darkness*, caught in the conflict of savagery and civilisation, accompanied Alice down the rabbit hole, shivered at the dark attraction of the *Pet Semetary*, and pondered the mind of Patricia Cornwall, as with each new book I joined Dr Kay Scarpetta on a new grisly murder.

These are only but a few examples. Like millions of others, I have accumulated

countless experiences, met hundreds of characters, faced dozens of enemies, hunted numerous monsters and travelled far and wide, through the voracious consumption of the written word.

In honour of World Book Day, officially celebrated on 23 April, but which should be celebrated every day, BBQ interviewed beloved South African Author, Sindiwe Magona. Magona is one of many internationally prominent South African writers whose work is informed by her experience of impoverishment, femininity, resistance to subjugation and being a domestic worker. She traversed South Africa's racially-defined socio-cultural economic spaces while simultaneously being a mother, wife and community leader in a

township. These interlaced themes and realities are pronounced throughout her literary career.

A former primary school teacher and civil servant, she is a prolific author who has produced nine books, among them an autobiographical work, a collection of short stories, novellas and an anthology of poetry.

She has worked within the United Nations for over 20 years in different roles, retiring in 2003. In 2007, she was awarded the Grinzane Award for writing that addressed social concerns; the Molteno Gold Medal for promoting Xhosa culture and language and a Lifetime Achievement Award for her contribution to South African Literature; the Bronx Recognises Its Own Fiction Award in 2000; a Fellowship for Non-Fiction from the New York Foundation of the Arts; the Xhosa Heroes Award; the UNdimande Grand Prize. Furthermore, she was awarded the Order of iKhamanga in 2011, which is a Presidential Award and the highest accolade in South Africa.

Where does your love of writing stem from and what do you love most about it?

I was raised on stories. I was surrounded by people who loved stories, told stories and infected me with a love for stories. When I was a child, the evening was a time of family togetherness: parents, grandparents, aunts and uncles, and siblings. While the mothers prepared supper, everybody gathered around the fire and listened to stories from the grannies, usually. Of course, other people told stories too, but telling was mainly the job of the grandmothers. And I know I drank in the love of words, right from there. Stories shaped my awareness of the world and my place in it—the amazingness of life, the vastness of it, its mystery, its magic—and just how boundless it all is. There's a whole world out there ... to make sense of, to explore and learn one's connectedness to it. What better way to do that than through stories? They may come disguised as science, religion, or something other—but, essentially, all we know about life

comes to us through the stories we tell/are told. What I love most about stories or writing is that I never know where a story will take me. I am often as surprised as the reader.

It is said that the written word is dying out as technology advances and takes centre stage? What do you think about this?

Change is nothing new in this world; books have endured for centuries. I dare say technology cannot but have an impact on the written word; but will that necessarily be negative, who can say? For starters, because of technology, many more books are written today than in the days of the quill. Perhaps this is blind optimism talking but I do believe books will always have readers who can have no greater joy than to hold a new book and smell the printer's ink, feel the crinkle of new paper—sometimes the pages still snuggling, seeming reluctant to part, reveal their secrets and the eager reader, eyes all agog, has to coax them apart so they can set eyes on the 'what next?'

World Book Day will be celebrated worldwide this April—how would you describe the power of books and what they can inspire?

Stories are to the soul or spirit what air is to lungs; and we get stories from books. It is through stories that we learn to be wholly human. The celebration of books, of authors, of stories on World Book Day, is but a reminder of what is oft forgot: daily, we should all drink deeply from the ever-flowing, bountiful river of life also known as literature, also known as books. Books have the power to heal a hurt; transport one from wherever they may be—far, far away not only in physical distance, miles or metres but in the landscape of the heart. Through books we learn of the entire world—what it is and how it is and find our place in it as well as how to excel in being part of the world, the best we know how. That knowledge comes from what we read—books.

Do you have any literary figures or any books in particular that inspired you to start writing?

Numerous books will go into the making of a writer. There may come a moment when a writer knows, and experiences an 'aha' moment. Maya Angelou's *I Know Why the Caged Bird Sings* was such a book for me. I held, in my hand, a book written by a woman who, more or less, looked like me—for the first time in my life—and I was already pushing thirty. Much later, came Toni Morrison's *Beloved*—I have no idea how many times I have read that book. AC Jordan's *Inggumbo Yeminyanya*; Mzamane's *Izinto Zodidi*; SEK Mqhayi's *Ityala Lamawele*; Chaucer's *The Pilgrims' Progress* and, more recently, Amos Oz's *The Same Sea*, and Philip Sands.

You were also awarded a lifetime achievement award for your contributions to South African literature. How important is it that SA identity and culture is represented through books from our own people?

It is crucial, now perhaps more than ever, that the South African national identity, in its glorious diversity, be presented and represented to all South Africa's people and beyond, as it is, by those who identify themselves as South Africans and embrace that identity with all its crazy contradictions, its confusions and its misconstructions. It is only when we grow big enough, strong enough, to take a real, clear look at ourselves, see our flaws as well as our beauty, our strengths and the great potential we can't but be, that we will grow into who we were meant to be, can be, must be—the dream manifested, the rainbow—brilliant, bold and clear.

You are recognised for your work in women's issues, the plight of children and the fight against Apartheid and racism. Why are you passionate about these areas?

This question never fails to surprise me. During Apartheid, I hurt and hurt deeply—the discrimination I suffered was based on my skin colour or my gender—both irritated me just as much. There is no scale for injustice or hurt. When, during Apartheid, I

could not rent a house from the City Council because of my gender—that hurt as much. One does not begin to stop and think: is this hurt less or more because the attack on my personhood is directed at gendered me or coloured me? One suffers the injustice. Then, knowing injustice personally, being a parent, having worked as a teacher and a welfare worker, how can I not hurt for the children of this country who are, even now, denied so much that is their due? The right to a chance of making it into adulthood as one who could not only have a life worth having but even contribute to the life of the nation, if not of the world. To see so much human potential going to waste, talent that will never come to fruition leaves me so sad, I weep for this country, my country, your country—our country. We have let ourselves down, horribly—sinfully.

You were one of the founding members of the Women’s Peace Movement in 1976. What is your opinion on the struggles of women today compared to the 70s?

Unfortunately, we are still fighting for the same things. What has changed is that the law, theoretically, is on our side. How do we account for the ill-treatment and abuse of women, spouses and children? The inter-personal strife is intensely personal. Women are still underpaid, overworked, unappreciated, forced into early marriages, often not of their choice but because they either fell pregnant or, in most cases, the parents needed cash and a man old enough to be the girl’s father had some to spare. Women are still coerced into motherhood and endless childbearing to prove their womanhood or to please not only the husband but, more often than not, the in-laws. Then, when the husband either abandons the woman or dies, suddenly, she is all on her own. In the event of death, especially in the rural areas where the stellar Constitution we’re so proud of plays second fiddle to the rule of the chief or other traditional figureheads, she is instantly dispossessed. So, the lives of women today are better protected and provided for, by law. However, there remains

a huge gap between law and lived reality; theory and experience.

Since the time of *To My Children’s Children* (1990) and *Forced to Grow* (1992), you made the importance of ‘remembering’ clear. The writer is the treasurer of a legacy, which would otherwise be lost. What is your feeling about the new generations—do you think they care about this legacy?

I think we err when we clump millions of people together and make them a heterogeneous whole. Every human being is unique and no two replicate each other. However, in the manner of how it has been done since time immemorial, there are time-sensitive trends. The new generation, as all others before it, has a special role to play. It faces new challenges. However, as its forebears, it is not starting from scratch. Ever since we learned to talk and walk upright, we have been building on what was left to us by those before us: heritage. Among the youth of today, there are, no doubt, many who have no idea, never mind respect, of what was done and from which they benefit. But there are also some, I fervently hope many more than in the former case, who do and are not only appreciative but grateful. It is people in the latter group who stand a chance to take the nation to the next level for they have perspective, indispensable in the development of humanity.

To deal South Africa’s past also means dealing with pain: the burden can be a very heavy one. Would youngsters not be better off without that burden? Do you think they really want to remember?

It is often said those who forget their history are condemned to repeat it. History is the story of humanity and South Africa’s history is the story of the people who have made this part of the world their home. South Africa’s youth need to know who they are, whence, how and when they became. The when signifies what and who was here

when they got here; and the how, the means by which they got not only entry but also the right and privilege to stay. Our history has not been spared suffering, which we need to understand: its causes, its course and its results. How did we come to where we are? And, fully grasping that, how can we honour the heritage that is ours? With all its faults, it is all we have and we had better understand it. One cannot love what one does not know and does not understand. The burden of history is inescapable. It is, at one and the same time, each generation’s inheritance and its obligation to carry on where the previous one left off. And we call that progress.

Mother to Mother came out in 1998 and although it is a tragedy, the book is inspired by Ubuntu and the positive emotional environment created by and around the Truth and Reconciliation Commission (TRC). Therefore, it is, in some ways, optimistic. Twenty years have passed. Do you think reconciliation took place in South Africa?

The novel is definitely optimistic and I believe I have reason to be: who would have ever thought Apartheid might not only be dismantled but abolished? Reconciliation, and our failure as a nation to succeed in achieving it, this time long after the death of Apartheid shows we failed to grasp the import of 1994. Political transformation is not social transformation but only the prerequisite thereto. Once it has been achieved, it behoves all the right-minded people to come together and boldly and unapologetically work for social transformation using the tools now before them via the new political order. The work of the TRC was important but limited and an example of what should be done throughout the land so that no one feels they have not been heard and that their situation has not been addressed. Ubuntu dictates that the wrongdoer should apologise; it also dictates that the wronged should accept the apology. It is only then that healing can begin—after each party

has addressed the role they played in what-
ever had gone wrong.

Beauty's Gift (2008) had very positive feedback from critics and academics. What was the readership reaction to it in South Africa? Do you feel there is still the need for such an outspoken text today?

I was pleasantly surprised by the very positive readership reaction to BG in South Africa—especially from black men who, I had feared, would be angry about their portrayal in the story. But I have had a young man tell me, “Thank you. You have made me think differently about loving and my role in that love relationship—both to my partner and, more importantly, to myself.” There was a pressing agenda behind the book that almost everyone in South Africa would recognise. Unfortunately, overexposure to this disaster has led to a false sense of security. We have become used to burying our young by the dozens and our alarm has died with habituation. Beauty's Gift is needed in South Africa, more perhaps than when it first appeared. Worldwide, there are 36.7-million people living with HIV/Aids—7.1-million of those are in South Africa. SA has the highest number of people living with HIV/AIDS—it is

the leader in this nefarious category. In 2016, there were 270 000 new HIV infections and 110 000 Aids-related deaths in the country. Fortunately, the book it is about to make a reappearance. Pan Macmillan (SA) is re-issuing the book later this year. *Aluta continua!*

South Africa has produced an excellent offspring of authors shaping a solid literary tradition throughout the twentieth century. What do you think of the new generation of writers?

The new generation of writers is decidedly braver, more daring, and in-your-face confrontational. And they all come to writing with great learning and seem to know how to negotiate the maze that is the writers' world. They have agents and they are courageous and have faith in themselves.

Do you find that the new liberal asset of the country, with its progressive Constitution, has made a difference for women writers?

I do think it has. Young women dare to dream more than has happened in the past. They command good jobs because they have had a good education. They begin their writing career quite young. I

mean, there are girls, not yet teens, who have published books—not a book but several books, each! Nadine Gordimer, our woman Nobel Laureate, first published, I think, a short story, she was 13 or 16—a teen. But here are 8-year old girls, getting published! The climate is right and the women are running with it.

What has been your fondest memory of your works inspiring others?

Celebrating the 80th birthday of our acclaimed poet, James Matthews, I met two women who looked vaguely familiar but whom I couldn't place. During the mingling over eats, they approached me, “Do you remember us?” I didn't. Then they said, “we moved”. Still, no recognition came to me. This is a word I used to encourage/challenge people; telling them if they do not love who they are or where they are, then they should move! “We moved,” said the two women. “You came to address us, women who are sex workers; and we listened.” They were now doing other kinds of work, they said. They were all abeam. I was humbled, tearful, but at the same time very, very uplifted. BBQ

Shannon Manuel



Cautiously riding on the crest of a wave

The chronicles of the Private Security Industry Regulatory Authority (PSiRA) under the stewardship of Manabela Chauke, Director/CEO of PSiRA

Arriving straight from Cape Town International Airport, Mr Manabela Chauke, CEO of PSiRA joined us at our offices to share his journey with the entity. Mr Chauke has been at the helm of PSiRA since 2010, possesses a legal background and has attended a number of leadership and management training programmes over the years, and is a knowledge anchor in his field. However, he is adamant that success is not built upon a single figure but by a collaborative team.

"It has never been about me as an individual but the journey to transform the security industry to serve the next generations for which we should lay a strong foundation. PSiRA is a 3A entity. Our legislative mandate as an Authority is to ensure that there is effective control over the practice and occupation of private security service providers. This is done in the interest of the public and the security industry," he says.

Evidence from the Authority's Annual Reports indicates that the entity is on course towards prosperity. The Authority's chronicles generously shared below mirror an organisation poised to grow from good to great.

In 2009/10

The chairman's statement reads, "PSiRA is currently underperforming in terms of what it needs to do to achieve its objective, that being the effective regulation of the security industry. Various factors

have contributed to this, chief of which was the absence of Council and senior management direction. PSiRA's finances will also have to be brought to the level where they conform to the Public Finance Management Act (PFMA). The Authority has posted a deficit budget."

During the period 1 April 2009 to 31 March 2010, a total of R581 311 annual fees and R118 518 in fines were collected by inspectors of the Authority, compared to the R813 240 annual fees and R246 049 in fines collected the previous financial year.

2010/11

At the time, PSiRA was generating about R85 million compared to the R84 million of the previous financial year (FY) of 2009/10. Salaries rose to R57.5-million from the previous R40 million as a result of the remuneration review exercise conducted by the Authority. It wrote off close to R75 million of bad debt in order to start with a clean slate

2011/12

PSiRA embarked on a 5-year strategic plan to continue fine-tuning how it renders its services efficiently.

These were exciting times for PSiRA as it had to relocate from its old head office in Arcadia to Centurion as the former was, in late 2010, condemned by structural engineers for being unsafe. "In the interest of the safety of members of the public as well as our staff, this condemnation necessitated the unplanned relocation of the head office and the client service centre. The head

office moved to Eco Park in Centurion during September 2011", says Chauke.

Perhaps one of the highlights of Chauke's leadership during this FY is that he:

- i) established compliance and enforcement units. The focus of the enforcement unit is primarily on criminal offences by those who play within the industry, whilst the compliance unit monitors compliance with regulations and for the first time, inspections are conducted on companies and individuals.
- ii) heightened the fight against corruption. Despite having written off R82 487 250 million in debt, they managed to reduce the deficit by 60% this past financial year. The fight against fraud and corruption also continues alongside the positives. The Authority dismissed eight staff members for fraud and corruption. It notes with concern the fact that the majority of cases involved members of the industry who colluded with staff.

2012/13

PSiRA's Research and Development Unit was founded with an aim to generate information that would enable PSiRA to fulfil its mandate, meet its objective of industry stewardship through knowledge and advocacy and further its drive to become the centre of excellence. For PSiRA'S core areas of business, namely compliance and registration, the performance was exceptional. Compliance inspections were stepped up dramatically,

with 23 827 inspections conducted, as compared to 7 669 during 2011/12.

2013/14

The highlight of this year was that the Authority's revenue improved by 73.81% from R97.95-million in the 2010/2011 financial year to R170.25-million.

2014/15

The Minister of Police (shareholder) at the time, the Honourable Minister, Nkosinathi Nhleko appointed Prof. Fikile Mazibuko as the new chairperson of the Council.

In this year, PSiRA introduced the new Renewal of Certificate project to boost its revenue aggressively. This project was also aimed at combating fraud through renewing or reissuing new certificates with encrypted security features to all private security service providers in the industry

2015/16

The entity achieved over 94% of its planned predetermined objectives. Revenue increased by R81.45-million from R134.99-million in the 2014/2015 FY to R216.44-million in the 2015/2016 FY.

Another milestone in this financial year was the two research topics conducted by its research and development unit, a). Improving the regulation and control of the use of firearms and b). Enhancing the training standards in the private security industry in South Africa.

2016/17

The Renewal of Certificate project successfully generated over R28 million in revenue as a result of visitations to far-flung districts and provinces where PSiRA does not have a footprint. PSiRA got a new Minister of Police (shareholder), the Honourable Fikile Mbalula. The Authority appointed a panel of experts to probe matters affecting the industry's transformation holistically and to eventually come up with a Transformation Charter after the public's wholesale input.

Short- and long-term vision

Chauke's undiluted propensity with the subject matter is echoed by his vision for

the entity that boasts about 2.2-million registered security officers and approximately 30 000-odd registered private security companies that operate in South Africa. While beaming with excitement about the progress made hitherto, his grave concern is that only close to 500 000 security service providers are active in the industry.

"I have instructed my colleagues in the customer relationship management space to clean up the database by segmenting the shortfall of about 1.7-million officers who are either deceased, not working or are simply not declared by the security companies they work for, for reasons unbeknown to us. It is more likely that these companies do not declare some of the security officers they employed in order to evade payments due to the Authority," concedes Chauke.

It is abundantly clear that PSiRA is racing against time to achieve its objectives and long-term deliverables, which, amongst others, include:

- Online registrations;
- Artificial intelligence;
- Seamless training to prepare today's security officer to be globally competitive;
- Improved debtors management system;
- Digitised inspections;
- Guarantee Fund to boost SMMEs/first-time entrants into the industry.

"Our quest to transform the industry is in full swing. We will soon publish a transformation discussion document for public comment. It is critical that the Authority should be perceived as an enabling buffer for new entrants so that they too, can compete with the best and access equal opportunities. Therefore, the playing field ought to be levelled without fail," quips Chauke.

Oozing confidence, he mentions that together with his executive team, he is disrupting the status quo as the Authority gears up for new things in an attempt to create convenience for customers and stakeholders.

When we asked about his leadership style, Chauke effortlessly mentions the old adage about "working as a collective", but also takes us into his confidence on how he allows his executive team to lead independently and

make decisions that would advance the entity to a higher dimension.

Emboldened by the fact that for the past three consecutive years the Authority has not been found to have incurred irregular expenditure by the Auditor General, Chauke looks the next half a decade with much optimism, albeit associated challenges and threats. **BBQ**



Though many words do not fill a basket, over a period of time, the highlights of success achieved by the entity under the stewardship of Manabela Chauke could be summarised as follows:

- Restoration of corporate governance;
- Professionalisation of the private security industry in South Africa;
- Decisive leadership that positioned PSiRA brand in a good stead;
- Financial stability through new revenue streams such as the renewal project;
- Stable leadership and recruitment of a new breed of assertive Managers;
- Increased number of operations and inspections which resulted in severe punitive consequences against industry delinquents who had no respect for the Code of Conduct;
- Stakeholder Engagement Management improved a great deal;
- The establishment of a Research Unit was one of the best business decisions ever taken.

All aboard for change

Transformation is long overdue in South Africa's maritime sector and space must open for all South Africans to participate





In the maritime sector, black people are still largely excluded from ship ownership, operating, chartering, cargo surveying, marine tallying and working with port equipment. This puts impetus on all the stakeholders to accelerate transformation in the sector. Opportunities should also be unlocked for women, black women in particular.

In 2013, then Transport Minister Dipuo Peters said that while modest targets for ownership by black people and women were set, there was limited or no compliance at all. She stated that the government will regularly review these targets to ensure that there is a noteworthy, gradual increase in previously disadvantaged groups tapping

into opportunities in the maritime sector. This should be coupled with investments in skills and training.

She was speaking at the send-off function in Pretoria for the first 30 South African students to do their Master's and Doctoral Studies in Maritime Affairs at the World Maritime University in Sweden. Peters said the students going to Sweden on scholarships had the opportunity to get the highest possible education. She said South Africa's institutions of higher learning should further develop a curriculum, which would enable the easier entry into maritime career paths such as maritime law, engineering, transport economics, piloting and seafaring.

To achieve the place we want to be, all stakeholders in the maritime industry must

accelerate transformation in the sector. Opportunities should also be unlocked for women, black women in particular. A big challenge for SA's institutions of higher learning has been to realign their scientific training capacity to serve its black majority by providing opportunities for black students to enrol in the nation's best universities.

"Another challenge is that while political turbulence in other Sub-Saharan African countries has attracted talent to South Africa, job prospects in the developed world have also lured doctors, maritime experts, engineers and other skilled workers to the West. One of the immediate tasks is to find solutions that speak to the retention of those in possession of scarce skills and competencies, particularly in the maritime sector.



"The ANC government is fully aware of the fact that the education of the youth is central to any nation's development.

"It continues to shape the future. In our development, maritime and science have been areas of continuity for South Africa during its myriad of political changes. But its role has not been problem-free," she said.

Government responsibility

The recent launch of South Africa's Comprehensive Maritime Transport Policy (CMPT), coupled with the revised Merchant Shipping Act, as well as the envisaged full implementation of the National Ports Act (No 12. 2005) can be expected to see rapid transformation of the country's maritime economic sector, according to the Department of Transport.

Such transformation will crucially involve the deliberate creation of space for all South Africans to participate in the economic sector and with that process, the attraction of new and expanded investment and much-needed job creation, said Mr Mthunzi Madiya, Transport Department acting Deputy Director-General in February.

He was addressing guests at the South African Maritime Safety Authority (SAMSA) annual Stakeholders Dinner, which was held at the Mount Nelson Hotel in Cape Town. As many as 60 guests—most of them major and lead players in the various sub-sectors of the country's maritime sector—attended the event. In his brief address, Mr Madiya said from a government policy development and implementation perspective, the country's maritime sector no longer had an excuse about why it cannot rapidly transform as well as increase financial investment. "The responsibility of government is to develop policies. On 15 July 2017, the Minister of Transport launched the Comprehensive Maritime Transport Policy. It was a milestone for the sector for various reasons, as we were always reminded that the reason why there was no transformation was because there was no industry policy certainty and, therefore, we needed a policy.

"South Africa, today, has the policy that needs to be implemented. We want transformation," he said, adding that the

government was hopeful that the sector would be sufficiently incentivised to not compel the hand of the government to forcefully use the new laws to engender the needed transformation.

He said a CMTP strategy would be presented to the Cabinet for approval before the end of the current financial year. Once approved, the strategy would allow for the targeting of investment opportunities in especially what he described as 'low-hanging fruit'; coastal shipping of particularly bulk and liquid cargo along the country's 3 200km coastline.

Additionally, the revised Merchant Shipping Act of 1951 would be presented to Parliament for formal approval in a few months, he said. According to Mr Madiya, desperately needed and overdue transformation of the sector to create space for all South Africans would be all-encompassing, inclusive of the utilisation of the country's vast ports land. "The National Ports Act is the biggest instrument to force the industry to transform. We are talking about what is happening in the real estate of the National Ports Authority and the Act responds to this. We feel we need to do something because that's what the Act says. If your tenure comes to an end after 20-25 years, the law says you must vacate the port so that new tenants can come in, and Transet has been very clear that whoever then participates, must have a minimum of 51% black ownership. We hope and we trust that we will be able to use those instruments to make sure that people who have never had an opportunity are given an opportunity to participate in the ports space," he said.

Mr Madiya also confirmed the formal approval of the SAMSA Funding Model by the Department of Transport, following a month-long consultative process with stakeholders in the maritime sector.

More women are needed in the sector

The maritime sector has become a viable and critical option for addressing the rising unemployment and providing for more black participation in the oceans' economy. And more women representation

is required to deal with gender imbalances in the sector for it to grow.

Just 2.2% of women are represented in the economic maritime sector—either as global seafarers or working within the industry—and more support is required for women to grow in the industry. It is time to change this statistic by enhancing the opportunities for women to be educated and gain experience in maritime activities. Equally important is changing the culture in the maritime sector to reduce the prejudices women encounter on a daily basis. Fortunately, there is evidence that efforts to do so are yielding results, even though building experience among women in the sector is no easy task.

Shipping and seafaring have become increasingly diverse in terms of race, class and nationality. Sailors work for a mix of individual owners and companies that reflect this intricate and globalised industry that the world economy depends on. However, the diversity of the motley crew of global seafarers has yet to take on a visible mixture of men and women.

The long interaction of (mostly) men and the sea has also created significant cultural barriers to the participation of women in seafaring. This is, however, no excuse for the continued exclusion of women, or for failing to support the many women who have pushed past outdated gender norms and made great strides in improving the participation of women in maritime.

A looming problem will be how the role and contribution of women in maritime development are recognised and framed. If women are to be fully included in the maritime industry, discussions cannot be limited to participation in one or two areas alone, such as environmental work, or entrepreneurship such as ship ownership. Creating a community of experienced women in maritime occupations needs to take place at several levels and in various sectors of the industry.

Having women in positions of authority is crucial but that must not come at the expense of seafaring experience, education and training. This also applies to the safety and security sector such as navies, coastguards and maritime authorities. In the





industry, the view is that it's easier to call for change on the economic or entrepreneurship side—and it is here that existing female participation is largely observed. However, women's entry into other sectors, especially pertaining to security, must not be overlooked.

Addressing this gap will also improve the security of women at sea. Efforts to ensure the safety and support for female seafarers have included the South African Maritime Safety Authority's 'Sisters of the Sea'—an important initiative to enable the sharing of experience and support. Such projects now require invigoration and expansion, and infrastructure changes that will ensure women's physical security on board ships. This includes separate toilets, changing and sleeping facilities and access to personal hygiene products.

Another encouraging sign is the rise in numbers of women receiving education and training required for careers such as marine piloting, which entails steering ships into ports and harbours. But numbers alone only tell part of the story. Women who put to sea must gain multi-level and multi-sector experience, such as executive or engineering positions, rather than being limited to entry or low-paid occupations.

Addressing the skills crisis

Shortages of skills and the need for skills development have been identified as a challenge in a number of industries including the maritime sector. The Human Resource Development Council of South Africa (HRDCSA) established the Maritime Sector Skills Technical Task Team (MSSTT) in September 2013 to investigate blockages within the maritime skills development pipeline and to propose measures that can be implemented to address those. The maritime sector has huge potential to contribute to economic growth and development, job creation and building an inclusive society, thus addressing the triple challenges of poverty, joblessness and inequality. Boasting a coastline of around 3 000km, the country has the potential to offer enormous maritime economic opportunities.

Approximately 98% of South Africa's total trade (in volume) is carried by ships, which translates into about 13 000 ship calls handling trade through SA ports, employing about 60 000 seafarers. SA only has about 3 500 seafarers and the global demand for seafarers is around 250 000. The country needs to produce about 720 Officers and 1 200 Ratings per year to meet its target of 12 000 seafarers by 2019.

Therefore, more investment in skills development is needed to boost production capacity within the sector. The supply of skills within the sector is very limited. Currently, there are about three high schools that offer maritime studies at a basic education level. Maritime training at a basic education level presents a huge skills development potential and has assisted in awareness creation about the industry. Furthermore, maritime education at a basic education level establishes a good foundation for further maritime related studies at a higher education level.

In terms of the demand for skills, the sector employment was around 316 000 in 2010 and this number is expected to increase to about one million in 2033, provided there are adequate interventions to address challenges (including skills development) within the sector to ensure growth. A number of skills development challenges within the maritime sector have been identified, which include, amongst others, inadequate capacity and infrastructure for maritime education and training; a lack of suitable institutional and funding arrangements; limited employment opportunities; and inadequate marketing and support for the maritime industry.

South Africa has the potential to become a maritime nation where the maritime industry contributes to the economic growth and offers opportunities for job creation. However, these challenges need to be addressed and more action instead of continuous talk of strategic planning needs to take place in order to maximise the benefits that this sector can bring. 

Ché Vigus

The Toyota Empowerment Trust

Toyota has established a R42 million empowerment fund to focus on skills and enterprise development. Operation of the trust began in January.

In August of last year, Toyota South Africa Motors (TSAM) announced the creation of the Toyota Empowerment Trust (TET) at its Toyota State of the Motor Industry event in Sandton, Johannesburg.

The TET has been seeded with R42 million in start-up funding and will focus on skills and enterprise development initiatives in the automotive industry. Initially, it will facilitate the training and qualification of specialised automation technicians.

"The Toyota Empowerment Trust will implement training and enterprise development initiatives alongside and in support of our other education initiatives. These include our Toyota Teach Programme that supports over nine primary schools and our Toyota Technical Education Programme (T-TEP) that supports, and often manages, technical high schools in KwaZulu-Natal and Gauteng," says Andrew Kirby, President and CEO of TSAM.

Toyota has already started with the creation of a fully-equipped robotics and automation training facility in Durban, KwaZulu-Natal. This facility will train technicians in the maintenance of complex manufacturing equipment, such as welding and spray painting robots.

In addition to the training, the TET will eventually be able to support qualified technicians to start their own maintenance firms and offer this highly sought-after

specialist service to Toyota and other vehicle manufacturers in South Africa.

Says Kirby: "As the largest vehicle manufacturer in South Africa, we are ideally suited to offer this type of training. Trainees will be able to hone their skills at our manufacturing facility in Prospecton, Durban, and we will, no doubt, use their new talents to the full effect at our plant.

"I trust that many of the trainees will find employment at our plant or, in the case of prospective small business owners, a stable base of work from which they can expand their services to other manufacturers."

Transformation is progress

Last year, Kirby and other leaders in the industry made a commitment to transformation through a master plan, following discussions with the ANC to settle concerns about "radical economic transformation". The discussion also focused on creating opportunities to increase the participation of black entrepreneurs and industrialists in the industry.

"We must transform quicker, we must solve the country's challenges. We need to continuously have engagements," Kirby said at the briefing about transformation.

"The Toyota Empowerment fund initiative is unrelated to the one launched recently by seven original equipment manufacturers (OEMs) to create a R3.5-billion transformation fund. That really is to try to support the master plan in terms

of being able to support black industrialists purchasing into our supply base as a priority," says Kirby.

Transformation is a key challenge for TSAM and the automotive industry, and a key focus area for them.

"We have been accelerating the number of initiatives over the last few years but we need to do a lot more," says Kirby. "There are two aspects to it. We need to make sure that the broad-based black economic empowerment (BBBEE) scorecard does not detract from the real challenges around transformation and we also have to look at the whole value chain and not only our Toyota SA company," he explains.

Kirby has said the group would look at their value chain, including all their suppliers, TSAM as the assembler, OEM and also its dealer network.

"We have to think carefully about going about this in a way that is sustainable and can accelerate the rate of transformation. We have more than 40 000 people who are dedicated to supporting Toyota and our supplier base, and that is where the largest portion of industrialisation and growing black industrialists can take place," he says.

Last year, TSAM had 17 suppliers that it had been able to incubate, of which 10 were only black-owned. TSAM already had 248 black-owned suppliers, of which 101 were black female-owned. The process will be a long one and a lot of work is required to increase these totals, however, TSAM is



Andrew Kirby, Chief Executive Officer, Toyota South Africa

up for the challenge and a strategic plan has been developed, their key approach being to localise more parts in order to also bring some transformation to the component suppliers.

TSAM had more than 7 500 employees and a number of initiatives for these employees. The company's graduate trainee programme, for example, took on about 16 new graduates every year, of which about 85% were African females or males. There have been a number of very good successes as many of these individuals have progressed into positions of middle and senior management. TSAM will continue to strengthen and expand this training programme.

TSAM also had a huge training programme where it had more than 450 learnerships, including production learners and programmes to support the disabled and unemployed.

"We can't absorb all of those people and that is our contribution to society and the industry at the same time," says Kirby.

He has previously stated that TSAM's biggest challenges from a BBBEE scorecard perspective were on the enterprise and supplier development side, where one of the key targets was to gain points for using the very small suppliers, the exempted micro-enterprises (EMEs) and qualifying small enterprises (QSEs). Kirby said EMEs had turnovers of less than R10 million a year and QSEs, R50 million a year. He added TSAM would also, from a service or even parts-supply point of view, look at opportunities to bring in new small suppliers.

"We already have 207 EMEs and 195 QSEs, but for us to get the full points, we need to grow that to 600 EMEs and 900 QSEs, which is enormous. Quite

frankly, that just doesn't exist in South Africa and we are going to have to incubate a lot more of these suppliers, develop the people and have some creative ways in which we can develop more of those types of organisations.

"Unfortunately, the threshold does not really work for the motor industry. That is something we really need to think about," he concludes. **BBQ**





TOYOTA

LEAD THE WAY



A refreshing new look - big, bold and something to behold

Winner in CAR's annual top twelve buys awards for its redesign, the new Toyota Land Cruiser Prado is now more attuned to the needs of SUV buyers

With an off-road heritage spanning more than 65 years, Toyota's Land Cruiser remains unique in its segment for its ability to combine durability and reliability with off-road performance.

Toyota SA says: "The new Land Cruiser Prado enhances this reputation with more modern and robust exterior styling, a more sophisticated, comfortable and higher

quality interior, and improvements to its user-friendliness, both on and off-road. For 2017, the Prado gains a new specification grade, improved styling and enhanced safety features.

More dynamic, modern and robust styling

The refreshed Prado features new-look frontal elements such as the bonnet, grille, headlamps, bumper and wings

draw on structural elements from the model's design heritage. In keeping with Land Cruiser Prado heritage, the grille itself features broad vertical bars with slit-shaped cooling openings, finished in chrome.

New elements at the rear include a redesigned lamp cluster (featuring two stacked C-shapes) with an LED stop light and a restyled bumper. Prado is offered in 6 exterior colours - including a new red-hued

Crimson metallic and earthy Avant-Garde Bronze metallic finish.

Higher quality interior

The top of the new centre console tower has been set lower (by 25mm) for a sleeker appearance and better front-on visibility when driving off-road. It is fitted with a new eight-inch, full-colour multimedia screen, a flush-fitting air conditioning control panel and the drivetrain-related instrument cluster.

A 4.2-inch TFT colour multi-information display is provided (VX and VX-L) which presents comprehensive vehicle and infotainment data, controlled using switches on the steering wheel. The combination leather- and wood-trimmed steering wheel itself is new, shared with the larger Land Cruiser 200.

Two interior colour schemes are available: Black and new elegant 'Neutral Beige'. A matte-finish Walnut wood trim is paired with the Black interior, whilst the Beige iteration is paired with a modernistic matte "blonde wood" accent.

Specification additions

TX models inherit the much favoured 'coolbox' located in the centre console

binnacle, whilst all models are now equipped with seat ventilation for driver and passenger - in addition to the seat-heating function (for first and second row occupants).

The top-tier VX and VX-L models are outfitted with Satellite Navigation and an enhanced surround-view Multi Terrain Monitor camera system with Panoramic and under-vehicle modes. The 14-speaker Premium touchscreen infotainment system incorporates a tablet-like design and easy to operate switchgear.

The standard convenience specification list includes: automatic dual-zone climate control, 6-speaker audio system, electrically adjustable driver's seat, illuminated entry, cruise control, park distance control, keyless entry, three power outlets, Bluetooth connectivity, USB, 3rd row seating and reverse camera.

High grade models add memory function for the driver's seat, a 14-speaker Premium audio system with woofer, multi-information display, power tilt-and-telescopic steering adjustment, rain-sensing wipers and power-fold-down 3rd row seats.

Expanded range of safety features

VX-L grade versions of the new 2017 Prado are equipped with Toyota Safety Sense active

technologies to help prevent accidents from happening, or mitigating the consequences if an impact does occur.

The package includes a Pre-Collision System (PCS), Adaptive Cruise Control (ACC), Lane Departure Alert (LDA) and Automatic High Beam (AHB). The Adaptive Cruise Control system uses radar sensors in the front grille to monitor the distance to the vehicle in front and applies corrective action via both throttle and brake inputs to maintain a specified 'gap'.

Further driver support is provided in the form of a Blind Spot Monitor with Rear Cross Traffic Alert (both VX and VX-L) and an upgraded tyre pressure warning system – with digital read out in the multi-information display.

These active safety systems complement the standard seven airbags and comprehensive brake and stability control systems (ABS, EBD, Brake Assist, VSC, Trailer Sway Control and aforementioned Traction Control). **BBQ**

Warranty and Service:
All Land Cruiser Prado models include a 5 year/90 000km service plan and 3 year/100 000km warranty.





Reputations don't die— people destroy them

Oxfam has fought hard to make so many disadvantaged people's lives better since it was founded in 1942. For over 75 years, it has earned a huge and well-respected reputation for humanitarian intervention and development aid.

It is the 4th largest charity in the UK and by far the biggest when it comes to overseas aid.

Transparency builds trust

After all the fabulous work Oxfam and its workforce and volunteer network have delivered over the years, they have been rocked by mistakes and errors of judgement that are beginning to threaten its very

existence. It would be bad enough if the focus was only on the huge global management failures, but its Oxfam's integrity that is on the line.

Mistakes can usually be forgiven but once trust is lost, it is extremely difficult to recover.

Last year April, United Airlines unceremoniously dragged a passenger off one of their flights, despite him having done nothing to merit this unacceptable forcible

removal. The ensuing global condemnation, which followed the release of the unspeakable video footage did immense damage to their brand and reputation.

But they have now just about recovered. It was seen as a huge but isolated error of judgement, not a total lack of integrity.

United went to great lengths, both internally and externally, to convince its stakeholders and the public at large that

they were serious about changing their culture for the better.

Bell Pottinger, one of Britain's most prestigious PR firms, disappeared in a flash after revelations of a total breakdown in trust. They were being paid £100 000 a month by their client, Oakbay Capital (the holding company of the wealthy, powerful and much-tainted Gupta family), to run a social media and PR campaign in South Africa focused on "economic Apartheid".

This was not just an administrative shortcoming, this was seen to be "racially charged" by design, and this lack of morality could never be forgiven, especially as they are in the PR industry. Bell Pottinger collapsed in September of last year and has now already disintegrated and gone.

PR should be the truth told well and nothing else.

The National Health Service (NHS) in the UK has been at the centre of huge performance issues for months now. Its performance is savaged in the media but hardly anyone challenges its values. We know that it is underperforming but we still feel that the NHS cares. They are still trusted, despite the ongoing challenges.

The NHS remains in a negative spotlight and the stories of missed deadlines and poor performance continue, but its integrity has not been questioned.

Circumstances change—values don't

The private sector is dominated by 'performance-driven' cultures and the public sector along with the third sector, are perceived to have 'values-led' cultures. The distinction comes from businesses that were primarily focussed on delivering profits for their shareholders and the public sector and charities perceived overriding focus on providing services and care for the communities they serve.

No matter where you choose to work, everyone has to be both values-led, and performance-driven today.

Management by definition, is inherently far too focused on performance, and

sometimes at the cost of the stated values of the organisation.

Great leaders create leaders

It's leadership that drives values and attitudes. The focus of leadership must be the vision, people, teams and culture. This is what will drive the right behaviour and set the right moral tone across everything that is accomplished. It must never become just about the 'numbers'.

The business of business is no longer just business, no matter what sector you work in today. All reputations are enhanced by genuinely 'doing the right thing'. The global financial crash in 2007 exposed some financial institutions that were guilty of malpractice, selling duff products and services and showing little care for the customers they burnt.

Governments and regulators have worked hard to force these financial institutions to change their cultures with varying degrees of success. Thousands of risk managers, internal auditors and compliance officers have been employed right across the world, alongside industrial strength processes and new constraining procedures in a real attempt to force especially the global banks, to become more values-led.

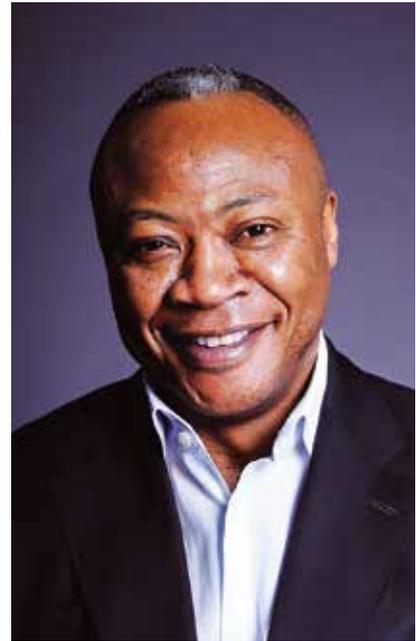
In retrospect, regulators with their sanctions and their dogmatic and expensive mandatory interventions have only been able to go so far. As ever, it's leaders that shape and change culture, not changes in strategy, structure or new processes.

Not all news is good news

This brings us back around to the problems of Oxfam's own making. All charities are desperate for any publicity that they can get but Oxfam has found itself to be headline news in the worst possible way.

As we all know and have seen with the likes of Bell Pottinger in the private sector, reputations can take years to build and just a few moments of badness to destroy.

Despite all the brilliant work performed by the vast majority of the 5 000 people who work for them worldwide and the 27 000 volunteers, Oxfam's survival is at risk.



In the tailwind of the infamous Harvey Weinstein scandal, which unveiled sexual abuses in Hollywood, and then quickly spread to inflame and spotlight sexual wrongdoings in both the media and politics, and is now escalating in the world of sport, not many thought it would soon infiltrate and engulf such a rock-solid charity as Oxfam.

Horrible stories of what took place after the terrible earthquake in Haiti in 2010 have come to light, of Oxfam's employees preying on the blighted victims for sex. One witness described a "full-on Caligula orgy's". With prostitution being illegal in Haiti and strong rumours of underage girls being present, things could not be worse.

This has highlighted a much broader issue of abuse by aid workers and peacekeepers who have been sent to disaster areas and war zones. The local and vulnerable communities have been preyed upon by those who were supposed to be there to help them.

When a backlash spreads from a single organisation to engulf an industry, sentiment can change instantly.

As we have recently seen with global brands, like Volkswagen and Uber, there is rarely strong public smoke without some internal fire.

When the emissions scandal first erupted, Volkswagen went into denial. This not only enraged the public but also focused the minds of the investigative media. Before long, more evidence came out, followed by the whistleblowers and, eventually, the resignations came.

Oxfam, unfortunately, is in danger of following a similar path.

After even deadlier and better-informed headlines appeared, it wasn't long before Oxfam's Deputy Chief Executive, Penny Lawrence, who ran the charities international programme when the disgraceful incidents in Haiti occurred, resigned.

Culture is more powerful than strategy

Oxfam and the charity sector as a whole, are being rightly challenged on maximum transparency, better policing of their people and to implement far more robust policies and procedures. This will look to prevent anything like this occurring again.

These demands are obviously important but are by no means the only things that need to be changed.

Fundamental sustainable change requires a cultural change within Oxfam, and this must commence at the top. In order to refresh and transform the inappropriate attitudes and behaviours, this needs to start by refreshing the top team.

Removing all those responsible is an obvious and necessary move but just as essential, is removing those who do not exemplify the values of the organisation. This, more than anything else, will kick-start the essential change in the culture that is needed.

Many of the banks that had people who misbehaved in a manner that would eventually lead to the global financial crash, were forced to make deep and telling changes to their culture. Most started with the top brass but have had to continue to purge their firms, being far less tolerant of bad attitudes and wrong values.

This has been far more effective than all the plethora of new rigorous risk management and compliance procedures, which are also vital but nowhere near enough

on their own. Bad apples always infiltrate and influence others and sometimes with crushing consequences.

There will be no hiding place for the top executives at Oxfam, it cannot be only one person responsible for the inappropriate culture.

Normally, blame on its own doesn't actually achieve anything. There are always far deeper underlying issues that need addressing, alongside changing out the underperformers.

But this is very different, when the moral compass of an organisation points in the wrong direction, then it is definitely time for a change in the corporate culture.

I've yet to see that realised without wholesale changes in the leadership team.

This is not with a microscopic focus on performance but a much closer examination of whether the inherent values of the individuals concerned match the stated values of the organisation.

Those who have demonstrated a mismatch should be encouraged to deploy their skills elsewhere, no matter how well they have delivered their financial targets.

Mud sticks

The top executives at Oxfam have started to do the right thing by coming out and taking responsibility, apologising and at least one of them has stood down, but they were not quick enough off the mark.

Some bad missteps, like allowing some of their employees to resign and quietly disappear, may come back to haunt them. Especially, as some of them have now turned up at other charities, who were not made aware of their past sexual misconduct.

A lack of transparency can be suicidal to trust and must be avoided.

Oxfam's strong reputation has bought them the time that was never afforded to the likes of Bell Pottinger but the clock is ticking as more sordid stories appear daily.

With our continuous focus on leadership, Oxfam must accept that:

- Acting well but late can be fatal
- Admitting mistakes early helps
- Your employees are your reputation

- It's what you practice not what you preach that counts
- Listen carefully and widely, and then act decisively
- Nothing is remembered more than a denial that proves to be wrong
- Every reputation has an obvious 'sweet spot' and a more hidden 'Achilles heel', identify and look after both
- Your people can become part of the negative 'crowd'—get them onside quickly
- Bad decisions can lose revenue—a bad reputation can lose the firm
- Reputations are the belief and opinions that are generally held by others about your organisation

But when individual reputations are at stake, they can get in the way of fixing the organisation's reputation, as the executives fight hard to save their own careers.

The Economist reported this week that police in Guatemala arrested Álvaro Colom, a former President, and most of his former Cabinet in a fraud case involving a new bus system in the capital. The accused include Juan Alberto Fuentes Knight, a former Finance Minister who is the chairman of Oxfam International.

The real and huge challenge for the likes of Oxfam is that, no matter how long-lasting and worthy your past deeds are, as Henry Ford famously said, "You can't build a reputation on what you are going to do."

The best leaders always know when best to go, others require encouragement.

Reputations don't die—people destroy them. **BBQ**

René Carayol

René is a business and leadership speaker, broadcaster, broadsheet columnist and author. His focus is on inspirational leadership, culture and business transformation. Rene is the CEO of the Inspired Leaders Network (www.inspiredleaders.com)

Reported economic crime in South Africa hits record levels; cost and accountability concerns rising

South African organisations continue to report the highest instances of economic crime in the world, with economic crime reaching its highest level over the past decade, according to PwC's biennial Global Economic Crime Survey released in February this year

South African organisations that have experienced economic crime are now at a staggering 77%, followed in second place by Kenya (75%) and, thirdly, France (71%). With half of the top ten countries that reported economic crime coming from Africa, the situation at home is more than dire.

The Global Economic Crime and Fraud Survey examines over 7 200 respondents from 123 countries, of which 282 were from South Africa.

Trevor White, PwC Partner, Forensic Services and South Africa Survey Leader, says, "Economic crime continues to disrupt business, with this year's results showing a steep incline in reported instances of economic crime. At 77%, South Africa's rate of reported economic crime remains significantly higher than the global average

rate of 49%. However, this year saw an unprecedented growth in the global trend, with a 36% period-on-period increase since 2016."

Economic crime in South Africa is now at the highest level over the past decade. It is also alarming to note that 6% of executives in South Africa (Africa 5% and Global 7%) simply did not know whether their respective organisations were being affected by economic crime or not.

While the overall rate of economic crime reported was indeed the highest for South Africa, the period-on-period rate of increase for South Africa and Africa as a whole was below that of our American, Asian and European counterparts. From a regional perspective, the biggest increase in experiences of economic crime occurred in Latin America, where there was a 25% increase since 2016 to 53% in respondents who

indicated they had experienced economic crime. The US was a close second with a 17% increase over 2016 to 54% of respondents, while Asia Pacific and Eastern Europe experienced increases of 16% and 14%, respectively.

White comments further: "We believe that these jumps in reported crime are being driven by a heightened state of fraud awareness by respondents, and in this lies the silver lining.

"We have seen paradigm shifts in the way that businesses are being run. Notably, the accountability for fraud and economic crime has moved into the executive suite, with the C-suite increasingly taking responsibility, and the fall, when economic crime and fraud occur. Organisations are beginning to shed their denial complex regarding the many blind spots they have in identifying fraud and are learning how to address them."

Figure 02: Top 10 countries reporting most economic crime



Types of economic crime

Asset misappropriation continues to remain the most prevalent form of economic crime reported by 45% of respondents globally and 49% of South African respondents. While the instances of reported cybercrime showed a small decrease in the South African context (29% in 2018 versus 32% in 2016), it retained its second place in the global rankings (31%), albeit at a lower rate of occurrence than 2016. One of the new categories of economic crime was that of “fraud committed by the consumer”. It is the second most reported crime in South Africa at 42% and takes third place globally at 29%. This was followed closely by procurement fraud (39% in South Africa versus 22% globally). This indicates that the entire supply chain in South Africa is fraught with criminality. When combined with the high instances of bribery and corruption reported (affecting more than a third of organisations at 34%), the resultant erosion in value from the country’s gross domestic product (GDP) is startling. Accounting fraud, which is usually perpetrated by senior management and results in the largest losses, increased from 20% to 22%.

The cost of fraud and prevention

As awareness and the profile of fraud and economic crime have risen, so too have investments to combat it, linked also to the direct financial losses reported in the past two years. According to the survey, 35% of South African respondents lost more than US\$100 000 (+/- R1.2-million) to what they regarded as the most disruptive economic crime to affect them, with 1% reporting losses of greater than US\$100 million (R1.2-billion). When combined with the costs to address this issue through investigations or other interventions, where 41% of respondents reported having had to spend an equal or greater amount (10% reported having to spend upward of three times the amount, with 3% spending as much as ten times the value of the initial loss), we are faced with the damning realisation that the actual cost of these crimes is crippling the economy, White comments.

Fighting fraud

South African businesses continue to take measures to combat economic crime, with 44% (Africa: 41%) of respondents having increased their spend on combating fraud since 2016 and 46% plan to increase their

spend over the next 24 months (Africa: 45%). It is positive to note that almost two-thirds (64%) of South African respondents monitor whistleblower lines as a means to ensure the effectiveness of their compliance and governance programmes (Africa: 51%). This represents a 9% increase since 2016.

It is also reassuring that business leaders are taking an active interest in their governance responsibilities and are becoming more aware of, or rather want to be made aware of, the effects and issues that economic crime and fraud have on their organisations. Ninety-five percent of South African respondents (versus 91% of Global and 94% of African) said that the most disruptive incidents of economic crime were brought to the attention of the board executives or governance leaders within their organisations.

Respondents also reported using technologies like artificial intelligence (AI) and advanced analytics as part of their efforts to combat and monitor fraud. The survey shows that companies in emerging markets, including South Africa, are currently investing in advanced technologies at a faster rate than their counterparts in developed nations.

Trevor Hills, Forensic Services Leader for PwC Southern Africa, says, “Technology is clearly a fundamental tool in the fight against fraud, but it’s not the only one. Ultimately, when it comes to blocking that ‘last mile’ to fraud, the returns from investment on people initiatives are likely to far exceed those from investing in another piece of technology. Focusing on human behaviour offers the best opportunity for reducing or preventing fraud, because, ultimately, machines don’t commit fraud, people do—they just happen to be using technology more and more in these endeavours.”

Despite the higher levels of understanding and reporting of fraud, blind spots still prevail. Forty-six percent of respondents globally said their organisations have still not conducted any kind of risk assessment for fraud or economic crime. Only three in four South African organisations said they had conducted any kind of fraud or economic crime risk assessment. Additionally, only around a third (37%) of respondents had conducted an anti-bribery/anti-corruption risk assessment. “This is a worrisome statistic, considering how impactful and expensive this crime has become worldwide

on both the regulatory and financial sides,” Hills comments.

Regulatory risk continues to grow

Across the board, regulations and reporting requirements, touching on both legal and ethical behaviour, continue to expand. There is a greater awareness and visibility on the part of organisations regarding how and why fraud occurs. South Africa is undoubtedly undergoing far-reaching changes and visible enforcement is on the rise. Seventy-one percent of local respondents expect recent changes in the geopolitical regulatory environment to have an increasing impact on their organisations in the next two years, and 63% of them expect more changes as regards the enforcement of regulations.

Accountability of the board

Hills says, “Accountability for fraud and economic crime has moved into the executive suite, with the C-Suite increasingly taking responsibility, and the fall, when economic crime and fraud occur.”

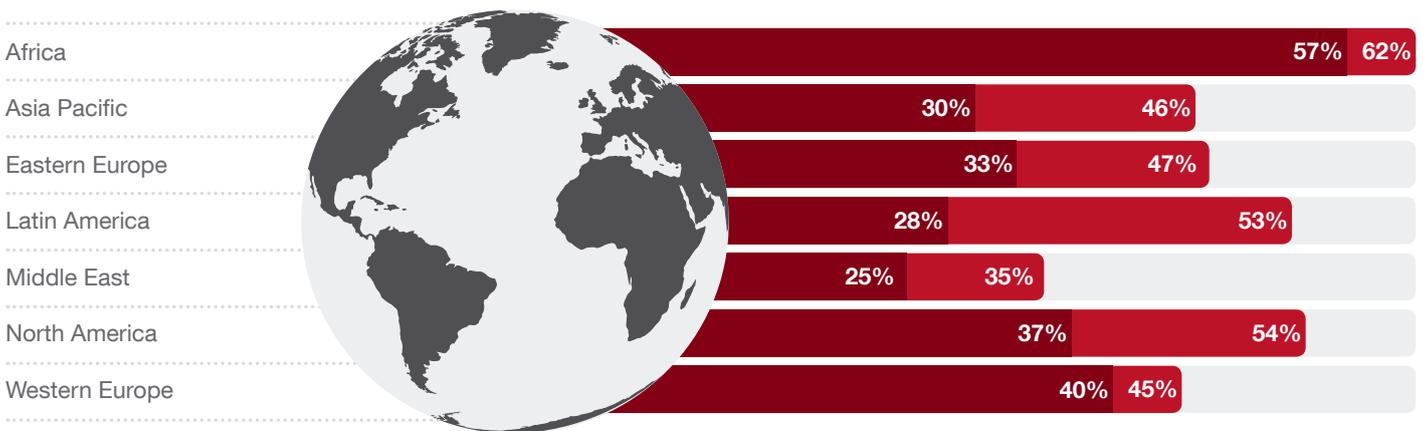
The survey shows that almost every serious incident of fraud has been brought to the attention of senior management (95%). Eight-five percent of South African

respondents indicated their organisation had a formal business ethics and compliance programme in place. In addition, 20% of local respondents indicated that the CEO (who is part of the first line of defense) has the primary responsibility for the organisation’s ethics and compliance programmes and is, therefore, more instrumental to the detection of fraud and the response to it.

“Many companies are finding themselves caught in a tug of war between three business drivers: the market’s appetite for innovative disruptors; shareholders’ desire for financial outperformance; and society’s expectations for ethical conduct.

“The truth is that when businesses misbehave, investors often tend to look the other way as long as their investment is not threatened. The C-suite should be careful not to do the same. We often see that organisations can be easily lured into a false sense of security when scenarios appear to be rosy and when the ‘tone at the top’ appears to be consistent with the right words. What really counts is not the tone at the top, but rather the action at the top. The market may love disruptors or outperformers—but not enough to tolerate bad behaviour,” White concludes.

Figure 03: The reported rate of economic crime by region



■ Reported economic crime in 2018 ■ Reported economic crime in 2016



KUNENE MAKOPO

RISK SOLUTIONS

Kunene Makopo Risk Solutions

KMRS was founded in 2006 by three members who have among themselves a broad and diverse skills and competencies. That includes Auditing, Investments, Insurance, Economics, Property development and Risk Management. The diverse skill base allows KMRS to participate in all spheres of Insurance and Risk Management.

KMRS has a unique footing in the market, because of the three licenses in Short Term, Long Term insurance and Medical Aid it allows the company to provide a comprehensive service to its clients and partners.

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Vision

To provide comprehensive insurance risk management solutions to its clients and to create insurance awareness in historically disadvantaged communities.

Mission

To establish KMRS as key player in the Insurance brokering arena and to afford its clients and partners the highest level of service and excellence.

To form mutually beneficial relationships with other industry players in the pursuit of providing a premier service and professionalism.

To build the largest Insurance brokerage in Africa and being the employer of choice for highly skilled professionals.

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- Performance guarantee
- Risk Management





Long-term Insurance

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- Food and Allied Workers Union
- New Castle Local Municipality
- Alfred Duma Local Municipality
- Gert Sibande District Municipality
- Dipalasang Local Municipality
- Chief Albert Luthuli Local Municipality
- Mpumalanga Tourism Parks Agency
- Inxuba Ye Themba Local Municipality
- West Rand District Municipality
- INSETA
- CETA
- Services Seta
- Human Development Agency

Head Office

16 Culross Court
Cnr Ealing Crescent & Culross Road
Bryanston
2191
Tel : 010 900 1346

info@kunenemakopo.com

Newcastle

Block A 2
2 Whyte Street
Newcastle
Newcastle Central
2940
Tel: 087 820 0802

Durban

Regus Durban Kingsmead
11 Walnut Road
Durban Central
Durban
4001
Tel: 031 825 9606

Venda

Office no. D8
Sabina Plaza
98 Mphephu Road
Thohoyandou
Venda
0950
Tel: 015 962 0498

Mpumalanga

27 De Klerk Street
Ermelo
2351
Tel: 017 811 1790

Western Cape

Regus Building
7th Floor Mandela Rhodes Place
Cape Town
+27 21-410 8751

Cyber resilience

The key to safeguarding your organisation's future

Entrepreneurs are the lifeblood of South Africa's economy. Many have built successful and rapidly growing organisations, and thanks to cloud services, they now have the technological backing to be more productive and can compete with businesses of all sizes. However, with plenty of bigger organisations in the market with larger headcounts and revenue, these entrepreneurs have been excused for thinking they're too small to be targeted by cyber criminals. But this is an increasingly worrying misconception that needs to be addressed immediately.

Unfortunately, businesses of all sizes are targets for cyber attacks—and business owners need to realise that it is a matter of when, and

not if, they're going to be attacked. While the cloud has presented new opportunities for organisations of all sizes to improve collaboration and productivity, it has also increased the chances of an attack.

Most enterprises have cyber crime protection in place, the relevant in-house IT support and the capacity to recover quickly. Medium-sized organisations, however, are large enough to be attractive to cyber criminals but tend to be less advanced when it comes to their security strategies. Many small- to medium-sized businesses are ill-equipped to prevent cybersecurity breaches and, therefore, the chances of facing significant losses are high. In fact, it's not unheard of for a business to be hit so hard that they are forced to close their doors.

Cyber attacks take on a variety of forms, from malware to phishing scams, each requiring its own security measures. So, how do you as a business owner protect your organisation against a multitude of growing cybersecurity threats?

Understanding what you're up against

The first step is understanding what you're up against. As per the recent PhishMe report that highlights phishing response trends, there has been a 65% increase in phishing attacks over the last year. The report surveyed IT security professionals in South Africa and indicated that nine out of 10 have first-hand experience of an email-related phishing scam, with over 60% of



those respondents feeling unprepared to manage such a threat.

Almost 90% of the respondents went on to say they've faced an online security threat as the direct result of malware sent as an email attachment. Malware is any sort of software that infects your system with malicious intent. Take ransomware for example, which holds your computer or network hostage by encrypting its files and demands you to pay for the release of your data. It is bad enough if you are just one person working on a home PC, but for a modern office where there is a computer on every desk, the problem is magnified. If this type of malware gets into a network, all connected PCs go down with it. What's more, your business stands to lose valuable data in the process, often

with confidential and sensitive information hanging in the balance.

We saw this when the WannaCry malware attack swept across the globe in May last year, infecting everyone from FedEx to Russia's Central Bank, and even bringing the UK's National Health Service to its knees. Like an unstoppable epidemic, it spread quickly and infected without discrimination. In a ransomware situation, all it takes for your business to become compromised is one employee interacting with an infected mail.

Email is the top attack vector

Of all the tactics employed to implant malware into a victim's operations, email-borne attacks are by far the most common. Many of these attacks employ

social-engineering strategies to gain access, in what is known as a 'targeted email attack.' With a specific organisation in mind, hackers set out to gather as much information as possible about a certain employee, using what is shared online and on social networking sites. This is used to construct an authentic looking email that will gain the trust of the person to which it is sent. Convinced of its authenticity, the employee opens the attachment, malware is installed and the hacker has full access to the network. Tailor-made for a specific individual, this kind of activity is also known as spear-phishing.

Phishing, on the other hand, is an umbrella term used to describe any attack in which targets are fooled into divulging sensitive information, including passwords or credit card details. A cyber criminal composes a malicious, but convincing, email and sends it out en masse to see who takes the bait and clicks the link.

Another method is Business Email Compromise or BEC. This kind of attack sees hackers tricking employees into paying a fake invoice or money order by impersonating an important figure within the organisation, like the financial director or CEO. Email impersonation attacks don't just pose a financial risk to your business. Hackers also target sensitive data and valuable intellectual property, by tricking the victim into handing over this information.

Clearly, the risks (and the consequences) of lax cybersecurity are very real, very diverse, and changing all the time. So, what can an organisation do to make sure they're protected? The answer lies in adopting a cyber resilience strategy.

The cyber resilience paradigm

While they might sound similar, cybersecurity and cyber resilience are not the same thing. Security focuses purely on protection, while resilience is about assuring the ability to recover and continue with business as usual. Cyber resilience includes measures of prevention and also seeks to avoid data loss and downtime.

Businesses are starting to realise that, apart from having measures in place to

prevent an attack in the first place, the ability for your business to bounce back after suffering an attack is just as important. Is your data backed up, and can it be quickly recovered? Could a cyber criminal possibly separate you from your backups to strengthen their position and demand a debilitating ransom? Resilience means acknowledging that despite your best efforts, an attacker may still be able to break through and cyber attacks will happen. Cyber resilience requires a paradigm shift followed by the implementation of measures that guarantee your organisation's swift recovery.

While cloud services, like Office 365, have empowered smaller organisations, they aren't necessarily prepared to deal with an onslaught of attacks. And if their email goes down because of an attack, technical failure or human error, they could be down for hours or even days, meaning productivity will cease entirely and they will almost certainly lose revenue and customers. It's, therefore, important to enlist the services of trusted third-party providers to help divert threats with advanced security and bounce back in the event of a successful attack. When it comes to email, cyber resilience means being able to secure, preserve

and continue the flow of information via email. It encompasses advanced security, archiving to restore data instantly and continuity to ensure business as usual.

Don't lose a minute of productivity

For any growing business, time is money, and reliance on email and important customer data means even a few minutes of downtime can cost an organisation valuable productivity time. Unfortunately, breaches often lead to downtime, leaving employees unable to access tools, like Office 365. Adopting a continuity service means you're able to quickly and seamlessly switch to an available email service. Furthermore, if you're fully dependent on a single cloud provider and they experience a period of downtime, you have no choice but to sit and wait until the service is back up and running.

Equally important is being able to recover data on demand, which can be done through a reliable cloud archiving service, like the Mimecast Cloud Archive. This service ensures you have a digital corporate memory that is fully encrypted and drastically decreases the risk of data loss or corruption in the event of a cyber attack. This is critical

in a ransomware situation, as being able to recover a copy of your data means you never have to worry about paying a ransom. Mimecast Cloud Archive also works synonymously with applications like Office 365, which most SMEs are already using, so it's quick to implement and easy to adopt.

In the Digital Age, where local and global economies are weakening, competition among businesses is fierce and organisations are turning to technology to be more efficient and improve service delivery. But without putting the same amount of thought into keeping your business safe, going digital may, ultimately, turn out to be a recipe for failure if cyber criminals decide to make you their next target.

True cyber resilience means taking a holistic, all-inclusive approach because you never know where the next security threat will come from or how it will target you. With the right defences and recovery in place, you'll be free to focus on growing your enterprise, rather than wondering if a single email could set off a chain reaction, which is impossible to recover from. **BBQ**

By Siphindokuhle Mazibuko, Senior Service Delivery Manager





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The technology revolution is set to revitalise the SA manufacturing sector

Industry 4.0, otherwise known as the Fourth Industrial Revolution, along with the Internet of things (IoT), is central to digital transformation in the manufacturing industry





A massive change is coming in the way that manufacturing does business, ranging from the designing and manufacturing of goods to how we service customers.

Manufacturing originated from steam, then progressed to mechanised machines and evolved to the development of electricity, the assembly line and the introduction of mass production. The 3rd era of manufacturing introduced computers and the start of automation on the assembly lines. Now, we enter the 'Smart Future' of Industry 4.0, whereby computers and automation come together in a new and innovative way to control robotics with very little human intervention, ultimately, creating the 'smart factory'.

But how will the smart manufacturing of the future work? In the future, all machines, from the milling machine to the welding robot, will be networked with one another. And every workpiece will have its own embedded system, storing various pieces of information, for example, on the customer, the workpiece's desired configuration and its destination. It will be possible to uniquely identify and localise raw parts. Not only will they know the processing steps that are necessary, these parts will also be networked with the production machines and will be able to communicate with one another to decide exactly when they are to undergo which production step. In the future, the entire line will no longer stop when a given station fails. Instead, workpieces and machines will work together to replan the processing sequence. The result is a "self-organising" adaptive manufacturing process that no longer requires constant human intervention, while remaining under human control.

In order for smart production to run smoothly, the humans and robots involved have to continuously report exactly what they are doing and, for example, how long the parts that are subject to wear have until they fail. Everything taking place in the real factory will be represented in parallel in the virtual factory.

Experts refer to this connection of the real and virtual worlds as a "cyber-physical system" (CPS). The economy is hoping for several advantages from the digital

transformation of industry: The flexible factory of the future will make it possible to manufacture according to customer preferences and make production changes ranging up to the integration of new machines at any time without substantial effort. Machine utilisation levels will be higher, the consumption of resources will drop and there will be fewer rejects.

Industry 4.0 has already begun to transform products, how companies operate and how they manage production in this unique environment. It is a giant leap for manufacturing innovation, characterised by “smart devices” that can take control of machines on the shop floor, communicating autonomously “device-to-device” to manage manufacturing operations and distribution.

The fusion of Big Data, the Internet of things, and advanced analytics is providing manufacturers with unprecedented insights. Industry 4.0 harnesses uncertainties and in its place, removes assumptions and risky forecasts, enabling a relevant level of actual knowledge and a newfound level of insight. Manufacturers need to be prepared to translate that knowledge and awareness into concrete investments and real projects. For that to happen, manufacturers need to be convinced that Industry 4.0 will make a significant difference to their businesses, delivering a return on their investment.

Trends in the digitisation of manufacturing

1. End consumers are more empowered

You need to design the product to be highly customisable and test a variety of configurations. You must appeal to highly segmented markets around the world. You have to source a much broader range of raw materials. Instead of a small number of large shipments, you need to manage a large number of small shipments. In fact, because of those logistics, it might make more sense to manufacture closer to the consumer.

2. Transparency is rewriting how OEMs work with suppliers

With today’s demands for customisation and rapid delivery, your suppliers are integral to

your manufacturing strategy. They need real-time visibility into orders for individualised products so they can deliver the right configurations at the right time. And you need real-time visibility into their operations so you can respond proactively to problems before they derail the production of each specific order. That requires an entirely new level of integration and resource exchange as part of a sharing economy.

3. Business processes are becoming more customer-centric

Mass customisation affects research and development, procurement, warehousing and delivery. But the impact on production is especially profound. You need to design and configure your equipment to handle individualised products. You must establish flexible production lines and processes that can respond to each customer’s order. Your equipment and your people need to be increasingly interconnected and responsive. And you need to produce with much greater speed and flexibility.

The South African sector

In 2015, Modise Makhene, a principal at Odgers Berndtson Sub-Saharan Africa stated that the African manufacturing sector was at a crossroads. He stated that it was time for the country to reassess its strategy as for years, the industry had been in a state of decline, facing challenges around productivity, costs, labour issues, skills shortages, efficiency and new technology.

Odgers Berndtson suggested that leaders needed to overcome some fundamental challenges to bolster the gross domestic product (GDP) contribution from the sector. These included low productivity, compared to international competitors, such as China and Germany; high input costs, especially labour costs and efficiency, which render the SA manufacturing sector uncompetitive; a lack of alignment between the government and the manufacturing sector on how to promote growth in the industry and most pressingly, a shortage of skills at all levels in the manufacturing industry.

“The biggest shift that leaders in the manufacturing sector are dealing with

is the move globally from traditional manufacturing practices (which were labour-intensive and required low technology) to models embracing the latest technological advances—especially digital,” said Makhene. “These new models require skill sets, which are in short supply in the manufacturing sector. Technological transformation is where industry leaders can overcome the hurdles they currently face and work towards becoming a manufacturing hub on the continent.”

In order to meet the National Development Plan targets by 2030, South Africa needs to increase the training of artisans by producing 30 000 artisans a year.

The manufacturing production was up by 0.8% in January 2017, but this is still below the levels of production recorded before the global financial market crisis, according to Statistics South Africa, which recently released the data on manufacturing production.

The contributors to growth were basic iron and steel, non-ferrous metal products, metal products and machinery, which were up by 3.5%. Petroleum, chemicals, rubber and plastic products were up by 1.7% and furniture and “other” manufacturing were up by 21.6%. However, manufacturing production declined by 0.4% for the three months leading up to January 2017. Among the negative contributors for the quarter were petroleum, chemical products, rubber and plastic products, which were down by 1.3%. Motor vehicles, parts and accessories and other transport equipment were down by 3.4%. Food and beverages shed 0.6%. Wood and wood products, paper, publishing and printing also came down by 1.2%.

Essentially, nine out of 10 units of the manufacturing sector declined or made no contribution to the overall performance of the sector. STANLIB’s Chief Economist, Kevin Lings said the declining growth in the sector shows it continues to drag down the overall performance of the economy.

Compared to 2010, manufacturing activity grew by 4.7% year-on-year, an improvement from the 13.5% decline reported in 2009, said Lings. In 2011, the sector experienced significant disruptions due to strikes

and rose by 2.8%. In 2012, growth averaged 2.3%, given a weaker global economy and extensive mining strikes. During 2014, the sector was impacted by electricity outages and only increased by 0.2%. The year 2015 saw the sector decline by 0.04%—the “worst annual performance” since the recession in 2009. In 2016, manufacturing decreased by 3.1%. This was brought on by a decline in the manufacturing of food and beverages, petroleum, chemical products, rubber and plastic products as well as motor vehicles, parts and accessories of transport equipment, Fin24 reported.

Equal opportunity and shortcomings

The South African manufacturing industry is one that faces a number of challenges, however, it is one with enormous potential that could attribute greatly to economic development, skills development, reducing unemployment and lucrative investments.

The strength of the manufacturing industry is that it is relatively stable. Although the demand for manufacturing tends to fluctuate with the ups and downs of the economy, it is characterised by regular periods of recovery following any downturns. Additionally, manufacturing has become highly efficient over the last century, with the ability to maximise both the productivity of the workers and machines to maximise profits.

South Africa has a world-class infrastructure, exciting innovation, research and development capabilities and an

established manufacturing base. It is actively involved in the development and roll-out of new green technologies and industries, creating new and sustainable jobs in the process and reducing the environmental impact.

Manufacturing is among the top three multiplier sectors in terms of value addition, job creation, export earnings and revenue generation for every R1 invested, according to Deloitte’s 2013 report, “Enhancing manufacturing competitiveness in South Africa”.

Opportunities in the manufacturing industry lie within the technology and biotechnology areas. These are growing market segments with higher profit margins.

Foreign markets with a growing middle class are providing opportunities for technology and biotechnology manufacturers to increase their profitability through exports.

A weakness of the manufacturing industry is that much of it is built on the production of non-essential goods. This means that a severe downturn in the economy can have a crippling effect on it. Another weakness is that it is a mature industry. This means that there is heavy competition and little room for growth. As a result, the manufacturing industry can be a cash cow for those who are already in it but may be unattractive to new entrants.

Set prices that affect the economy, such as electricity tariffs and petrol prices, form part of the macro policies that need to be reviewed to enable the manufacturing sector to work efficiently and affect the

economy positively. As this is a national challenge, the government should play an enablement role and not an intervention role. And an adversarial relationship between the government, labour and business severely hampers a coordinated approach for the good of the sector.

The largest threats to the manufacturing industry today are from low-wage high-productivity nations like China, India and Brazil. Over 300 000 South African manufacturing jobs have been lost or exported to other countries since the beginning of 2008, with the majority going to China.

The South African business environment has worsened while administered prices in Brazil, Russia, India and China have decreased by over 36% in the last decade. By contrast, electricity costs have been raised by over 170% in South Africa, and this is predicted to continue to escalate at more than double the forecasted inflation rate.

Our domestic market is vulnerable to imports from China, India, Brazil and other countries, which offer much higher incentives and protection to their manufacturers. There is also a need to review the bulk infrastructure pertaining to the reliability of the water and electricity supply that allows for manufacturing to take place.

The rapid advancement of technology and processes in the manufacturing industry across the world has forced South Africa to consider changing current practices and mindsets in order to be able to compete internationally. Compared to the rest of the world, the current adoption and impact of Industry 4.0 on the African continent remains low. However, it is a topic that is increasingly being acknowledged and discussed by industry leaders and policymakers, largely because of the impact smart technologies can make at a socio-economic level. The biggest challenges in Africa/South Africa remain connectivity and accessibility, however, companies that have embraced IoT have already started to become more globally competitive as they streamline operations, increase productivity and reduce costly wastage. **BBQ**

Kevin Michaels





From handling accounts to collecting recycling

After nine years in the banking industry, Recycle 1st owner, Anthea Fransman knew it was time to follow her heart and open a business that held more purpose

What she really wanted to start was a green business, a business that could help people do more good and act more responsibly towards the environment. The recycling industry was an unfamiliar one initially, as by her own admission she was not a greenie to begin with and had very little knowledge of the comings and goings of the waste management sector. After doing a lot of research and investigation, she identified an opportunity in the market in the northern suburbs where no one was collecting recycling from homes. She started collecting mainly in Durbanville, offering bi-monthly collections to northern suburbs residents only. Within just one year, their scope widened to include Table View and the Southern Suburbs. Within that same year, they were able to extend their services to include collections from businesses and complexes.

"What currently fuels me is the ability to really do good. Every day, I get to help people recycle more, help people put food on their table in the fact that we can create jobs for them, and I really enjoy the dynamics of business. I've really fallen in love with recycling and the changes that we can make in the environment in Cape Town and in the environment globally," she says.

Recycle 1st has been running for almost 10 years. Fransman explains that in the beginning, it was difficult as she lacked the necessary resources of enough vehicles, finances and the know-how to run a business.

"Initially, I went to Damelin and got a Diploma in Business Administration because I really didn't have a clue, and they focus on marketing, sales and accounting, and that really helped me understand how to run a business. Key lessons that I've learnt through starting my business and turning it into a successful enterprise is that the only way you can grow your business and grow the people who work for you is really by educating yourself. There is real truth in the saying 'knowledge is power', because until you actually learn more about business, about your industry, about

the world out there in business, about best practices and standard operating procedures, you won't improve. Every year that we've added additional training and that I've done coaching or mentoring with companies, I have managed to increase the business and the gross turnover as well as the well-being of everybody who works for me," she explains.

"The reaction to Recycle 1st has been wonderful. We did a survey earlier this year and the response was very good in the areas we operate in, which is from Kenilworth all the way through to West Beach, Tableview, and then from the Atlantic Seaboard to Bellville. We've received very good feedback from people saying they are very happy with our service and we get a lot of word of mouth referrals—so, based on that, I think we have a good standing," Fransman adds.

Once the recycling is collected either from the home, the business or the residential complex, it goes through to the factory and it then gets sorted into 17 different grades of recycling, or categories. They then sell that recycling so that it becomes revenue, delivering it to recyclers who reprocess waste back into materials that can be used again in the manufacturing industry.

"The location—we operate from Epping—is merely based on the approximation of Epping to our major customer base, which is in the CBD and the Southern Suburbs, and also the proximity to actual recyclers. So, here, in Epping, we've got SA Metal, there used to be Reclam, there are two paper companies, and the glass collectors are also very close by," she says.

Fransman explains that while she there is significant information on educating consumers on waste management and how to recycle, whether it's readily available is another question. She believes that many people have not been accurately taught or haven't really looked for good information, and she would definitely like to do more talks and educate more people, thus, ensuring more people aware of recycling and good waste management.

"I think some people don't do it because, number one, they don't care and couldn't be bothered, and, number two, they don't understand the consequence of not doing it. I think if they were told the 'why', they could perhaps be more conscious and then decide to actually recycle. But, otherwise, some people just don't care, it's the same reason why—we're all individuals at the end of the day and we choose what we do and how we do things," she says.

On whether recycling causes consumers to buy more and create more waste, Fransman explains that while she doesn't think recycling encourages consumers to waste more, people think that because they're recycling, they don't have to try to reduce their waste. However, in the coming years, she believes we will have to find a way to reduce our waste.

"In terms of South Africa, we're running out of space, especially here in Cape Town. There's no space for our waste, the landfills are filling up, and that is the actual biggest challenge. The other challenge is that a lot of our waste gets exported and if there is a huge supply in the market, that may hamper our validity to export and we may be sitting with recyclables that can't actually be recycled. I think in South Africa, we actually have very good rates in terms of recycling compared to other countries. I can't say that we're in the top 20, but we are conscious of recycling and we've got good national environmental waste management plans in place, they just need to be implemented and maintained," she says.

"Recycling is a necessity, as we do not have an abundance of natural resources. Our consumption of products happens far too quickly for nature to naturally give us a supply. Recycling decreases emissions of greenhouse gases that contribute to global climate change, reduces pollution caused by the manufacturing of products from virgin materials, and conserves natural resources such as timber, water and minerals. Although landfills may not be full just yet, we are still polluting the environment for generations to come. It is our responsibility to safeguard the environment right now so that future

generations have a chance at a wasteless world," Fransman adds.

As the waste management industry has blown up, there has been some critique from those who have said there is a greater focus on the moneymaking side than actual sustainability. Fransman's opinion is that while it is true that waste has become a big business, people are not going to recycle and you are not going to create a demand or supply if there is no money in it.

"At the beginning of this business, I didn't want to charge for the collections. I actually had no concept of profit, but I learnt very quickly that if there's no profit, you can't actually grow your business. So, yes, there could be too much emphasis on the moneymaking side of it, and I believe in the triple bottom line—you look after profits but you also look after the people who work for you or the people who are your customers and all your stakeholders. And also look after the plant because this is for people's livelihood. Money has to be a part of it, there are people who have tried to do this just for the love of it—maybe

those are trust fund babies, maybe they've got money from a different source—but I think it's really important that it does make business sense to go into it," she explains.

Fransman says that although her previous career taught her little about business, it did teach her resilience and how to handle rejection. "I was in sales in home loans and vehicle finance and I had to face a lot of rejection. Because of that, it's made my character stronger—rejection doesn't quite get me down as much as it did in the very beginning. I think that's a valuable skill because, at the end of the day, you sell yourself as much as your product," she says.

Fransman's most satisfying moment in business is the one she's currently experiencing. She explains that Recycle 1st has been having a brilliant season during which a lot of positive change has been happening in the business.

"I'm looking at innovation and how we can make our business more efficient. I'm looking overseas to try to find out what there is out there. We're quite excited about the future in the sense that we're

looking forward to doing work with more businesses—some B to B businesses—as well as helping more people to recycle and doing training and awareness projects. I am just so grateful for every moment that has gotten us to where we are right now and having the ability to inspire and help people in the industry. We want to take this business nationally, we're busy developing a blueprint here in Cape Town and it's quite an exciting time, as it would mean that within the next year or two, we could start expanding into other cities," she says.

"Recycle 1st is dedicated to helping individuals and businesses recycle. In a nutshell, we believe that every little bit helps. We collect from homes, weekly and fortnightly. We help small- to medium-size businesses recycle, all at the most competitive rates, and we even continuously assess your recycling needs. Our aim is to leave the environment in a better state than what we found it in and be a part of a world where waste is handled responsibly, minimising the burden on future generations," Fransman concludes. **BBQ**





Recycle plastic bottles. They are turned into new products.

Plastic cool drink and water bottles are made from PET, a recyclable material that's far too sophisticated to just throw away. It has the ability to be turned into new and useful products that play essential roles in the lives of millions of South Africans; products like stuffing for duvets and pillows, automotive parts, clothing, and importantly, new PET bottles.

From the collectors to the recyclers to manufacturers who use recycled PET to make new products and new bottles, an entire industry depends on you simply doing one thing: recycling your bottle.

Many local entrepreneurs search for and collect used PET plastic bottles;

these bottles are baled and sold to world-class recycling facilities.

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

The more new bottles, and products in general, that we can make from recycled PET plastic bottles the better off we will all be because products made from recycled PET bottles benefit both the economy and the environment.

This procedure of recycling bottles into new products and even back

into bottles is known as 'closing the loop' and it is critical to a sustainable future for South Africa. This kind of circular economy means that 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.

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. Up to now, our recycling partners purchased over R1.9 billion in post-consumer PET plastic, which has resulted in 700 000 tonnes fewer carbon emissions and saved more than 3 million m³ of landfill space across the country.

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.**

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Purely Millennial

Bakani Ngulani has a young head on his shoulders and the aura of one who is many years his elder



The founder and CEO of BN Business Solutions, Bakani Ngulani has been recognised as South Africa's top entrepreneur under the age of 25 at this year's National Small Business Chamber Awards in Johannesburg, walking away with the prestigious National Young Entrepreneur Champion award.

The 24-year-old entrepreneur founded his accounting firm in 2016 and it is evident that he is on his way to success, having finished as a finalist at the 702 Sage One National Business Awards in 2016 and this year, being crowned the National Young Entrepreneur Champion at the National Small Business Chamber Awards. Ngulani's passion is to change the perception that accounting is difficult, complicated and that it is a rigid industry.

As young as the business is, the company already has branches in Johannesburg (the head office), Cape Town and Durban, and Ngulani would like to expand to other parts of South Africa as well as to Namibia, due to their similar taxation structures. He has the vision to curb unemployment, continue supporting SMMEs in their growth and most importantly, to make accounting and compliance fun.

Why and how did you enter the NSBC South African Small Business Awards?

I was first a member of the NSBC and was an exhibitor at an annual small

business event in March 2017, so I am constantly looking for new ways to improve my business through their website. When I visited their website, I came across the awards and I filled in the form because I felt it was a way to assess my achievements against other businesses.

You were awarded the National Young Entrepreneur Champion award. How did it feel to win?

Yes, indeed, I won both those awards, and it felt amazing because getting recognition like that in front of business owners from all over the country who are older than me and more experienced is not an everyday thing, it's an honour and motivation for me to work even harder.

Was there anything that anyone said to you during the awards that was particularly memorable?

The MC made a remark saying, "He is 24 years old, that's it, I have shoes older than him. That's amazing, you're a rock star, my buddy, you're a rock star,"—this was amazing because, in a room full of business-people with double my 24 years' experience, I indeed felt like an amazing rock star.

What are your qualifications?

I'm a Business Accountant with a Bachelor of Accounting Science in Financial Accounting and I am a South African Institute of Tax Practitioners Certified Tax Practitioner (SAIT) as well as a member of the Southern African Institute for Business Accountants (SAIBA).

What successes has BN Solutions enjoyed to date?

BN Business solutions has enjoyed great success. From a one-man workforce, I have managed to add other people with different skill sets to mine. From one office in Midrand, we have managed to go national into Cape Town and Durban. From one client, we now boast over 30 clients and from a one-unit office, we have bigger and better office space, which allows the company to be more efficient. The company was a finalist at the 702

National Small Business Awards last year, which was a great achievement, and this year, we managed to win at the NSBC National Business Awards, which shows that we are growing and enjoying much better success as we grow.

What are the key lessons that you've learned as an SMME owner?

One of the greatest lessons I have learnt from is that you need to hire the right people when you are starting a business, you need to create a work environment that is efficient by involving and trusting your staff with work projects. I have also learnt that it's important to lead the people you are working with instead of imposing and overloading them, you need to empower them and help them to grow so that the business can grow as well—that's the best form of investment.

What is your business approach?

When I started, my goal was to make a lot of money and create wealth, however, that has changed. Now, my goal is to create a brand of efficiency and effectiveness, I want to provide the best service to everyone I do business with.

Tell us briefly about your management of the staff

My staff understands what I want from them and we always have team building sessions to create a bond and a synergy, which can be translated into a great work ethic and strong unbreakable bonds. I encourage responsibility and I give them room to develop themselves so that they can grow.

Because of the constant emphasis on teamwork and creating a bond, three of my staff members have decided to actually reside together and it has created an even better work environment because there is a deeper understanding between them now.

What advice do you have for SMMEs and those wishing to start a business?

Always seek to learn something new, many people think they know everything; however, that is not true. SMMEs need to look at how others are doing it and develop themselves—there is so much information for everyone to pick a lesson from. Understand why you want to start your business, analyse your market and look at those who have been in that business and learn from them, research and look for a way to be different from everyone else. Plan and when you make a decision, make sure it's your decision and no one else's.

What is your vision for BN Business Solutions?

My vision is to run the business on a 70%/30% age policy—70% being youth (under 35) and 30% adults. I really believe in the youth, not because I'm one of them, but because everything in today's times is moving so fast and we need to ensure our human resources will be able to move with the times and not be rigid in the face of change.

The adjudication panel was impressed with the company's culture and described you as a brand disruptor?

I really try hard to find interesting ways of getting our name out there. I'm a strong believer that if people see you taking your brand seriously at all times, they will gravitate towards it and you. That is why, during my downtime, you will see me in my white Nike basketball sneakers, a cap worn backwards while wearing our very trendy company golf shirts.

How would you describe the company's culture?

A young and vibrant culture is what keeps us going at BN Business Solutions. By empowering the youth in the company, we are able to execute on deadline and provide a much better service, simply because we are innovative, we don't hesitate to accept new practices and ideas and, most importantly, change is a challenge for us. We live up to this company's tagline 'purely Millennial'. 



Financial Sector Campaign Coalition

Tebello Radebe introduces the FSCC

Tebello Radebe is the National Coordinator of the Financial Sector Campaign Coalition (FSCC), which is a coalition of over 50 organisations formed in 2003 to drive the issues of transformation of the financial sector from the perspective of the majority of ordinary South African citizens.

It is in this context that he serves as the FSCC Convenor on the National Economic Development and Labour Council (NEDLAC) Community Constituency as well as represents the constituency on the Financial Sector Charter Council and several of its sub-structures and committees. He also serves as a Trustee of the Association for Savings and Investment South Africa (ASISA) (ASISA) Foundation, an industry initiative set

up to contribute leadership around issues of consumer financial education.

Tebello holds a Public Relations Diploma as well as a Journalism Diploma—he obtained the latter in Zambia in 1979—and, thereafter, practised as a journalist for 10 years on a number of newspapers in South Africa focusing on financial matters in the main.

He joined the Standard Merchant Bank division – Standard Bank Fund Managers where his responsibility was to educate sections of the bank staff and clients about Unit Trust Investments in 1991 and three years later, he moved to Conlog and, ultimately, the Foundation for African Business and Consumer Organisation (should this maybe be the Foundation of African Business and Consumer Services?).

He formed his own skills development consultancy, as well as a family-owned tour operator company before proceeding to serve as an organiser for the South African Communist Party (SACP) at district and provincial levels. He then took up specialised responsibilities at its headquarters until his appointment as the FSCC Coordinator in 2016.

His main passion lies in the area of the search for, as well as the implementation of, creative solutions to assist all communities—in particular, the previously disenfranchised and the working-class as a whole—to gain the benefits of the practical outcomes of their participation in the economic transformation of their lived experiences and governance as provided for by the constitution of South Africa.

In his view, the current focus around the need to restore the rule of law, accountability, constitutionality, fixing the economy as well as the drive to eradicate corruption in the country is to be welcomed. However, all of the above should not relegate the need to address the bread and butter issues facing the masses of the people at the bottom of the pile. Tackling hunger, disease, poverty, ignorance and unemployment cannot be postponed to another day when, possibly, conditions would have improved, as some within our body politic seem to be wont to say (I don't understand the meaning. Please amend). We need urgent delivery to the people now and less theatrics and/or playing to the gallery to gain popularity through hogging the headlines.

The FSCC is a civil society formation, which brings together over 50 organisations ranging from labour unions, religious groups, businesses, cooperatives and community-based and non-governmental organisations to join forces to campaign for the transformation of the financial sector and to strive to bring about an alternative economy. It seeks to become the voice of the ordinary people on the ground as well as to redress and oppose any financial or economic injustice.

The coalition partners came together in response to the highly successful South African Communist Party Red October Campaign of 2002, which popularised the theme: "Make the banks serve the people". Up until that time, two of the most glaring

shortcomings of the financial sector included the fact that 75% of economically active South Africans did not have bank accounts and credit bureaus were unregulated and ran rampant in terms of blacklisting people.

It is very gratifying to note that, today, less than 25% of South Africans are still unbanked, credit bureaus are tightly regulated and the National Credit Act and its debt counsellors have since been introduced as a result of the FSCC's sterling work to date.

The FSCC and its coalition partners work jointly and collectively as the need arises through pickets, marches, boardroom representations in different legislatures and companies and/or relevant structures. These may be banks, insurance companies, parliament, municipalities, the Financial Sector Charter Council and NEDLAC etc.

The coalition is a consensus-driven body in which partners can choose to opt in or out as they see fit. They may contribute priority activities to the FSCC or simply forge ahead to champion any given causes on their own, or invite the FSCC or other coalition partners to join in. A good example how this pans out can be seen in the work of the Black Sash, which has achieved far-reaching outcomes around the issues of garnishee orders and South African Social Security Agency (SASSA) grant matters. Then, there is the Ilungelo Lethu Human Rights Foundation, which has launched a R60-billion class action lawsuit against the



banks for unlawful mortgage bond practices as well as demanded for a new regulation that will come into play soon. It is to ensure that the courts must set a reserve price for houses that are auctioned so that no house may be sold for R10 or R100 as has been the case in many instances.

The biggest challenge, which faces the FSCC and its individual coalition partners in the main is funding. This, in turn, informs many other challenges such as a lack of human resources, the capacity to conduct research or to coordinate communications and several campaign logistics. The lack of funding in the NGO sector, in particular, has hampered the coalition severely.

The recent Financial Sector Campaign Coalition Consultative Conference held on March 15 and 16 at the Emperors Palace was a watershed conference in which just under 120 representatives from the coalition partners identified key priorities to engage further transformation of the sector and to prepare for the second Nedlac Financial Sector Summit, due to be held this year. The outcomes of the summit are due to be ratified by the principals of each of the coalition partners present at the conference before they are released to the public. **BBQ**

Lhlihi Tom



The Radisson Blu Hotel and Residence Cape Town: world-class elegance

Cape Town stands out as one of the top tourist destinations in the world and this is confirmed once you take a look at the number of people who flock to the shores of the city on an annual basis.

While the city offers many activities for the array of tourists, it is also synonymous with its top-class accommodation. You'd be hard-pressed to find many cities that have a better standard of hotels.

The Radisson Blu Hotel and Residence Cape Town, as I found out, is in the top echelon of the city's accommodation options. Being the 'new kid' on the block is never easy, especially not in such a competitive environment. However, since opening its doors in April 2017, business has been on the up.

The hotel, situated in the Cape Town's CBD, is perfect for the leisure and business tourists alike.

Essentially, you are in the business hub of Cape Town, but within walking distance of some of the city's many top attractions. Hourly shuttles run from the hotel to the V&A Waterfront, which allows guests to experience the city's wonders safely.

But back to the hotel itself—walking in, I found the foyer as vibrant as Cape Town itself and littered with friendly, fun and competent staff. Other than the staff, the excitement mostly came from my left—as I later discovered, it was The Sea Street Bar and Lounge. It's the perfect place for a quick coffee, a post-work drink or a business meeting—or, due to them only closing at

2am, you can, like me, use it as a stop for your final drink of the night.

To my delighted surprise, that wasn't the only place to stop off to quench the thirst or beat the hunger, but more on that in a bit.

I checked into the standard room, which the majority of people would do, and I found it to be quite spacious, clean and well put-together, if you know what I mean. Additionally, I was greeted by some goodies, none more popular than a bowl of biltong—my heart was won over.

Whenever I walk into a hotel room, I have this weird, obsessive ritual—I look at the size of the shower. Unfortunately, due to water restrictions, one cannot enjoy it as much as you once could, but I made those 60 seconds count!

Meerendal Wine Estate

A new offering has also entered the space in the last few weeks. The Radisson Blu Hotel and Residence Cape Town has partnered with Meerendal Wine Estate to offer interested guests something unique. This two-day offering will have guests enjoy their first night at the Radisson Blue Hotel and Residence Cape Town – dinner served with special selected Meerendal Wine and a breakfast feast to start off day two, before heading to the Meerendal Wine Estate, in a luxury Land Rover.

Once there, guests will enjoy a full day at the Meerendal Wine Estate and then spend the night at the Luxury Meerendal Wine Estate Hotel. The following morning, guests

will enjoy breakfast before heading back to the Radisson Blu Hotel and Residence Cape Town in a luxury Land Rover.

But, if that is not your thing, not to worry, you can taste as much wine as you like at the Radisson Blu Hotel and Residence Cape Town.

On the third floor, I found my favourite place in the hotel, perhaps—The Ghibli Bar and Pool Terrace. If you're looking to kick back, enjoy the sounds of Cape Town and just relax with a light meal and your drink of choice, you'd love it too. Once again, the barmen/waiters were amazing as I entered into discussion with them about various topics.

Unfortunately, again due to water restrictions, the pool was not available, but the terrace was still available to enjoy. It's a pity I chose the one day it actually rained in Cape Town to stay over. On the second floor of the hotel, you will find the Stratus Room, which offers full-course meals and chef specialties—it is also where guests enjoy a five-star buffet breakfast every morning.

The hotel also boasts a full-scale gym and fortunately for me, my stay was right next to it, on the 11th floor. While it might take the bravest of the brave to frequent both the gym and Ghibli Bar on the same day, I had to bite the bullet in the name of trying everything.

The hotel has many more offerings, which you should experience for yourself. All the restaurant and bar menus can be found on their website. It was a favourable stay, from the introduction to the experience of what is on offer—Cape Town can boast about yet another world-class facility! **BBQ**

ULTRA STYLISH

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A room with a promising view

The African hotel market experienced another eventful and evolutionary year in 2017

2017 proved another evolutionary year for Africa's hotel market as the continent continued to attract investment while economic and political events, currency shifts and fluctuating tourism demand meant both risk and reward for hotel markets across the continent.

"Both upward and downward trends were noticeable across the continent in 2017, with more positive conditions in West Africa as oil economies geared up in response to a recovering oil price," says Wayne Troughton of the African-based specialist hospitality, real estate and leisure consulting company, HTI Consulting. "Political instability in several East African countries served to dampen those markets in the area, albeit on a temporary basis," he adds.

HTI Consulting provides a brief summary of the top and bottom five performers across 14 African cities for 2017, as indicated by STR Global. Occupancy rates, average daily rates, rooms sold and future supply have all been taken into account.

Occupancy rates

In terms of occupancy growth, Lagos and Accra led the 14 African cities assessed (versus Cape Town and Lusaka in 2016) as the gradual

economic recovery in the countries of Nigeria and Ghana saw both these cities benefit from an increased business demand. Growth in Lagos came off a low base, however, and, in light of more positive economic projections, should see future occupancy rates boosted to former highs.

Strong growth in Accra (Ghana) propelled occupancy rates to a healthy level just above 60%. Other markets showing moderate growth included the South African cities of Pretoria, Windhoek and Durban, whilst Namibia's economy revealed signs of recovery after poor economic growth in 2016.

Nairobi's (Kenya) occupancy performance was the weakest of the cities assessed, with a decline in occupancy of 11.1%. Here, new supply (an additional 478 rooms, of which 334 were internationally branded—Four Points by Sheraton, Park Inn) coupled with a decline in demand due to the violence surrounding the August 2017 elections substantially reduced the accommodation demand. Dar es Salaam (Tanzania) followed Nairobi with a decline in occupancy of 9%. This was driven largely by investor uncertainty in the new government policy, limiting business travel to the city. Additionally, direct flights to key tourism destinations reduced leisure demand in Dar es Salaam.

Lower occupancies in Addis Ababa (Ethiopia) and Gaborone (Botswana) continued into 2017, following an occupancy decline of 10% and 7.1% respectively in 2016. Although supply increased in these cities, demand declined due to political unrest (Addis Ababa) and economic challenges driven by mining (Botswana).

Average daily rates

Nine of the cities assessed achieved ADR growth in dollar terms in 2017, as opposed to only two of the 13 cities reviewed in 2016. Windhoek (Namibia) was the market leader followed by South Africa's Cape Town, Pretoria, Sandton and Umhlanga. Strong growth in these cities was driven largely by the strengthening of the rand against the dollar (the Namibian dollar is pegged against the rand). However, in local currency terms, only Windhoek (9.9% growth) and Cape Town (7.2% growth) were positioned in the top five growth markets. Local currency growth in the Pretoria, Sandton and Umhlanga markets was well below inflation (5.4% in 2017).

In USD terms, Lagos showed the biggest decline in ADR of 19%. The naira depreciated against the dollar by approximately



16.5% in July/August 2017 driving ADR in USD downwards. In local currency terms, ADR increased by 5.4%. Nairobi followed Lagos with an ADR decline of 8.4%. Here, increased supply coupled with a decline in demand forced hoteliers to compromise on rates with a knock-on effect for ADR. A similar situation was apparent in Dar es Salaam. The former leader in terms of ADR growth in 2016, Lusaka was one of the weakest performers with a negative ADR growth (in dollars) of 6.2%. In local currency, Lusaka's ADR declined by 13.4%. ADR in Accra reduced by 3.2% in terms of USD but grew by 7.6% in local currency.

Rooms sold

The economic recovery in Nigeria saw the number of room nights sold in its capital city, Lagos, increase by 17.6%. This significant increase offsets the 2.5% growth in supply. A similar situation was experienced in Accra, which saw a rise in room nights sold to 13.7% as the economy emerged from a recent slump.

Pretoria revealed a positive demand increase as the investment in casinos and

commercial office space in new nodes drove growth. One of the growth leaders in room nights sold in 2016, Cape Town showed a negative growth in 2017 (-0.2%). New supply in the market has not yet been included in STR data and the demand accommodated at such properties would, therefore, not be reflected, which has influenced a downward trend in the demand growth. Demand is, therefore, widely believed to have increased.

Dar es Salaam showed the biggest decline in terms of room nights sold in 2017. An uncertain investment environment, coupled with a ban on the export of unprocessed gold and copper ore, did much to deter investors over this period. Room nights sold declined by almost 6.0% in Addis Ababa, with the State of Emergency in Ethiopia (only lifted in August 2017) limiting opportunities for a recovery in visitor demand. The slowdown in the mining sector in Gaborone negatively impacted the demand in Botswana's capital city, whilst the continued election violence in Nairobi led to a 3.3% reduction in the total number of rooms sold.

Future supply

The number of hotel projects under construction remains the highest in Addis Ababa. Several projects that were expected to come online in 2017 experienced delays and should be realised during the course of 2018. These high levels of new supply (if all completed) are set to increase pressure on an already struggling market, meaning that the medium-term outlook is, therefore, subdued.

Planned supply in Lagos and Nairobi remains high and continues to place pressure on competitors. The nodal nature of the competition in both cities is enabling quality developments, offering international standards and value for money, to continue to outperform market trends.

Also nodal in nature, Accra is expected to experience an increase in the supply of just fewer than 900 new rooms. A large proportion of this supply will be positioned in the expanding airport node. The pace of growth in the city, combined with new oil and gas related investments, is expected to limit the impact of the new supply on occupancy rates. Competitive pressure is, therefore, expected to be short term. **BBQ**



A black Isuzu KB 300 Teq Double-Cab 4x4 LX is parked on a dirt road in a mountainous landscape. The car is shown from the side, with its front wheel and door visible. The background features rolling hills and mountains under a cloudy sky. The car is surrounded by green bushes and trees.

Isuzu KB 300 Teq Double-Cab 4x4 LX

In approximately 1992, Isuzu launched the Isuzu KB 2.8 4x4 Diesel to the media in the Caprivi Strip and Chobe in Botswana. The vehicle, which was state-of-the-art at the time, featured power steering, diff locks and 4x4 I do not recall if aircon was an option.



The journalists at the time raved about the vehicle, its features and capabilities. The road from the Botswana border at Ngoma to Katima Mulilo was dirt and after the heavy rains we encountered, we had to go off-road through farmland when a large articulated truck went off the road and blocked the road completely. Luckily, we were in the Isuzu 4x4s and made short work of the road conditions, continuing to our destination with ease. Many people in passenger cars and bakkies had to wait for hours for the road to be opened. Our final destination was Mudumu National Park in Namibia, where we explored the untamed wilderness before returning to Chobe.



The new Isuzu KB 300 Teq Double Cab 4x4 LX is a very different vehicle from the vehicle launched then. Modern and sophisticated, the new model has evolved and now includes all of the features of a luxury passenger car along with the toughness and ruggedness of a true off-road vehicle.

Powered by a 3.0l turbo diesel with an average fuel consumption of 7.8l/100km, the KB 300 can cover a distance of over 1 000 km on a tank of diesel. With a power output of 130kw/3 600 and 380Nm of torque at between 1 800-2 800rpm, the vehicle is capable of cruising effortlessly on the open road at the speed limit with more than enough power for overtaking. The exceptional torque characteristics of the KB make 4x4 driving, whatever the conditions, a breeze. Whether driving on dirt roads in 4x4 hi-mode or in heavy off-road conditions, the KB will handle whatever is thrown at it with ease. When driving off-road over heavy, rocky ground, the high approach angle of 30 degrees combined with the 22.7-degree departure angle will ensure the easy and comfortable traversing of obstacles.

The 220mm ground clearance also enhances the off-road experience, allowing the vehicle to easily clear most off-road obstacles. If the need arises to cross rivers, the 600mm wading capability will ensure driving through with ease. The 255/60 R18 tires fitted to the KB also ensure a comfortable ride in any conditions.





Features-wise, the KB comes fully loaded to make the driver and passenger's journey comfortable. Standard features include climate control and keyless central locking. A full audio system along with a CD player and Bluetooth connectivity for music and cell phone use is also included. Cruise control also makes long trips easier to handle and more driver-friendly. Descent control comes standard and ensures the ease of operation when negotiating steep hills in 4x4 mode. Diff lock is also included to make 4x4 travel easier when negotiating difficult conditions such as soft sand. Daytime driving lights, as well as alloy wheels and electric mirrors, are also featured. Other features include electric seat adjustment, electric windows and a high-level brake light. A multi-function steering wheel and onboard computer

all help to increase the new KB's driving experience. GPS navigation is standard, as well as park distance control with a rear camera, ensuring effortless parking.

Driver and passenger safety are paramount in the new KB with a host of features including ABS and brake assist designed to increase the stopping power of the brakes in emergency situations. Electronic brakeforce distribution (EBD) automatically adjusts the amount of force applied to each of the vehicle's wheels, based on road conditions, speed and loading. Another safety feature is automatic stability control (ASC), which uses computer-controlled technology to apply individual brakes to bring the vehicle under control if control is lost. Electronic

stability control (ESC) detects the loss of steering control and automatically applies the brakes to help return the car to normal control. Other safety features include a full set of six airbags for the driver and all passengers.

The all-new KB still keeps the inherent promise that has been part of the KB culture in South Africa over many years, making it one of the top-selling bakkies since its launch. The KB is manufactured by Isuzu South Africa.

A 120 000km/60month warranty with a 90 000km service plan and service intervals of 15 000km ensures peace of mind motoring. **BBQ**

John Elford

A bank focused on U

Ubank—servicing the broader working market in South Africa since 1975

Long-standing financial services provider, Ubank has grown over the years and has succeeded to entrench itself primarily within the gold and platinum mining communities.

For over forty years, Ubank has provided basic financial services to mineworkers and their families. Initially called Teba Cash Financial Services, the entity was formed to provide mineworkers with basic financial services during a time when other financial institutions largely ignored this sector of the market.

These included facilitating the remittance of funds to families and dependents in the rural and labour-sending areas using a linked account facility. In the early 1990s, as South Africa was undergoing fundamental political change as a country, the Godsell, Motlatsi Commission was formed. This led to the transition from a savings fund into a commercial bank. In June 2000, Ubank (then Teba Bank), was granted a banking license, although its ownership remained in the form of a trust managed by trustees who were elected by the National Union of Mineworkers (NUM) and the South African Chamber of Mines. The beneficiaries of the trust are the bank's customers.

In 2006, it was decided by NUM in conjunction with the Congress of South African Trade Unions (COSATU) to extend the banking services to other workers and was, in reality, a workers bank. Ubank comes from a tradition of savings and has continued to strongly promote savings as part of its offering.

In 2007, Ubank welcomed a new vision, mission, set of values and strategy. Essentially, this saw Ubank set itself up to become the "Workers Bank of Choice".

In October 2010, the name of the bank was changed to Ubank and was launched as a retail bank for the mass market. Since the birth of the new brand and strategy, various initiatives to improve and expand the business have been delivered.

The need for this change was driven by the desire to extend services beyond the niche market that Ubank had traditionally serviced, broadening its customer base and introducing products and services relevant to this market. The first phase of the re-positioning focused on changing the corporate identity and introducing an innovative packaged product range relevant to the needs of the people of South Africa, entrenching the bank amongst workers, their families and their communities.

The Ubank name was derived from the bank's proud identity, heritage and uniqueness. The logo represents the fingerprint of the workers who have built the bank over 40 years into a truly homegrown South African bank. Ubank serves the primary banking needs of close to 500 000 individuals, safeguarding R3 billion worth of their deposits.

Ubank offers basic banking products that can be described as follows:

- Transaction accounts
- Debit cards (issued with VISA);
- Lending products (e.g personal loans)
- Savings (fixed deposits, Save Together);
- Funeral plan products;
- Cellphone banking (SMS notifications).

Ubank is driven by a social consciousness that underpins all they do—their customers are their owners and they exist to serve them through the provision of financial services that meet their changing

needs and improve their lives. One of the pillars driving the Ubank business strategy is community development. Investing in the communities in which they operate forms a critical part of how they do business, hence the bank's commitment to allocate 4% of the pre-tax profits to community development annually.

Driven by the social objective of improving the quality of their community's lives, Ubank's CSI focus is on empowering its communities through community investment in sustainable educational programmes.

The nature of the business ensures that community development and participation remains at the core of how Ubank conducts its business. This is to ensure that continuous and sustainable community investment initiatives are made that benefit their customers and the communities where they operate.

The mandate and plan to service the broader working market in South Africa have become imperative in order to extend affordable financial services to South Africa. Ubank has a strong presence and customer accessibility and they are proud of their long association with the mining industry, including mineworkers, mining companies, all Labour Unions and the Chamber of Mines, who have played a significant role in the development of this bank. 





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Khato Civils (Pty) Ltd, a Construction and Engineering company, within Khato Holdings (Pty) Ltd, has CIDB ratings: 9GB, 9CE, 9ME, 9EP and 1EB.

Services

Khato Civils has the capacity to provide the following services:

- Bulk Earthworks
- Major Road Infrastructure
- Bulk Sewer Lines and Water Reticulation Systems
- Large Scale Residential and Commercial Developments
- Bridges, Waste Water Treatment Plants and Dams
- Major Pipelines
- High Rise and Multi-storey Buildings

