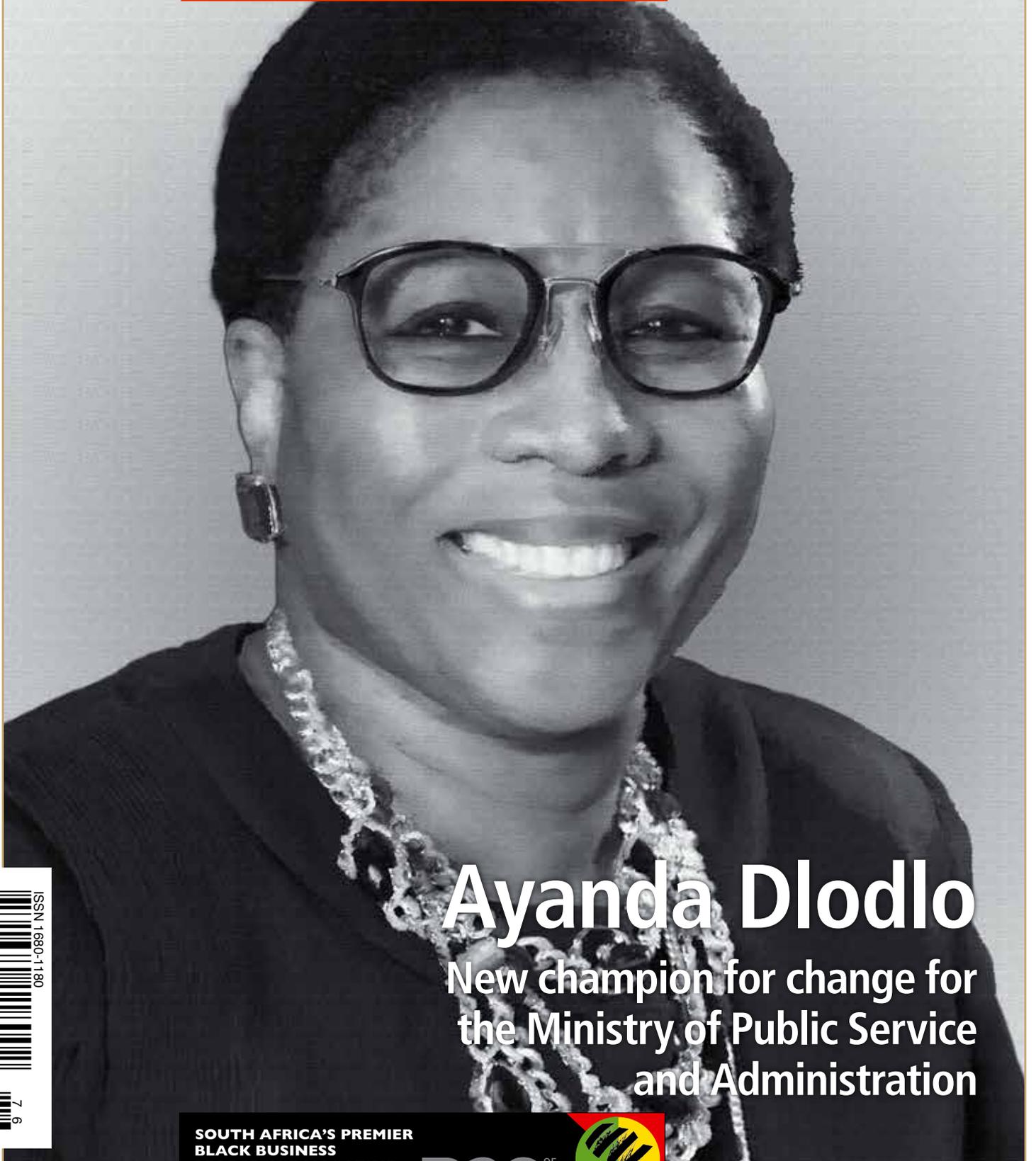


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Ayanda Dlodlo

New champion for change for
the Ministry of Public Service
and Administration

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SECOND QUARTER 2018

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Isolde Dobelin



OTTC - OPEN TRADE TRAINING CENTRE World Skills - 1995 to 2018

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

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

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

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

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

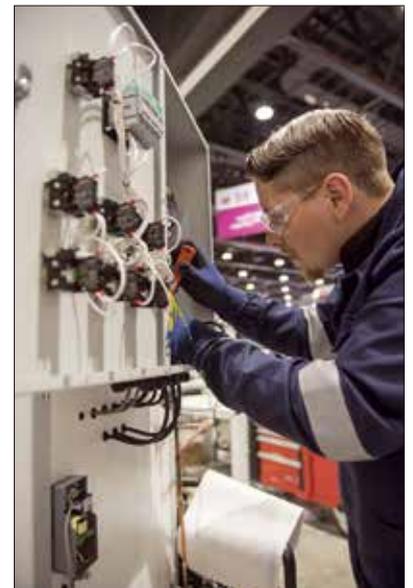
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Geoff Alder | Dris Fouche, Assessment | Hans Damhuise



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



Tyrone Bunce wiring the panel.



Experts, competitors, translators, shop master & Festo representatives of the Skill 38 Refrigeration and Air Condition team. Tyron Bunce middle and Bob Vuletic last row with red sleeves.

Tyron Bunce leaving for Abu Dhabi

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

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

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

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



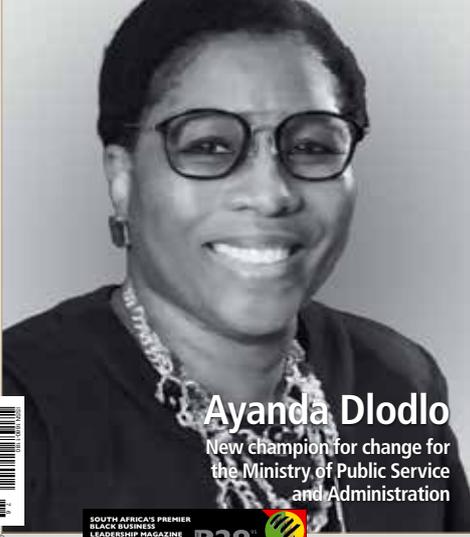
OTTC trains their students to participate in the international World Skills competitions



PO Box 14532, Dersley, Springs, 1569 | Tel/Fax No +27 11 816 2580 or +27 11 366 1219
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ECONOMIC GROWTH

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Contributors

Amanda Van De Barg, René Caryol,
Kevin Michaels, Greg Penfold,
Ché Vigus, Monique Jacobs, Ralph
Staniforth, Shannon Manuel

Pages for paid-for material are
labelled 'advertorial' or 'profile'

Editor

Shannon Manuel
shannon@capemedia.co.za

Sub-Editor

Monique Jacobs

Art Director

Brent Meder

Design & Layout

Jesse Jason

Photography

iStock

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 McKelvie, Albin Balin, Keegan
Dodgen, David Itzkin, Ntombi Mtshaulana

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

EDITOR'S NOTE

"It's the fire in my eyes, And the flash of my teeth,
The swing in my waist, And the joy in my feet.
I'm a woman. Phenomenally."

—Maya Angelou

2018—the year of the woman



We may only be halfway through the year but we have already seen numerous, incredible moments of female activism and empowerment. 2018 saw the rise of the #timesup and #metoo movement, which is giving women a voice and the power to counteract sexual discrimination, intimidation, harassment and inequality in the workplace and in their everyday lives.

As we approach Women's day, it will be the collective action and shared ownership for driving gender parity that will make it successful. Gloria Steinem, a world-renowned feminist, journalist and activist once explained, "The story of women's struggle for equality belongs to no single feminist nor to any one organisation but to the collective efforts of all who care about human rights."

2018 has seen women coming together to support and accelerate the advancement of their fellow women as entrepreneurs and leaders; women standing as one in order to break down the facets of discrimination; and women uniting in their shared experiences, sharing stories and becoming one voice.

The need for a greater respect and opportunities for women is becoming an even more prominent feature of the public conversation. Longstanding advocates for women's empowerment are feeling energised, while countless others—women and men alike—are being persuaded by the urgency of this task.

The UN solidary campaign, HeForShe, exemplifies this. Grounded in the idea that gender inequality is an issue that affects all people, it seeks to actively involve men and boys in a movement that was originally conceived as "a struggle for women by women." There is no doubt that the world has changed for the better over the last one hundred years for women, and the political, economic, social and gender rights that have been accomplished during this time are undeniable successes and are to be proudly celebrated.

However, there is still a long way to go. Until all women of every race, religion, location, age and background can be completely free, the celebration of progress is incomplete. "Freedom cannot be achieved unless women have been emancipated from all forms of oppression...Our endeavours must be about the liberation of women, the emancipation of man and the liberty of the child," said Nelson Mandela. And as we celebrate his centenary this July, may his beliefs be embodied by all.

I'd like to wish a happy Women's Day to all the women of our nation. May the progress made and the actions taken thus far mark this year as the beginning of a new wave of activism, empowerment and change.

To the BBQ team, I say a massive thank you for assisting your exhausted Editor. We may be a small team but we are a largely effective one. To our readers, thank you for the continued support. Enjoy. **BBQ**

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Ayanda Dlodlo

Minister Ayanda Dlodlo

The Ministry for the
Public Service and
Administration's new
champion for change



South African citizens have, in recent years, often woken up to the news of a Cabinet reshuffle, mainly because the reshuffle has taken place too late for the average South African to still be awake. However, a few months ago, we stayed up for the announcement. It was President Cyril Ramaphosa's first Cabinet announcement and despite the delay deeper into the night, many chose to stay up for it and head to work red-eye.

With the reshuffle came a few surprises, as there always will be, but most would agree it was a promising start to President Ramaphosa's presidency.

However, our focus has fallen upon one of the appointments as we sat down with the newly-appointed Minister for the Public Service and Administration, Mrs Ayanda Dlodlo.

Leading a portfolio that is anchored by the Department of Public Service and Administration (DPSA), which was established in 1996, the main aim is to develop and maintain norms and standards to ensure that the government functions optimally. To do this, the Ministry must retain a compliant, functioning and ethical public service through programmes, systems, frameworks and structures capable of detecting, preventing and combating corruption.

The Department also contributes towards improved public administration in Africa and internationally through various platforms, where they share experiences and best practices.

Through these various initiatives, the Ministry for the Public Service and



Administration (MPSA) also support efforts that will ultimately result in improved service delivery—both in quality and access, as well as effective human resource management and development, sound business processes, systems, accountability, and effective public participation.

“Since the establishment of the DPSA, we’ve been able to transform public service. The Department was formed at a time when we had a hugely divided South Africa. Since then, we have transformed the country into one single entity and we have been able to deliver services to people who previously had no access to them including water, electricity and the provision of all sorts of other amenities, which were not accessible before,” says Dlodlo.

This is not Dlodlo’s first foray into the job at hand either—she has previously held the portfolio of Minister of Home Affairs as well as the Minister of Communications and she has served as the Deputy Minister for her current portfolio too.

Like many black South Africans, Dlodlo’s history is a sad tale to tell. Not because she will tell you so—you will not find self-pity while having a conversation with her—but rather because no matter how many times you hear of the atrocities that occurred during the apartheid regime, hearing it first-hand somehow makes it hit home more strongly.

A child of two students, Dlodlo was born in her grandmother’s house in South Africa’s most famous township, Soweto. Her mother, a student nurse, and her father, who was studying towards a BSc—he later branched out to obtain a teaching degree due to his passion for education—were both exceptionally persistent about the fact that their children must receive a good education.

Due to the racial divide within South Africa at the time, Dlodlo’s family moved to Swaziland. This move is described by Dlodlo as “one of the best things my parents could have given me”.

Her father was exiled but she could return to visit her grandparents and as a teenager, she moved back to South Africa to live with her aunt. It was at this point that she could fully understand the issues

that were happening within the country and she decided to leave South Africa and join the ANC.

“In joining the ANC, I was very clear that I was not going into exile forever, all I wanted to do was get my military training and come back to South Africa and help liberate my people,” says Dlodlo.

Dlodlo did her military training in Angola and also did military intelligence training in Russia for some time before returning home.

Fortunately for South Africa, a settlement was reached before a war broke out. Dlodlo explains that “we always knew that negotiation was a possibility, we were open to it, taking the country by force was never the only option”.



However, she continues to say that during any negotiation, you must give and take, and sometimes, “you give more than you would under normal circumstances”.

Land expropriation

Dlodlo continues, “For the life of me, I could never understand why we settled for the clause that states that anyone who lost land before 1930 has no legal recourse to claim their land—but as I said, in negotiation, you win some, you lose some.”

In South Africa at this very moment, land expropriation without compensation is high

on the agenda, having passed through parliament already. Dlodlo feels that enough time has been wasted on this already and it is now time to start acting, which is exactly what has happened in recent weeks.

Many headlines have been written on this topic, not only in South Africa, but also internationally. It has received much support, as well as negativity, as both sides of the coin are being examined.

There are many who believe the racial divide of the past is still with us today but it is neatly hidden under the umbrella of the rainbow nation, while others use the term ‘reverse apartheid’. Regardless of which side of the fence you sit on, it is an issue that has been brewing under the surface for some time, and a discussion on the subject is required.

Unfortunately, it is being used as a political tool by many and scare tactics have been rife as headline after headline appears.

“It is unfortunate because it has now created fear among white people in their own land; it has created uncertainty on the economy because people see land as purely agriculture, which is obviously incorrect.

“Why would people think we are so reckless that we’d bring the economy to its knees in our quest to correct the injustices of the past? The ANC that I know and grew up in is a fair and kind organisation—I am not talking about any individuals, I am talking about the organisation as a whole,” explains Dlodlo.

What cannot be argued is that the imbalances our country faces need to be rectified. Millions of our very own people live in impoverished circumstances, circumstances that should be unacceptable for any South African.

It is unfortunate that anything that happens in our country seems to be turned into a political tool. Because of the racial divide within our society, it is easy to turn one against another, while people forget to look at the facts and make up their own mind—one cannot take a myopic view of the land issue and turn the situation into a farmer (majority white Afrikaners) against the black population of South Africa.

Dlodlo tells me in no uncertain terms, “The ANC government will not go rogue on the

issue, that I can guarantee you. We have never done it before, why would we start now?

"We sit in Parliament and play political games instead of just telling our people that the matter has been referred to a committee that will deal with it—we're a constitutional democracy, we have never, nor will we ever pass legislation that prejudices South Africans," she says.

Taking the needs of government employees to heart, the DPSA is also working on a housing scheme for those workers in need through a strategic partnership with the Department of Human Settlements. Dlodlo hopes to have the housing scheme operational by the end of the year, though her Ministry faces a number of challenges.

"We must ensure we have a streamlined approach. As we speak, there is no housing stock, so to address this challenge, we must work alongside the appropriate departments in the government. There is also land that is just sitting there, and it should be utilised. We have the authority to expropriate land, and we will need to use that land to develop the necessary housing stock," she says.

New role

As the Minister for the Public Service and Administration, Dlodlo has executive authority and has her own goals she'd like to reach. "As a Ministry, I think we have often lost track of what we need to achieve, and that is not throwing a job at my predecessors. We all come in wanting to achieve certain things but then get sidetracked by other issues—something that will no doubt happen to me.

"But one of my passions is information and knowledge management, which is why I'd like to create a government portal where all the information that a citizen might need is fully available to them without having to go search for it on multiple websites," she says.

Another one of Dlodlo's passions is the National Development Plan (NDP) 2030. As South Africans, this is something we should all be working towards—a plan that creates an equal society, but she acknowledges that in order for us to even get close to our goals, we require an education system that works.

According to Dlodlo, we currently have a curriculum that focuses on bringing people into the market to look for work, while our focus should be on creating a youth that will create businesses and employment.

It is not just education, as Dlodlo explains, but rather all aspects of our country. The focus needs to fall on the NDP and how we achieve those objectives. Working back from the end goal is where we should be and if our current direction does not fit in with the NDP 2030, we need to make the change.

On President Ramaphosa

President Cyril Ramaphosa's election as the President of the nation was widely celebrated and now is the time to deliver, so that all South Africans can look forward to a prosperous future.

"First and foremost", Dlodlo says, "there are clear deliverables that President Ramaphosa has to effect—delivering that election manifesto to the people is the most important thing right now, that is why we were voted into power.

"Other than that, we have a medium-term expenditure framework and the blueprint for the development of our country within the NDP, which he has to oversee, and we have the responsibility to support him in all these endeavours."

Women's empowerment

Empowering women has been a large focus the world over in more recent years and, arguably, Africa as a continent has outperformed most others. However, while Dlodlo agrees that in terms of employment in the political landscape, Africa has done "fairly well", she explains that that is in terms of numbers, but "in Europe, you will find the women appointed in the political landscape have more staying power—once they are in, they tend to remain in their position. While here, you can be here one day and be gone the next—and be replaced by a man".

"Additionally, there is a lot more we can do when it comes to wage disparity. Female Directors-General should be earning the same. However, while my Ministry *does*





have the power to hold the administration accountable at both a national and provincial level, our reach does not extend to the local government," she says.

While she fights for emancipation and believes all men should be fighting for the same thing, she also believes that in South Africa—and voting patterns prove it—there is still a deep underlying belief in men.

"I think South Africa, across all races, is a patriarchal society. South Africans still believe in men, you see that in the workplace, you see that in the home, you see that in politics and you see that in the boardrooms, although I think that at a government level, we are ahead of the private sector," she says.

However, Dlodlo, the mother of a son, also believes that we should not forget about our men. Women's empowerment does not have to happen at the expense of men and, unfortunately, this is how many see it. Dlodlo believes that more women should be brought into the workplace but also,

we cannot say we are empowering women when they don't hold any leadership roles.

CPSI

Falling under the MPSA's mandate is also the Centre for Public Service Innovation (CPSI), the National School of Government (NSG), the Government Employees Medical Scheme (GEMS) and the Public Service Commission.

The CPSI, mandated to address innovation in a public sector context through the creation and implementation of new and service delivery solutions, is responsible for investigating new systems, processes, methods, models, products or services, that allow for significant improvements in outcomes, efficiency, effectiveness and quality.

"Looking ahead, I certainly think the CPSI can do more. While it was once located in the DPSA, it was taken out, the thought being that they would be able

to deal with innovation more effectively. However, budget cuts have required us to once again consolidate a number of entities in order to be more cost-effective," says Dlodlo.

Training and development

The MPSA, also responsible for training and development, must remain cognizant of the needs of the administration, where training must fall in line with the performance enhancement measures of service delivery.

"The NSG is essentially a think tank for the government and the public sector. The school provides a training facility where employees could, for example, attend training on new legislation, new preferred procurement policies, human resource matters and tender processes. It provides a place for new graduates to gain the necessary experience, but it is also there to enhance knowledge for existing employees.

"In addition, we are also responsible for GEMS, ensuring it stays afloat while catering to the well-being of civil servants. There are a variety of packages, programmes and events and we regularly test for lifestyle diseases, be it to prevent these diseases or provide effective treatment. This is not only to try to reduce the cost to the government, as the employer, but also for the benefit of the employee," she says.

The Public Service Commission

The Public Service Commission, established under Section 196 of the Constitution, has

a direct line with the Ministry and it reports to Parliament. While the Commission's work *does* sometimes overlap with that of the DPSA, the two entities often complement each other as they work hand in hand with the development and implementation of processes and systems.

"We have also finalised a new three year wage agreement. This was an imperative as our current fiscus is limping. We have an envelope but it is empty and it has become crucial for us to find more money to fill in these gaps. We have had to look at making many cuts in order to compensate

employees, but we have also been very aware that we can't take away from critical areas to do this.

"So, we have turned our attention to wastage and a reorganisation of how we do things. This means streamlining processes and systems. It's not just about cutting our human capacity but also about making our work more efficient. We are also helping with the macro configuration of the state. In South Africa, the head of government and head of state are the same person—the President—and he has to look at the state, in general, to deliver on the aspirations of his people. We play an important role in that and I hope that we'll be done in time for the President to deliver on his promises," she says.

The DPSA also works in conjunction with two other organisations—the African Peer Review Mechanism (APRM) and the Open Government Partnership (OGP). APRM, an instrument voluntarily agreed to by AU member states, is as an African self-monitoring mechanism that aims to improve governance dynamics at the local, national and continental levels.

Similarly, OGP works to secure concrete commitments from the government to promote transparency, empower citizens, fight corruption and harness new technologies to strengthen governance. OGP is overseen by a steering committee including government representatives and civil society organisations.

"OGP is there to ensure that civil society remains accountable while providing good governance and public interaction. Recently, President Ramaphosa has re-appointed me as the Special Envoy on OGP and we are looking at our country action plan. I am very excited to be back in the fold and to live by the obligations set out by this partnership. There will be a summit held in July, in Georgia," she says.

"We had the privilege of chairing this summit in 2015 and we are a member of the steering committee. Our involvement with OGP attests to how we are seen through the eyes of these custodians of good governance, where we have been elected to an international board, and it is a feather in our cap," she adds.





Dlodlo also hopes to submit their APRM Second-Generation report by January 2020. This report will cover the work South Africa has committed itself to and the progress they have made so far.

“The one thing we were expected to deal with was xenophobia and it’s an area where I see much room for improvement. It is something we need to talk to our people about and because these very cruel acts of aggression are unleashed on not just non-South Africans, but other Africans, I’m loathe to call it xenophobia. It is only those people who are political or economic migrants seeking asylum who are attacked and they are the people who

need our help the most. While we may be signatories on committees relating to human rights, we tend to violate that responsibility with these acts of aggression,” she says.

Conclusion

South Africa has the ability to be a great nation. The people of this nation, the majority thereof, are good people who want to see a prosperous future for the country. However, along the way, many of us have lost our way—we all have a role to play, from the government, down. There has been too much negativity regarding our country and Dlodlo confirms

this, saying, “Over the last few years, I feel our country has thrived on the negativity.” But why has it come to this?

Political parties—and every single one of them have been guilty at one point or another—try political point-scoring when issues arise and there seems to be a great reluctance to work together to solve any of it, at least to us as the public.

What seems clear is that the NDP 2030 is where we would all like to be—a diverse society that can work as one. Being sidetracked is no longer an option. **BBQ**

Amanda Van De Barg



The Masimong Group

Investing in South Africa's transformation

An investment company focused on empowerment, growth and value creation, the Masimong Group was established in 2013 with firm roots in the mining industry. Born from the shared vision of well-regarded businessmen, Mike Teke and Doug Gain, Masimong has been able to expand its investment platform through the acquisition and development of various strategic investments and opportunities.

Diversifying their investments into new, strategic sectors to take advantage of value opportunities, Masimong Holdings' vision, going forward, is to tackle their next growth cycle and scale the business accordingly.

"In order to do that, we need to be very focused. Our strategy for Masimong is to invest in three core sectors—financial services, mining and agriculture. We also hope to list Masimong in the foreseeable future, as we continue to grow a formidable black-controlled investment holding company," says Althea Discala, CEO for Masimong Holdings.

Navigating through the challenges presented by South Africa's current economic environment, Masimong Holdings has strived to not only survive but succeed as it wades through low-growth levels that have had an impact, not only on GDP but also interest rates and unemployment.

"It has also affected business and as an investment holding company, we are not immune to this environment. From our perspective, we try to invest in businesses where, should the economic climate suddenly change, they are able to weather the storm. But you will always have businesses that are badly affected by the economy and we are equally at risk. For this reason, it is very important to focus on our strategy of scaling and diversifying to make sure that we remain sustainable," she says.

"To survive as an investment holding company in these conditions, you do need to be agile and flexible to keep up with the constantly changing environment."

Access to capital and time are just two of the challenges facing many investment firms in the country and Discala believes that the best way to handle this problem is to ensure you deploy resources correctly.

"When it comes to assessing where best to deploy these limited resources, you must send it to where it will be most effective. It is essential then to invest in companies you believe will give you the most meaningful return. When it comes to capital management, all investment holding companies face this challenge. But despite the current environment, Masimong Holdings has successfully expanded its portfolio to include 14 companies, and they are all sustainable businesses, despite each having their own challenges.

"To survive as an investment holding company in these conditions, you do need to be agile and flexible to keep up with the constantly changing environment. You need to keep looking at your strategy and be ready to make quick decisions," she says.

Rather than set themselves up as a carbon copy of other investment firms, Masimong Holdings has worked tirelessly to find not only new growth opportunities but also transformation opportunities in the various sectors they have identified.

"We are also very hands-on when it comes to our chosen investments and we do a lot of work upfront. We see a lot of opportunity coming our way as a result, though our strategy is quite focused—we don't want to be everything to everyone. Instead, Masimong is very select about its assets; we make sure that our partners' visions are well aligned with our own," Discala explains.

A part of Masimong's strategy involves investing meaningful stakes in scalable businesses in the sectors they have identified, and they have specifically chosen financial services, mining and agriculture due to their potential to be especially meaningful to the South African economy, job creation and the GDP.

"There is also very much a transformation focus where we hope to make a meaningful difference. What we hope to do is look at the social impact of these investments while also making a financial return," she says.

Boasting a strong combination of an entrepreneurial spirit and corporate knowledge, Masimong uses these skills to assess potential investments upfront, with their investment committee holding quarterly meetings to assess both qualitative and quantitative merits of a company.

"We're not here to take over their business, we invest in businesses that are already successful and we don't want to mess with that. Companies looking for a partner often look at their particular value-add and we offer these businesses the potential to grow with the benefit of a different viewpoint, our own brand of business acumen and our collective experience. We can assist these companies in new and innovative ways but to grow, they

also need to be open to our leadership in order to explore these different avenues of growth," says Discala.

"When it comes to transformation, I certainly think we could be doing more... more needs to be done by employing black and female asset managers. This industry is very much male-dominated, so we do need more women on the boards."

Risk management is also key in any institution and by employing a robust process upfront, Masimong is able to prevent a lot of common mistakes from happening.

"We've ensured we have an ethos that we stick to and we have numerous processes and systems in place that are closely aligned to our strategy. We strongly believe in governance but we also understand that too many processes can hamper your ability to be nimble. It's important to find the balance between being a responsible corporate citizen and being flexible enough to seize new opportunities," she says.

For Discala, diversity is also extremely important and she believes different viewpoints, backgrounds, experience and knowledge are crucial to the success of any business.

"Our own team has been set up with a good complement of people. We have three

Chartered Accountants in the team and it is very important for us to hire the right people, where there is a good culture fit as well as a competent, strong foundation. They also need to be versatile, where they can fill various needs. We look for specialists who are also flexible, who don't want to stick to structure and are able to think on their feet," she explains.

Masimong has recently closed two very important deals, one in the agricultural sector and the other in mining. Their first venture into agriculture, the group has partnered with a family-run business that produces, packages and exports citrus and tea globally.

"We have also acquired a substantial stake in three of Anglo's coal assets, and this is not only a flagship mining deal for Masimong but also a big step for transformation in South Africa.

"When it comes to transformation, I certainly think we could be doing more. I recently read an article that said only 4.6% of investments and savings are managed by black firms. That number is too low and more needs to be done by employing black and female asset managers. This industry is very much male-dominated, so we do need more women and more women on the boards. There has been an improvement but there is more we can do," she says.

Discala, who grew up in Johannesburg, has had a varied and exciting career in the financial sector. Joining Masimong as the CFO in 2016, she was appointed as CEO at the beginning of this year.

"I always knew I wanted to study accounting and I have worked in the banking and commercial services sector for more than 10 years. I moved around in that space and enjoyed a wide variety of experiences in everything from insurance to real estate, finance and auditing. That exposure to those different industry fields within financial services has set up the perfect platform for my current role," she concludes. **BBQ**

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Are you a guilt-free Superwoman entrepreneur?

Every year, when I hand out the award in the 'Female Entrepreneur of the Year' category, I raise the same question. In 2018, is it really necessary that we still award a separate trophy, in a separate category, for 'women only' finalists?

As a society, surely we've evolved beyond this and we both see and regard women as our equals and us (men) as theirs?

Do we not diminish the performance of the female entrepreneurs in the same way one can argue that the performances of players of colour are diminished because of sports quotas? Does the fact that the other categories like 'Entrepreneur of the Year', 'Best Overall Business', 'Fastest-Growing Company' and 'CEO of the Year', where we always have a plethora of female finalists, not argue that exact point. Women already compete head to head with their male counterparts in the entrepreneurial space and, therefore, don't have to stand back at all.

While I raise the question every year at the awards night, I still believe emphatically that a 'Female Entrepreneur of the Year' award is valid, relevant and necessary. Women are generally quite impressive but a woman that is also an entrepreneur is, in fact, the Superwoman superhero. Not only do they have the usual strains and stresses of the entrepreneurial journey but they're often doing so with little and, sometimes, even no support at home. They're constantly juggling being the mother, homemaker, nurturer and the entrepreneur... and everything else that goes with those roles.

Yet most women entrepreneurs walk with this constant feeling of guilt that they're just not enough for everyone. They're constantly reminded of their short-comings, often by their own inner voice, and experience the need to just run away and hide.

To fix this, start with these easy steps:

Ask around; don't trust yourself

I can guarantee that your reality, the one created by the voices in your head, is not the reality. Ask around and get feedback from those very people you think you're failing. Ask them this: "What about me are you most grateful for?" Give them time to think about it and ask them to actually write it down for you. They need to put their gratitude on paper so that you can reference it again and, possibly, again and again. Make sure you include your spouse, children, parents, staff, shareholders, clients and friends. Their true reality may shock you and will most certainly bring tears of joy to your eyes.

Schedule balance

There is no such thing as a work-life balance. It's a fantasy we're trying to achieve but it doesn't exist—at least not in the short term we're trying to focus on. A work-life balance cannot be attained over the course of a day, a week or even a month. Use a quarterly focus and make sure you schedule balance (i.e. with a diary entry and reminder) across all the critical areas in your life. If it's scheduled in advance, you're more likely to stick to it. Include the important things—not urgent things—you need to get to and make sure it spans both your business and personal life. A monthly date night with your spouse every second Thursday evening, for example, is a great start. One play date with each child per quarter, rolling around on the floor laughing, is perhaps another. From a business perspective, you could schedule monthly finance review meetings, and so on. Make sure to include, at least once per quarter, some "me" time. Schedule some time for yourself to simply take a breather. You not only deserve it, you need it.

Ask for help

No one wins if you do not. Whilst those who depend on you love all your superpowers,



Harry Welby-Cooke
ActionCOACH business coaching

I'm sure they love you even more. Without you around, there would be even more chaos, so stop trying to do everything for everyone. Ask for help. Even Superwoman sometimes needs help. Ask for it and then accept the help graciously.

Repeat after me... "NO"

Every time we say yes, at the same time, we are effectively saying no to something else. You cannot say yes and keep pleasing everyone else. While you may not like conflict or even mildly disappointing someone, it's part of life. Get used to it. You need to say no more often and in doing so, you're focussed on your priorities and not everyone else's.

The entrepreneurial journey is difficult enough but when you add the additional joys of being a woman, it becomes a superhero effort. Make yourself a cup of tea and spend some time implementing the abovementioned. It will revolutionise your business and your life. **BBQ**

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Q&A with Peter Kowalski, Formfunc Managing Director

What is phenomenal about this product?

It's true innovation from Humanscale who have analysed the global market and created an affordable alternative to traditional electric motor driven Sit to Stand Desks. QuickStand is retrofittable (it just sits on top of a desk), requires no power or gas, and can be moved from one desk to another.

Why is QuickStand Eco the ideal product?

It is aimed mainly at the consumer who understands the benefits of Sit to Stand Concept but a) Can't afford it and b) Does not have the space at home to install a whole new workstation. It is small, compact, affordable and beautiful! Quickstand Eco is an affordable workspace wellness solution that will blend into any environment.

What are some of the features of QuickStand Eco?

- The main assembly holds up to 15.9kg
- It is designed to accommodate users of varying heights with 472mm (18.6") of work surface adjustment for the correct ergonomic fit
- Its effortless functionality encourages more movement
- A self-locking mechanism provides the ultimate stability and functionality
- It is compatible with OfficeIQ – Humanscale's innovative sit/stand alert software

Has QuickStand Eco been formed with sustainable materials?

Humanscale was the first company to have products that meet the stringent Living Product Challenge criteria and they are leading the industry in embracing Health Product Declarations. A Declare label is available for QuickStand Eco to clearly disclose all of its ingredients and encourage material transparency. **BBO**



100 years

This July, we celebrate 100 years since the birth of Nelson Mandela in the South African village of Mvezo

As a man, he was remarkable. As a South African, he stood alone. Nelson Rolihlahla Mandela's place in history is unique and his legacy is carved in every nook and cranny of the country that gave him life. As we embark on celebrating Madiba's 100th birthday on 18 July, it can truly be said that "he walked with kings, but never lost the common touch", to paraphrase the British short-story writer, novelist and poet, Rudyard Kipling. Revered, exalted, almost immortalised, few would argue that he is South Africa's greatest-ever son.

In December 2013 a nation—and indeed the world—waited in growing trepidation as the proverbial sands of time ran out on a life lived to the fullest), a life of rare devotion, bravery and, indeed, of heroism in the

truest sense. A life that changed the world we live in for the better.

As the Nelson Mandela Centre of Memory put it, "Nelson Mandela never wavered in his devotion to democracy, equality and learning. Despite terrible provocation, he never answered racism with racism. His life has been an inspiration to all who are oppressed and deprived, to all who are opposed to oppression and deprivation."

As the renowned journalist and writer of *Playing the Enemy: Nelson Mandela and the Game that Made a Nation*, John Carlin, says: "Mandela's wisdom in reaching out to the old enemy, repressing any vengeful impulses he might have accumulated during his twenty-seven years in prison, is the principal reason why South Africa has consolidated its transition from tyranny to democracy, and done so not, in the

time-honoured style of revolutions, through repression, but by persuasion."

Carlin's book about Mandela is the basis for the 2009 movie, *Invictus*.

The triumphant expression of Mandela's life's work, says Carlin, "is seen in a political system that, seventeen years at the time of writing after he took power), remains as stable as it is authentically democratic. The rule of law, freedom of speech, free and fair elections: these are the gifts Mandela has bequeathed his nation".

The challenge after Mandela's passing has been clear, but by no means simple. How can South Africa counter the insidious corruption that has taken the nation by the jugular? How can we ensure that the democracy Mandela built will be protected, nurtured and valued for generations to come?

But, as Carlin opines, although, in time, corruption “with all its creeping manifestations”, could destroy the edifice Mandela built, [it] “will not undermine Mandela’s place in history, which has been more durable than any political construct.

“As with Abraham Lincoln, his deeper legacy lay in the example he has set and left for succeeding generations.”

Carlin adds: “Mandela was Africa’s Lincoln. You don’t do Lincoln too many favours if you scrutinise the detail of what came after him: he fought against slavery, yet black Americans would remain second-class citizens for more than one hundred years; he appealed to ‘the better angels of our nature’, yet genocidal massacres of American Indians continued for some time after his death.

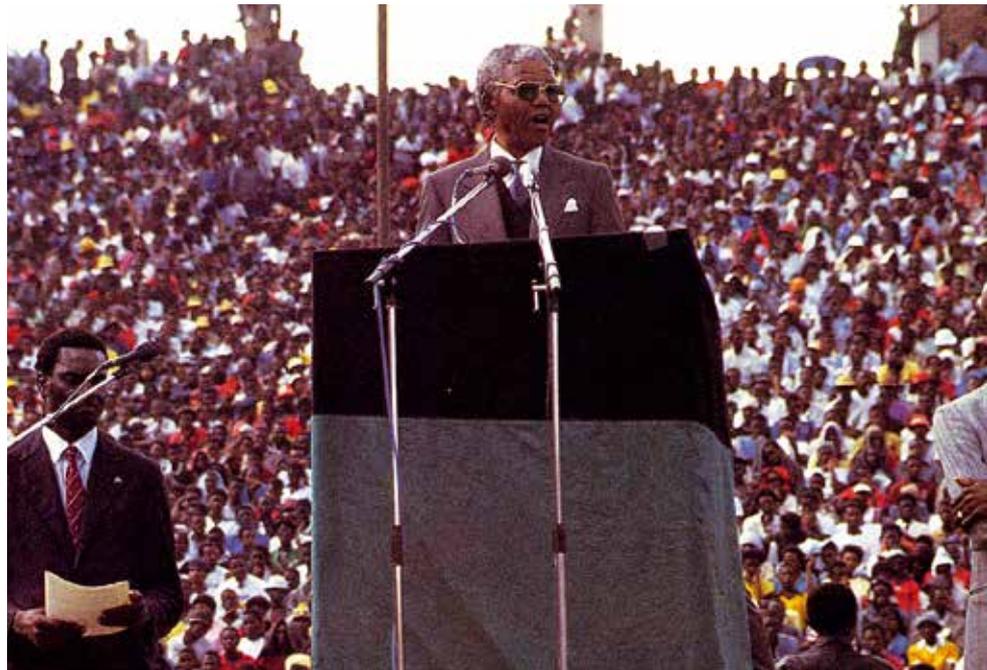
“It would be as unfair to tarnish Lincoln’s memory with the shortcomings of those who followed him as it would be to question Mandela’s lasting value by pointing to the mediocrity or venality of his successors.

“The big truth is that Mandela, like Lincoln, achieved the historically rare feat of uniting a truly divided country. The feat is rare because what ordinary politicians have always done is seek power by highlighting difference and fuelling antagonism. Mandela sought it by appealing to people’s common humanity.”

Mandela’s most compelling utterance—and the one which, perhaps, best epitomises the man—was probably the one articulated at the Rivonia trial, which saw him being interned for 27 years: “I have fought against white domination, and I have fought against black domination. I have cherished the ideal of a democratic and free society in which all persons live together in harmony and with equal opportunities. It is an ideal which I hope to live for and to achieve. But if needs be, it is an ideal for which I am prepared to die.

“There can be no doubt that prison made him the leader and statesman he was destined to become. Indeed, it was here that he learnt his most valuable lessons in leadership. As he has acknowledged, prison has shaped him,” writes Carlin.

“What the experience of prison did was elevate Mandela to a higher political plain, setting him apart from the great mass of



ordinarily brave, ordinarily principled freedom fighters within his country and beyond.

“He learnt that succumbing to the vengeful passions brought fleeting joys at the cost of lasting benefits; he learnt, through studying his jailers closely, that black and white people had far more in common, at bottom, than they had points of difference; he learnt that forgiveness and generosity and, above all, respect were weapons of political persuasion as powerful as any gun,” says Carlin.

Perhaps, more than anything, Mandela’s single most important contribution to South Africa was that he recognised that there could be no democracy without reconciliation, no justice without peace. And he spent his life utterly devoted to this principle, refusing to waver, even in the face of provocation so severe, it would have shaken the equilibrium of a saint.

His handling of the assassination of Chris Hani on 10 April 1993 is perhaps the seminal example of Mandela’s unshakable commitment to reconciliation. It is not hyperbole to suggest that this event, more than any other, brought South Africa to the very brink of the proverbial precipice. It was only Mandela’s wise, insightful and calm intervention that averted a bloodbath.

His address to the nation on live television that night is unforgettable and etched into the very fabric of South African history: “Tonight I am reaching out to every single South African, black and white, from the very depths of my being.

“A white man, full of prejudice and hate, came to our country and committed a deed so foul that our whole nation now teeters on the brink of disaster.

“A white woman, of Afrikaner origin, risked her life so that we may know, and bring to justice, this assassin.

“The cold-blooded murder of Chris Hani has sent shock waves throughout the country and the world. Our grief and anger are tearing us apart.

“What has happened is a national tragedy that has touched millions of people, across the political and colour divide.

“Now is the time for all South Africans to stand together against those who, from any quarter, wish to destroy what Chris Hani gave his life for—the freedom of all of us.

“Now is the time for our white compatriots, from whom messages of condolence continue to pour in, to reach out with an understanding of the grievous loss to our nation, to join in the memorial services and the funeral commemorations.

"Now is the time for the police to act with sensitivity and restraint, to be real community policemen and women who serve the population as a whole. There must be no further loss of life at this tragic time. This is a watershed moment for all of us."

These immortal words pulled South Africa back from the abyss. And there was only one man who could achieve that. Cometh the hour, cometh the man...

Says Carlin: "Mandela's legacy, the imperishable lesson he holds for the ages, and the reason why he stands head and shoulders above every leader of his generation, or practically every leader there has ever been, is that he showed it is possible to be a great human being and a great politician at the same time; that showing respect to friends and enemies alike can get you a long, long way; and that nothing beats the combination—in Mandela's

case, the seamless convergence—of magnanimity and power."

Widely renowned journalist Gwynne Dyer adds "People can argue about whether or not South Africa is doing as well as it should, but they can at least agree that Mandela got the country safely through the most dangerous phase of the transition, and that they can carry on with the job of building a just and democratic society without him."

Mandela was one of few statesmen to have achieved almost universal respect around the world and across the political spectrum. He is known across the globe as the man who delivered South Africa from the ravages of Apartheid, against seemingly impossible odds—as a peacemaker and statesman of the highest possible calibre.

Around the world, he is still seen as a man of impeccable moral character and authority, as a man of fairness, compassion

and boundless wisdom. He has taken on an almost omnipotent quality in the eyes of many in the world. At the end of the day, though, Mandela was a servant, not a saint—a man destined to lead a country out of oppression and into freedom and democracy.

That, he did so with such humility, never failing to point out that he was merely part of a collective and never wishing to take credit for his phenomenal contribution, and this epitomised the essence of the man.

In honour of Madiba, national government industries and the Nelson Mandela Foundation, amongst other organisations, will have a number of events in celebration of this centenary and to continue his legacy.

In April, the Nelson Mandela Foundation launched Mandela Day at Constitution Hill in honour of the legacy of Madiba, placing emphasis on the culture of volunteerism. The foundation invited all to play a part in building a society inspired by the values of the global icon, to change and make every day a Mandela Day.

"It is important that we use the capabilities we have, wherever we are stationed in life, in a way that dismantles the unequal structures of power and protects the most vulnerable. All of us must commit to continuing Madiba's work; fight poverty and inequality; strive to eradicate the growing scourge of racism; and reckon with the history of oppression," says Sello Hatang, the Chief Executive Officer of the Nelson Mandela Foundation.

The Nelson Mandela Foundation and the Obama Foundation also made an official announcement that President Barack Obama will deliver the 16th Nelson Mandela Annual Lecture under the theme "Renewing the Mandela Legacy and Promoting Active Citizenship in a Changing World" in Johannesburg at the Ellis Park Arena on 17 July 2018.

As a build-up to the lecture and Mandela Day, citizens are encouraged to make every day a Mandela Day. There are various initiatives for citizens of all races and ages to play their part and give 67 minutes of their time to the less fortunate and #ActionAgainstPoverty. **BBQ**



Young people are catalysts for social change

President Cyril Ramaphosa calls for a collaborative approach to advance the country's youth and utilise their maximum potential

"As we seek to build a new, inclusive South Africa, we look to the energy and creativity of the youth. Young people have been at the centre of every decisive historical moment in the struggle against colonialism and Apartheid. Young people are catalysts for social change," said President Ramaphosa at his Youth Day celebration address at Orlando Stadium.

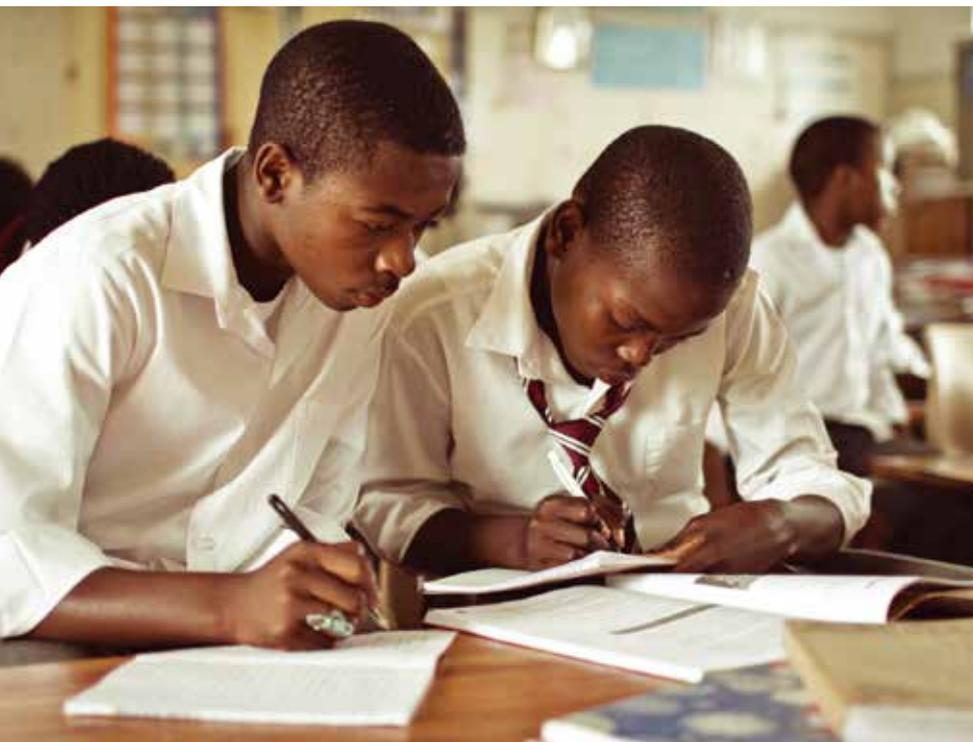
"From the founders of the ANC Youth League in 1944 to the students who led the

1976 uprising, to the Young Lions of the 1980s, it is the youth of our country who hastened the demise of Apartheid. Even as we built a democratic South Africa, it was the fearless young people who reminded us that liberation would not be complete until the wealth of the land is shared among its people. The current generation of youth has, therefore, chosen as its mission, the attainment of economic freedom," he said.

President Ramaphosa stated that the youth continue to bear the brunt of unemployment, poverty and inequality, and

remain the hardest hit by disease, violent crime, drug abuse and underdevelopment.

"We understand the frustration of young people who cannot find jobs, who do not have the skills and experience employers are looking for, and are unable to find the support they need to start their own businesses. Our shared responsibility, as the government, business, labour and civil society, is to develop pathways into work for the young people. It is this task to which we should be directing all our efforts and all our energies," said Ramaphosa.



Progress has been made in many areas to remedy these challenges. The National Youth Development Agency has established a value chain of entrepreneurship, which includes skills development training, development finance, mentorship, support and market linkages. More than 2 500 startup companies have been provided with funding, creating more than 10 000 jobs in the economy. Beyond this, more than 25 000 young people have been placed in job opportunities over the past three financial years.

“The government has done much through its public employment programmes and investment in infrastructure to give priority to young people and women. It introduced the Employment Tax Incentive to encourage companies to employ more young people.

“The government, business, labour and civil society have begun preparations for a jobs summit, which will need to take extraordinary measures to create jobs on a scale that we have never before seen in this country.

“It will need to forge a new social compact, which mobilises all sections of society behind the task of growth and job creation. We have demonstrated what

is possible through working together,” said Ramaphosa.

The Youth Employment Service, which is an initiative led by the private sector and supported by the government and labour, was launched earlier this year to bridge the gap between school and work. With a number of large companies already involved, it aims to create a million work experience opportunities for young people over the next three years. As part of this initiative, small businesses and micro-enterprises run by young people will receive assistance through wage sponsorship and through business literacy and entrepreneurial training.

“The challenge for the unemployed youth is not only one of skills. There are many graduates, who have completed university degrees, who are still unemployed. This is a vast pool of skills and knowledge that is being wasted. Society has invested a great deal in the education of these young people, but our economy is not benefiting from this investment,” said Ramaphosa.

He called on all companies—both in the public and private sector—to make a deliberate effort to seek out unemployed

graduates and employ them, reasoning that it does not place a great burden on individual companies but if taken up on a large scale, such a call could significantly reduce youth unemployment, while bringing much-needed skills and capacity into the economy.

“Employers need to understand that for our country to succeed, for their businesses to thrive, they must take responsibility for providing young people with the work experience they need and realise that the only way to get work experience is to get work. If we are to succeed in creating more jobs for young people, our economy needs to grow much faster—and for that, it needs investment,” Ramaphosa said.

The government has embarked on a massive investment drive that aims to attract US\$100 billion into our economy over the next five years, focusing on investment into those parts of the economy that have the greatest potential for growth and the creation of jobs for all, and investment that will create opportunities for young people in particular.

President Ramaphosa emphasised that if we are to make effective use of this investment, young South Africans need to be equipped to participate in the Fourth Industrial Revolution. It is for this reason that the government is investing so significantly in education and is making great progress in ensuring that no child, regardless of their circumstance, is denied access to education.

“Despite significant challenges, we are continuously working to improve the quality of teaching and learning in our schools; progress that is reflected in the consistent improvement in the matric pass rate. We are working both to improve the quality of education and the environment in which learning and teaching take place.

“We look to the youth to continue to be at the forefront of the struggle for a non-sexist society. The empowerment of women, especially young women, must be one of our central tasks as we seek to build an inclusive society. We must ensure that young women have the same educational opportunities as their male counterparts, that they are equally able to compete for jobs and that they receive equal pay for equal work,” said Ramaphosa.

“Young men and young women need to work together to put an end to all forms of violence against women, especially the devastating scourge of femicide. The recent spate of murders of young women by young men is deeply disturbing and requires that, as a nation and as individuals, we take decisive action to end such crimes,” he added.

President Ramaphosa believes that this generation of young South Africans has an opportunity to fundamentally change gender relations and to achieve full and meaningful equality between men and women in all spheres of life. The challenges that our youth face are great, but they are not insurmountable and can be overcome if we work together and if the youth take the lead and become agents of their own liberation. Young people must be preoccupied with activities that contribute to making South Africa a better and safer country for all to live in.

“As we celebrate Youth Day in 2018, we recall the lives of two outstanding founders of the youth movement in our country, Tata Nelson Mandela and Mama Albertina Sisulu, whose centenaries we are marking this year. These two giants embodied the values and the qualities from which we should all draw inspiration. Tata Madiba and Mama Sisulu were always ready to serve as volunteers for

the greater good of our people without any motive of personal gain.

“They sacrificed their own interests to fight for the freedom of others. The best way we can honour their sacrifices is to follow their example. We must shun selfishness and strive for collective prosperity. We must fight for the rights of others as much as we fight for our own,” said Ramaphosa.

He proclaimed that we cannot stand idly by while the rights of others are violated, while there are people in the world who are still colonised, oppressed and exploited, and we cannot rest while there are still millions of people who go hungry, who do not have shelter and who do not have work.

“We all have a responsibility, each and every one of us, to do everything in our power to make the lives of others better. The spirit of Tata Mandela and Mama Sisulu lives on in the young people of this country. It lives on in their dreams, in their determination, in their struggle for a better life. It lives on in their desire to be part of building a new nation of equality, prosperity and progress. It lives on in their willingness to lend a hand, to be ever-ready to say: ‘Thuma Mina. Send Me’. If we all do our part, we will all succeed,” he concluded.

The National Youth Plan (NYP) 2020

The president’s address reinforced the objectives of the NDP, whose vision remains consistent with that of the National Youth Development Policy Framework of achieving “integrated, holistic and sustainable youth development, conscious of the historical imbalances and current imbalances and current realities, to build a non-sexist, non-racist, democratic South Africa in which young people and their organisations not only enjoy and contribute to their full potential in the social, economic and political spheres of life but also recognise and develop their responsibilities to build a better life for all”.

The goal of the NYP 2020 is to consolidate youth initiatives that enhance the capabilities of young people to transform the economy and society. This will be achieved by addressing their needs; promoting positive outcomes, opportunities, choices and relationships; and providing the support necessary to develop all young people, particularly those outside the social, political and economic mainstream. This policy emphasises the need for various youth development efforts and interventions that holistically respond to all aspects or spheres of young people’s lives. **BBQ**

Ché Vigus





Women in technology

A woman with long dark hair, wearing a light green top, is seen from the side, focused on working with server equipment in a data center. She is seated at a desk, and the server racks are filled with various components, cables, and a cooling fan. The background shows more server racks and a complex network of white cables.

The continuing growth of female entrepreneurship in South Africa, particularly in the technology industry, is a testament to the willpower and determination of South African women, who often have to overcome great challenges in order to succeed in a male-dominated industry

Despite decades of progress towards achieving equality in the workplace, women remain significantly under-represented in emerging tech. The imbalance between men and women in the technology sector is unlikely to be remedied unless organisations, schools and universities work together to change entrenched perceptions about the tech industry, and also educate young people about the dynamics and range of careers in the technology world. This is according to a report issued by PwC's Economics team that analyses the behavioural measures that bring gender equality to emerging tech.

Although some strides have been made to advance women in tech, more needs to be done. Women currently hold only 19% of tech-related jobs at the top 10 global tech companies, relative to men who hold 81%. In leadership positions at these global tech giants, women make up 28%, with men representing 72%.

In South Africa, the proportion of females to males who graduate with STEM-related degrees is out of kilter: women are under-represented in maths and statistics, ICT and technology, as well as engineering, manufacturing and construction.

According to a 2017 WEF report on the future of jobs in Africa, cultivating an interest in STEM fields must start as early as possible. Additionally, schools should be proactive in exposing young girls to tech capabilities. Computer programming and/or information technology could be included in the curriculum for primary and secondary schools as compulsory subjects for all children. An early start puts all kids on a level playing field before gender stereotypes have set in, and starts to prepare both girls and boys for the jobs of the future.

A solution being tried out in multiple communities is to appeal directly to girls with coding programmes and to start teaching kids the fundamentals of coding early.

One woman doing just that is Baratang Miya, co-founder of GirlHype, a coding academy for women and girls to close the gender gap that exists in tech.

It was started by Baratang Miya who is a self-taught coder, and once she learnt how to code, she believed that every woman should learn how to code, especially when they are still in school, in order to close the gender gap that exists in tech as well as to have women's voices represented in technology. GirlHype, itself, is a career space for women, providing mentoring, advice, meet-ups and hackathons.

"I studied Industrial Psychology and have a postgraduate degree in Marketing from UCT. One of my main subjects was advertising and women in religion was my elective subject—both subjects were eye-openers in terms of how women's oppression is so systematic and perpetuated by the very two powerful institutions they trust and rely on, which is the media and religion," says Miya.

"So I started teaching girls digital literacy, which led to them also learning how to code, with a belief that once they know how to create technology girls will have a voice by writing their own stories. They will be so empowered to occupy tech spaces and transform it," she adds.

GirlHype offers girls an ample dose of tech education and soft skills that enable them to write in a way that is a reflection of who they are, thus enabling them to solve issues within their communities and inspiring them with the hope that they can study technology and excel at it.

"We are providing them with the resources, tools and safe spaces for them to learn. It was a social action campaign from my side, as well as an educational platform for schools to help younger female generations to become more technologically literate and empowered.

"I could not understand why the first time I touched a computer was when I got to university. I also didn't want to reinvent the wheel of what was already being done in the market about women's empowerment. Education is very important to me and I was just doing my little part in this huge complex web that is challenging women's representation and looking for parity in our culture and education sector," explains Miya.

"Launching GirlHype I was very focused on STEM education. There is a huge lack of



Baratan Miya

women in tech and this is an industry that's growing at an 80% rate at the moment. All jobs in the future will require basic computing skills. Being a formal movement, it has allowed me to talk to corporations about the best practices to empower women, not only internally, but looking at their number of female employees and how they're portraying gender in those roles. We had the opportunity to partner with academic institutions to promote the need for young women to consider careers in tech," she adds.

Her interest in technology was spurred by learning how to code and she realised she could use the education she received to be the change that she wanted to see.

"My motto became, 'You cannot be what you can't see', especially for black Africa women who are projected as these submissive menial workers who could not do anything better or lead. Our girls have no role models at all and I wanted to change that perception.

"Women need to be treated as equals and the knowledge economy has no gender bias. It's going to be exciting to see what happens in this country once we really



achieve parity. The problem of a lack of women in tech, in itself, is systemic, underscored by the fact that women are vastly under-represented in top positions within the industry itself, in a corporate culture that is driven by profit. It is a socially- and economically-complicated predicament with no simple solutions," says Miya.

For Miya, the creation of technology itself is a huge pedagogical force and a tool for communication and, at the moment, it's dictating our cultural values and our gender norms in a way that's communicating to us that a woman's value is limited. She believes that if girls are targeted before they become women with lots of societal influences, the educational empowerment cannot be taken away from them.

"It is very important because patriarchy and misogyny are taught through religion, the media, culture and many other forms. Young girls are very confident, they believe in themselves and their maths ability is very strong. It's only once they reach teenage years that they start doubting themselves and listen to the societal message that their value lies in external forces—that is a lie

and it needs to change. Our role is to keep reinforcing their confidence and giving them structured educational support in order for them to have a powerful force like education to hang on to when the challenges of being a woman arise, especially in the years of child-rearing and early marriage. This will help to ensure that they are not left behind, career-wise," she explains.

When asked if there is a gender disparity in ICT use/education, she answers "without a doubt", stating that, according to research, only 20% of tech jobs are held by women and only 5% of senior positions are held by women. She attributes these results to a lack of role models and information that girls have paired with the cultural norms of promoting tech through games and early learning geared towards boys only.

"Fortunately, a lack of women in tech is not a 'women's' movement anymore, it's a human rights movement that we are really embarking on and that is why we need men to be part of it," says Miya.

"In some regards, I think men are more enraged, fathers of daughters are more enraged and more concerned about the

future for their daughters. We are beginning to see more and more men speak up and out against the lack of women in tech," she adds.

As an organisation, GirlHype is upping the stakes this year and is aiming to train up to 200 000 young women to code by 2020. Miya explains that, currently, GirlHype has been focusing mainly on two languages; Java and Javascript, and has also partnered with the University of the Western Cape to offer unemployed graduates a Software Android Development course. For female graduates who are still studying, GirlHype offers two-week coding boot camps and a hackathon.

Miya says there are a number of reasons why there are significantly fewer women working in the ICT sector than their male counterparts.

"It's a difficult subject to study and because so much of it is cultural—and due to a lack of exposure—the answer is probably changing constantly. My personal guess is that it's a combination of factors," she says. "Subtle and not-so-subtle discouragement, outright harassment in the space,

cultural disparities that result in both young girls and adult women having less free time to focus on developing and honing their skill sets and young men being stereotyped as bad communicators and being encouraged to gravitate towards careers not known for communication, but which are very technical," she adds.

In terms of challenges faced during her career, Miya says that it was very tiring to always be the first or only female within an ICT space, the first to compromise, always being the one who had to adapt and denying important parts of herself just to get the chance to do her work. She describes it as being a stranger in a strange land—where she had to speak their language and understand the male way of doing things but nobody learnt hers.

She explains that a lot of teams have their culture, which they expect new members to adapt to, and are resistant to incorporating that person's style into their culture.

"Teams have an established dynamic and can be averse to changing the way they interact or communicate. A lot of teams are afraid of that, but that's the whole point. Diversity makes better teams and learning how to communicate with lots of different people makes your products better. It is this culture that causes capable women, who are doing well within the industry, to end up leaving mid-career," says Miya.

She says that while the tech space is still very male-dominated, she has mostly worked with decent men who were just happy being themselves, and she is certain that many of the problems encountered in her tech career were due to the cluelessness of her teammates rather than any malice on their part.

"I realised that I spent my entire career trying to prove I was not this largely imaginary, clueless coding girl—partly because of my pathological need to seem clever—however, the tech world doesn't make things easy for women. I still receive a surprised look from most people when I say I can code and almost every time I attend a developer meet-up or hackathon, someone will ask what I am I doing there," says Miya.

"I wish I had an easy solution—I don't—but I do know that improving the life of one female developer requires shifting the gender ratio in your developer team, and in your company, in a significant way. Companies should hire more than one female developer and make them feel that their way of doing things is valuable too, because it is. They need to be promoted, encouraged to become senior-level leaders and their input must be respected. Add women to your board of directors, founding or executive team and stop saying 'You're a developer?'," she explains.

Another amazing woman who agrees with this sentiment is Nisha Maharaj, the founder and Managing Director of Niche Integrated Solutions, a company that's focused on disruptive technologies and which sets up strategic partnerships and innovation platforms in South Africa.

"We innovate in the ICT arena, looking at how we could leverage off global best practices to lead ICT transformation and modernisation to the African continent.

"I decided to start my own business a short while ago and, by chance, stumbled into the world of business in technology software and IT services. All my consulting assignments led to problems around operational efficiencies, which only technology could solve. In the business arena of South Africa, there are a few gaps in technologies, so I researched the globe to find solutions that could bring value to South Africa and was very fortunate to have cultivated partnerships with some of the global leaders in technology," Maharaj says.

They are a team of women entrepreneurs who want to delve into their own IT businesses at a later stage, they have immense experience in financial services and telecommunications and bring a wealth of experience in this domain.

"Niche Integrated Solutions has made headlines since our first year of operation and saw success instantly. Not only did I decide to follow my instincts, I am also making a significant difference to the South African context of technology innovation and to empowering entrepreneurs through entrepreneurship growth programmes," she says.



Nisha Maharaj

Her interest in ICT was a lifelong one and she had previously, within her corporate days, never spent a day in her life in an ICT department.

"I had no idea what I was going to do in business, I simply picked a subject that I did not know well. I was always intrigued by Ms Priya Singh, who is now the CTO of Niche Integrated Solutions and who was also an immense inspiration. I have never come across a woman that can talk tech like her and it simply triggered a bigger need for me to know more about ICT. Every company has a Steve Jobs and that's our CTO, Ms Priya Singh, she is the actual genius behind the scenes," says Maharaj.

She says that 'women in technology' is always a subject of debate, and while there are many women at the forefront of the tech scene, she still finds herself walking into a boardroom of 20 men and one woman—the one woman being herself—and that a serious effort has to be made to change this status quo.

"I definitely believe that there are not enough women in this field and women must be encouraged from a school level

about careers in ICT. I started very late in my life and the only thing that I regret is that I had not done this earlier," says Maharaj.

"As to reasons behind there being fewer women involved in IT, I would speculate that it's due to women generally being more cautious—maybe not as adventurous—and having families and kids to take care of. They can't always fly around the world and spend extra hours in the office. It can be exceptionally difficult to get stuck into ICT because it takes a 20-hour schedule and a substantial amount of research, amongst other aspects.

"I would not say that women have less dominant characters because this is not true. Neither would I say that women don't like technology because many women in our circle simply love it. There are many CIOs and CTOs out there who are women and who love this industry," she explains.

Maharaj says that the ICT industry has changed and become more inclusive, although there remains a culture of disbelief surrounding women ICT experts.

"Occasionally, you would find an ICT expert who would challenge us or ask us if we were doing the presentation, almost in disbelief that women could actually talk about IT, but as we started speaking, the

disbelief almost always changed to 'wow, unbelievable', especially when we could answer all the questions—that always gives one credibility and trust. Know your stuff is the only advice I would give to other women in ICT," says Maharaj.

She says the best parts about becoming an entrepreneur and a woman of leadership is inspiring other women, being viewed as a role model and seeing Niche Integrated Solutions flourish.

"We are only an emerging company but people admire us and more and more women want to work for us. We truly want to be an employer of choice for any woman who wants to thrive in a tech environment. Having won the Women4Africa International Business Woman of the Year award in London last month, it makes me realise that, even without the tech background, we achieved this and if, as an entrepreneur, you are not making a meaningful contribution to other people's lives, you have defeated the purpose of being in business. There is a difference between a leader and a manager, this is the most important thing to learn as an entrepreneur, whether you are a man or a woman.

"The only thing I would change if I could do this all over again is to not have wasted my time for so many years as a corporate

employee. I would have started this journey at the age of 18 instead. We hope to be one of Africa's leading women-owned companies, inspired by women, staffed by women and ever-continuously bringing more and more women into ICT," says Maharaj.

To change the way talent is developed and deployed in today's world requires the undoing and relearning of age-old thought processes and the formation of new norms and values, especially in the education system and labour market. Biases are built deeply into our cognitive processes, and unlearning them is difficult—at best, slow and painful. Contrary to popular belief, being made aware of our biases does not reverse them—even upon instruction, we struggle to suppress the influence of existing biases.

There are many women doing great things in tech in South Africa, making their mark with innovative initiatives and strong leadership roles. Gender diversity in technology is an ongoing challenge and women have to constantly prove their capabilities and strengths. Yet, more women are contributing innovative and even disruptive ideas, creating a meaningful change in people's lives. **BBQ**

Shannon Manuel



The Innovator Trust

Supporting the growth of black-owned ICT SMMEs through mentorship and skills exchange



The Innovator Trust sees the massive potential of a small business with a unique selling proposition and an entrepreneur at the helm with a big dream. Therefore, the Innovator Trust was established in 2014 with an aim to support the growth of small black-owned ICT businesses in South Africa and to develop competent SMMEs in South Africa.

"We do this through mentorship, skills exchange training and infrastructure support and have partnered with companies that have experience and knowledge in this field to help us grow SMME entrepreneurship and make a real impact in the ICT SMME sector," says the Chief Executive Officer, Tashline Jooste.

Since its establishment, the Trust has gained a good client base. In 2017, the Innovator Trust had successfully incubated 60 SMMEs, of which over 40% are female entrepreneurs. Recently, the organisation launched the Youth Entrepreneurial Programme (YEP) with Vodacom.

"The YEP has allowed us to equip 10 Vodacom Academy graduates with the requisite set of skills to become cutting-edge entrepreneurs. The programme is tailor-made and aims to provide business fundamentals to entrepreneurs," Jooste says.

The Innovator Trusts' primary mandate is to grow SMMEs through providing a tailored development programme. "We have various programmes that we offer SMMEs, however, our primary programme is the Enterprise Development Programme. We also offer SMMEs the opportunity to apply for a scholarship with GIBS, as well as the recently launched YEP for the Vodacom Academy graduates," explains Jooste.

"The Enterprise Development Programme offers training, mentorship and development to SMMEs and equips SMMEs with the business acumen and tools to track and achieve their goals. This includes assisting SMMEs to identify opportunities and offering a custom gap analysis where

we can work with the SMME to maximise on potential growth areas. We equip the small business owners with the correct tools and skills needed to work towards success and offer guidance and business mentors who can have an enormous impact on an SMME," she adds.

Jooste believes that while there are skills development opportunities and infrastructure support for black-owned SMMEs, much more can be done. South Africa currently faces an unemployment issue. Furthermore, the unemployment rate among young South Africans under the age of 25 is sitting at a frightening 67.4%.

"This creates an opportunity for young entrepreneurs to flourish through innovative ideas and, with the emergence of the digital age, the ICT sector holds many opportunities for young entrepreneurs to be successful future SMMEs," says Jooste.

"It is, therefore, important that we see more organisations and incubators assisting young South Africans to make successes of their businesses through training, mentorship and skills development. I do believe more can be done in South Africa, especially for our youth and communities who do not have access to these skills, infrastructure, and technology," she says.

She explains that the biggest challenge SMMEs face within the ICT sector is mainly the combination of a lack of access to evolving technologies and the lack of education and the development of skills to use it in order to become successful SMMEs.

Part of the Innovator Trusts' is focusing on black women-owned businesses and encouraging the growth of women in the ICT industry.

"I truly believe that for the economy to experience the true potential entrepreneurs have to offer, gender equality must be addressed. It is increasingly difficult for female entrepreneurs to make a success of their business. This is not because they lack the skills or the business acumen to succeed but rather have more responsibilities than their male counterparts,

"Women have a great entrepreneurial spirit and that is why it is important to provide South African women with the necessary support they need to flourish. We are proud of the fact that, to date, we have been able to incubate 28 successful female entrepreneurs within the ICT space but there is still so much more to be done," says Jooste.

She believes that in many respects, the education system still encourages male counterparts to engage in technical skill, which includes ICT, and far less for the demographical profile of women and girls under 35.

Her own computer use started at a very young age as it was practical and needed, however, she realised the real benefit and the need for children to become computer literate during her daughter's early childhood development stages. "I bought her a digital enhancing reading tool and saw the benefits it had on her reading skills and interest in knowledge. I then realised that there was a generation that had not had that privilege, let alone knew the impact on society in a new era of technology," explains Jooste.

Regarding gender-based discrimination within the sector, she says that having previously worked and being exposed to

other environments, she appreciated the fact that gender was not an obstacle. "But in retrospect, experiences shape who we are. Starting out as hopeful young girls and then transitioning as Millennial women finding their place or fit in the industry can be quite daunting. However, in this environment (IT) the most obvious challenge is gender—how one is viewed by counterparts and having to constantly prove your worth and ability. I love a good challenge, which is best addressed by knowledge and confidence in one's own ability.

"Since 2005, we experienced the downward spiral with regards to women holding key positions. Progress is showing on some company boards but there is still a long way to go. Women are taking to owning their own businesses and competing successfully with the male-dominated businesses and winning—but this is a global phenomenon," says Jooste.

A stereotype associated with women in business that she would love to see cease to exist is that as a mother or wife, women are unable to commit to business or that they do not fit in the boardroom culture. "Women are best at multitasking—they show absolute resilience and demand impact, especially when the challenge is purpose-driven. Ultimately, it should always be about the quality of delivery, the impact... gender should never define who delivers what or directs what. There are phenomenal women standing tall against all adversities, who are technically sound and savvy. They are able to encourage, motivate and uplift not just other women but everybody. Given the chance, they show that they can deliver the same, if

not better, than what their counterparts can," Jooste says.

When it comes to leadership, she believes that a leader's success is determined by their personal value system and how they treat the team and grow and develop their staff, as the strength of any organisation lies within its people. She explains that through leading by example and providing a conducive working environment for the staff, goals and targets are achieved more easily.

"I want my company to be the leader in driving sustainability and economically savvy SMMEs so that they can reach their greatest heights. I do consider myself a role model to all I come into contact with. It's about how you treat others and recognise their contribution. Mentorship and coaching are critical training mechanisms to help others reach their potential. I have reached my position thanks to the support and guidance I have received from those who once led me and it is my turn to do the same for others," says Jooste.

"I believe that female leaders need to grow other women in this sector. There is so much to be said for learning from others' mistakes and how they addressed it to turn a bad situation into a great outcome. That said, I also feel that it is up to those who want and need support to put their hands up as there is no shame in asking for help. My advice for women following their path, whatever it may be is, to never apologise for being you. Don't allow anyone to define who you are based on your gender. However, always be mindful of some walls you will have to climb," she concludes. **BBQ**

Kganare and Khumalo Incorporated Attorneys

A firm that believes small is the new big, sustainable is the new growth and trust is the new competitive advantage



“We are experts in our fields, despite our size, as a result of our involvement with a number of top institutions in the country and global companies”, says Kganare.

K&K offers specialist legal support in the area of Commercial Law, which includes Commercial Transactions and Litigation; Due Diligence; Company Secretarial Services (i.e. Corporate Governance); Competition Law / Anti-Trust (i.e. Cartels, Exemptions, Enforcement, Abuse of Dominance, Mergers & Acquisitions, etc.); Information and Communications Technology (ICT) Law; Intellectual Property Law (i.e. Trademarks, Domain Names; Copyright Protection; Trade Secrets, Infringements, etc.); and Energy Law, to mention a few.

“We are forced to be innovative, creative and different in order that we stay competitive in the provision of legal services. We are often on the front line, and systems at our firm can be changed as needed immediately to keep ahead of the game. We have come to realize that the gap of confidence between small companies and big ones is growing and that clients simply do not trust companies anymore, they trust the actual people on the front line”, adds Kganare.

K&K is able to undertake legal work across South Africa as well as around the globe. “We were involved in a number of significant matters in South Africa and internationally,” adds Kganare. In Ireland on a commercial transaction leading to the sale of shares in one of the energy companies in Ireland; on research and memorandum of advice on the impact of Groundless Threats Provisions for Ireland in respect of Intellectual Property (from a United Kingdom perspective); on a significant business sale transaction where a Five-Star Hotel & Golf Resort was eventually sold for an estimated 30 Million Euros; also in preparation for and attendance of an international arbitration and preparation of memorandum of advice at the conclusion of the five day arbitration, regarding a commercial dispute about a commission agreement. In Europe, Kganare worked with Partners of one of Ireland’s top full service commercial law firms, headquartered in Dublin. In South Africa, he was involved in the investigation and analysis of 22 acquisitions/merger notifications, including presentation at the

Competition Tribunal of South Africa. Some of the transactions attracted media coverage owing to their magnitude (such as, Chemical Services Limited/Chemfit Industrial Holdings (Pty) Ltd large merger—Business Day, 17 June 2008 and Old Mutual Investment Group (South Africa) (Pty) Ltd/Futuregrowth Assets Management (Pty) Ltd large merger). He was and still is involved in some of the major cartel and exemption cases in South Africa (which also attracted media coverage owing to their magnitude) such as amongst others, the Bitumen (Black Fuels) Cartel; International Air Cargo Services Cartel; International (Far East Asia) Air Passenger Services Cartel; Exemption Application in the energy sector involving one of the big oil companies; and one of the cartels in the Construction Sector; to mention some.

“We are a young and dynamic firm offering young and talented people a conducive environment to grow both as attorneys and related professionals. We inspire highly talented workers to join us. One of our primary objectives is to create a high performance workplace where people will choose to work and give unreservedly of their energies and feel a sense of personal achievement, satisfaction, individual purpose and security. At K&K there is synergy between personal missions, work challenges and organisational achievement, this enables us to stay unrivalled amongst our peers” says Kganare. **BBQ**

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Me Inc.

The impressions we make on others can have a major impact on networking, our personal brand, building our own business, working with others and our earning capacity

Because of the back-and-forth nature of a networking relationship, a commitment to being distinctive and relevant to others has important carry-over effects for you. Determining ways to be relevant to others reflects your desire to learn and grow.

This, in turn, is expressed by continually creating, solving problems and making things better for others and yourself. But because someone else determines whether you're effective at personal brand building or not, your relevance to that person is, ultimately, their decision. And, sometimes, the connection just simply won't be there.

You won't always get along with everybody. You can't. Nobody can. Your values, however distinctive, simply won't appeal to everyone. Neither will they be relevant to everyone. You can't be all things to all people, nor should you try to be. Said Bill Cosby, "I don't know the key to success, but the key to failure is trying to please everybody."

The relevance of others

One key determination you need to make in building your personal brand is how relevant other people are, or can be, to you. If you're going to be true to yourself and be acknowledged, accepted and recognised

for who you really are, your core values must be respected in each relationship, not compromised

You also have to decide if any particular relationship is worth the effort. Clarity in relationships is a key advantage of a strong personal brand. As your brand becomes better-defined and known, people find it easier to figure out who you are, where you stand and, consequently, what value you can represent for them.

"Everyone has a personal brand but most people are not aware of this and do not manage this strategically, consistently and effectively," says Karl Smith, a personal brand and networking strategist. He defines

personal branding as “what others say about you when you are not around them”. That message is based on their perception of you, how they consider your knowledge and skills and the things that make you unique and different from every other person out there—your unique promise of value. It is what makes you one of a kind, even in the midst of all the others who have the same or similar skills. This is what makes people choose you and only you.

The importance of personal branding

Why is personal branding so important? Personal branding is very powerful because it sends a clear, consistent message about who you are and what you have to offer. A strong, authentic personal brand helps you become known for. Moreover, it helps you

to better understand yourself, increase your visibility and presence, control your identity and influence the perception others have of you and the services you offer, make a mark on your organisation or company, increase your compensation, increase your job security, expand into new business areas, thrive during downturns in the economy, increase your confidence and achieve your personal and professional goals.

Perception is reality. So unless you bring something unique to the table and communicate it consistently, you run the risk of being seen as a commodity. In essence, personal branding is for executives, entrepreneurs, employers, employees, leaders and other individuals who want to market themselves as something different from the rest of the pack.

Step one

The first step in creating ‘Brand Me’ is to learn to know yourself. Before you even think about your personal brand, you have to think about who you really are and what you really want. No matter how much people try, they can’t avoid projecting who they really are. They may fool themselves into thinking people see them differently but, ultimately, the truth comes to the surface. The brand you design must be true to who you are.

If you find it difficult to analyse yourself, get external feedback by asking peers, colleagues, clients, friends or relatives to describe your best qualities and greatest achievements. I call this ‘personal branding from the inside-out’.

‘Me Inc.’, a relatively new term, in essence, means that to survive and thrive in a highly competitive and information-driven new world, we must all see ourselves as companies. Just like companies must consistently look at what makes them relevant and different, so must individuals, and then market it. In fact, I passionately believe that our most important job today is to be marketing executives of the brand called ‘Me Inc.’.

Staying afloat

It’s easier for ‘Brand Me’ to stay afloat in this difficult economy, as opposed to ‘No-Name Brand Me’. Having a strong brand propels you to the top in the minds of your audiences and it creates a sense of individuality and ‘separateness’ in the marketplace. In short, you are more visible to your target audience as opposed to ‘No-Name Brand Me’. It’s that simple—and that difficult. And that’s inescapable.

In today’s competitive world, it is important to separate yourself from your competitors in order to really stand out. A strong personal brand leads to many advantages. If you have a strong brand as an expert, you will have more demand from consumers or clients. Why? When having to choose, people prefer to do business with a recognised expert. Also, you will have the ability to charge higher prices or fees. Why? A higher demand and greater credibility give you the ability to charge more money and





maintain a successful reputation. Lastly, it increases your chances of getting a job. Why? You differentiate yourself from the competition.

The biggest challenge in marketing oneself

When it comes to marketing oneself—and I think this is true of the majority of people—the biggest challenge is finding a simple, memorable way to sum up professional essence and unique value. When you know who you really are and what you really want to offer your audiences, being able to put that information together succinctly can be a real challenge for many people.

Personal branding should not be confused with self-promotion. A personal brand is something you build on many levels, first by getting to know yourself better and then by understanding what you want to communicate to your target audience before even opening your mouth (or posting on social media). Simply, it is a vision. When you do open your mouth, it becomes all

about the message, not about shameless self-promotion.

Use who you are

The essence of a personal brand is the authenticity in who we are or who we would like to become as well as the unique promise of value. Your unique promise of value is the promise you make to your target market that your brand will fulfil. You must be able to live up to this promise. Most importantly, whilst the value you offer to your target market must consume you most of the time, you should never forget about your vision. Everything you do should be in support of your vision and what you want from life. Ask yourself the big question: where do you see myself in three years, five years or 10 years? Then ensure that your personal brand plan underpins your vision and what you want from life.

People often ask me what role a personal brand strategist can play in creating a personal brand. I help my clients to release their dreams by guiding them through a personal branding process. Together, we

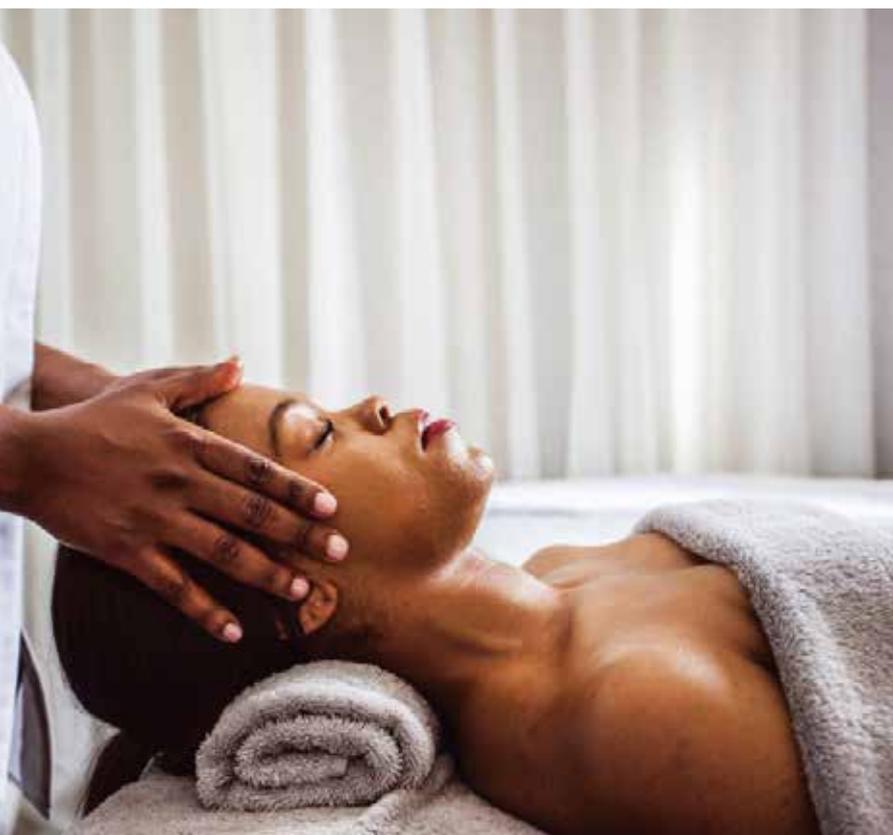
develop a deep understanding of their personal brand and expertise through a series of questions and exercises that allow them to step back and look at their career, role or business. It's a real game-changer as far as how they see their career, role or business and themselves. Once they have defined the qualities that make their brand one of a kind, the next step is to help them to develop a communication strategy to ensure their personal brands gain recognition and traction. **BBQ**

*Karl Smith is a personal branding strategist, networking and referral marketing authority. He is an author, presenter, trainer, coach and consultant working across financial, accounting and other service industries and sectors. Karl, the founder of Business Networking South Africa, has authored *Beyond The Business Handshake*, *Secrets To Getting Referrals*, *Networking Etiquette 101* and three eBooks about personal branding.*



The *beauty* of entrepreneurship

Relax Spas, created and managed by the vibrant and determined Noli Mini, has been steadily evolving and growing, creating employment and delivering an innovative service, since 2010



Spa-preneur, Noli Mini, who has a passion for beauty and skincare and a penchant for business, has developed a unique spa concept, Relax Spas, in partnership with various hotels in the Western Cape, offering in-room spa services. Recently, Relax Spas extended their services to another Protea Hotel by Marriott.

“We’re pleased to be extending our services to yet another Protea Hotel by Marriott. Our first joint effort was at the Protea Hotel by Marriott Cape Town Waterfront Breakwater Lodge, and it has proved to be a successful venture. Being able to offer our clients a variety of locations is important to us and this new initiative expands their choices. We have no doubt that many guests at the hotel will welcome the opportunity to enjoy a spa treatment, too,” says Mini, Relax Spas’ founder and Managing Director.

The journey to success was not an easy one and required perseverance and a continued positive outlook.

“When I started Relax Spas, I had been working for about 10 years as a Spa Therapist for two other spa brand companies. I found that there were guests coming from other surrounding hotels and I identified that there was a demand for a formal mobile spa company. I thought to myself that perhaps I should try to become a mobile spa therapist, and so I took the plunge. I didn’t have a business plan and I didn’t know how to do it, however, I thought to myself that if I were to wait until I have a business plan, I am not going to start. So, essentially, I simply calculated how many massages I need to provide in a month in order to make a certain amount of revenue to cover my living expenses—it was very simplified.

“I was offering the service to various hotels—it didn’t matter whether it was a guesthouse, a boutique hotel or a four- or five-star hotel. I approached them all and started working with them. Unfortunately, it did not work out as I thought, because while you may be capable of giving 10 massages a day, realistically, you would get perhaps three or four. It was very frustrating and very difficult because I didn’t have an office either—I was based in my residence in Blouberg and my clientele was predominantly in and around the City Bowl area,” Mini reflects.

She explains that she spent most of her time in the car, parked on the beachfront trying to plan as the days went on, because things were not working as she had hoped. She realised that she had to find an edge, so as to set herself apart from the competition



and that's when she started approaching each hotel independently and offered her spa services.

"You find that, in terms of bringing something new into the hospitality industry, people take one look at you and before you've even said anything, they presume to know who you are—I had a lot of doors shut before I could even propose what the idea was.

"I read quite a lot about the hospitality and spa industry and would attend networking events where I started to meet the exact people I was supposed to speak to at the hotels. And through these events, I would have the opportunity to interact with them face-to-face and explain my brand and vision, and get my passion across, which is more successful than on paper," says Mini.

"The thing about having a passion is that it surpasses everything else. For me, whether I was in a challenging space in terms of now being a mobile spa therapist and not generating any income, my passion saw me through because of the solution that I was bringing to the industry," she adds.

At the beginning of 2011, she started working with a select few hotels, the first being the Protea Hotel North Wharf in Cape Town. It is here that the business

model started evolving—she "evolved from a mobile spa therapist to an in room spa therapist. From there, she continued to press forward and had to make the decision to cease working with other hotels that didn't see the full value of what she offered.

"It was a very difficult decision because I was getting revenue from these hotels. However, in order for me to see growth in my business, I had to let go, as difficult as it was. Even though it did not make sense at the time, when I look back, it was actually one of the best and most courageous moves I could have made in order for my business to grow into the direction I envisioned," Mini says proudly.

She explains that Relax Spas started with the in-room spa treatments but due to space confinement challenges, a guest room was issued in which they could set up and do treatments.

"The minute we started, we saw a positive change in terms of the demand for the service and we began generating consistent revenue. However, it was working negatively on the hotel's side, as they were losing revenue on the room. Thus, we then moved to one of the lounges and worked towards finding a space within the hotel that we

could convert into a spa suite. In May 2015, we opened the first spa suite.

"Our brand evolves best based on what our client wants. It's not a fixed standard to say we want a big spa with spa facilities, etc. We create boutique spas where, if you're a guest, you want to experience exclusivity, whether it be a hotel guest or a local client. You want to come to a space where you're not going to feel like a number, you're going to feel luxury, exclusivity, and you're not going to be overwhelmed by the number of people around you—I feel that is what bigger spas sometimes lacks. It's about getting to know you as a client and getting to know you as a hotel brand, so that we can work and grow together in terms of creating a wellness element for our hotel partners," says Mini.

Mini is also in the process of establishing an academy to train beauty therapists. "A challenge is that we have a lot of therapists asking for work but they don't have a high enough standard of training for our services. Our academy will train according to those standards and the students will have access to hands-on practical training at Relax Spas, and the potential to be employed if they make the grade," she says.



"I registered it at the end of last year and started putting things down very informally on paper. I had the benefit of attending one of the open days with the Services SETA and I shared with them what I would like to create with regards to the institute. Essentially, the institute will be offering short modular training courses, specialising in massages, manicures, pedicures, waxing and spa therapy," explains Mini.

The foundation will provide five-star hotel spa-specific training. When we start at the beginning of next year, we will only have five to 10 students, so that when the end of 2019 approaches, we will have success stories, as opposed to opening up an academy with 20 or 30 students whom we are unable to provide employment for. We will train them, starting with theory, then practical, and then they will do their practical hours at our spas, where they will be exposed to our brand and the hotel brands that we're working with," says Mini.

She explains that, upon the completion of their training, they will be employed within existing Relax Spas. Alternatively, if there's an opportunity to collaborate with them in terms of joint-ventures or micro-franchises, it would be an option because they would already have a foundation of what the Relax Spas brand is about, having trained there.

Mini believes that within the spa industry lies endless opportunities for the right people with the right mindset.

"You have to be focused and start with the end result in mind, as difficult as this may be. You have to follow the lead of what's in your heart in choosing brands and people that you align with, you have to be submissive at certain times, be resilient and be respectful and humble.

"I live by the spirit of Ubuntu—we become who we are because of other people—and I've gotten here today because of being resilient, respectful of others and not having to always see my own way coming to fruition, and that takes a lot of courage and trust. It's very difficult but nothing good comes easily. My first mentor soon after I started my entrepreneur journey was Colin Naiker, Hotel GM of Protea Hotel North Wharf by Marriott Cape Town at the time, and he provided me with invaluable guidance, ideas and insight, and that foundation led to where my brand is today with Marriott International," Minis says.

"All the challenges that I faced helped me in terms of making sure I function operationally in terms of legislation, compliance—in all aspects of the business. I used them as stepping-stones to where I am today," she adds.

An additional aspect of Relax Spas' offering is to provide spa treatments at corporate wellness days. She is also introducing her own brand of beauty and skincare products.

Currently, Relax Spas is operational only in Cape Town, however, her vision is to expand further. "I've had people asking me if I would like to franchise but I don't want to just franchise with anyone, because I've seen companies franchise and lose their essence. In terms of brand standards, I would want to franchise with people who are ex-spa therapists and who want to be entrepreneurs, because then, in that sense, their passion is not entirely driven by a financial interest, but also by customer experience. And that is what Relax Spas is all about. I make sure that it is the understanding of all my employees," says Mini.

"The team I have now brings value to the brand and they're very focused. They want to grow; they're very customer-centric, which is key in a business that is about people's experience. They bring value to my business and that's why I invest a lot in them with training initiatives—it's to show that we want them to grow and they're appreciated," she says.

Mini is also active in social upliftment and has partnered with Relate Trust, an organisation that supports different NGOs. She sells their bracelets, handmade by women in a local township, and the proceeds go to the Amy Biehl Foundation, which offers training to unemployed young women in beauty skills, among other initiatives. **BBQ**

Shannon Manuel



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Little LogBook

Accurate mileage and activity data, delivered with ease and affordably

Created by Andre Swanepoel, the Little LogBook device is a GPS trip logger that enables you to record all your vehicle mileage accurately. The Little LogBook software allows you to categorise and manage your recorded trips for the purpose of producing reports for business and/or tax purposes.

"After completing my studies in architecture, I started my working career in the field, but soon realised my interests in business and entrepreneurship. I was particularly interested in technology and the varied ways it can be applied to serve a purpose," explains Swanepoel.

"During that time, while managing my transport business and personal tax affairs, I realised that, although I was trying my best to keep a logbook of my business mileage, I continuously kept slipping up and forgetting to jot my mileage down. This left gaping holes of information, which I had to painstakingly recreate. I understood that GPS technology existed to serve my requirements but at a painful cost and, saddled with lengthy annual contracts, this was not the answer. There simply was not an easy-to-use, affordable and trustworthy solution for private individuals and businesses like me. Thus, I decided to solve the problem myself," he elaborates.

Having identified a niche in the market, Little LogBook was conceptualised and created, with sales in South Africa launching in 2010.

"I never imagined that it would grow to these proportions and reach this level of notoriety, not only in South Africa but in other countries. Little LogBook is now available in four countries—the USA, New Zealand, Australia and South Africa—and is widely used locally by private individuals, SMEs, corporates, government departments, even The Presidency," says Swanepoel.

The strength of Little LogBook lies in its extreme simplicity. Little LogBook is a small GPS-enabled

memory stick that simply plugs into the vehicle and accurately starts recording the vehicle's activity and mileage from when the ignition is switched on to when it's switched off, thus, automating the recording without you having to do anything. The dual USB charger allows you to use/charge your other devices while your Little LogBook is in use.

"This trip information is then downloaded to your Windows PC. The software was created with one goal in mind; to keep it as simple as possible, with automated functions to reduce administration, and leaving it to technology to accurately manage this vital task. The drive to reduce administration resulted in the creation of many key features, including, allowing the software to identify and match trip data during your download and automatically classifying the trip as business or private," says Swanepoel.

"With the recording of the data automated and the opportunity to have the software autocomplete your trip information, we included features for you to extract detailed activity reports in various formats, set reminders for license renewals and vehicle maintenance and keep track of your vehicles fixed cost and expenses, including the scanned invoices or slips, map views, replays of trip data and routes, including speeds travelled. This data is invaluable in the business world and aids in managing daily activities and costly fuel expenses without impeding on the POPI act," Swanepoel says.

He explains that the financial benefits and detailed activity information one gets from keeping an accurate logbook must not be overshadowed by the cost of doing so. Little LogBook is free to use and does not require any additional payments, in-app purchases or annual subscriptions. Add to this the simplicity and automation available and it is evident that Little LogBook fits the bill and delivers trustworthy content, worth a lot of money, for free. **BBQ**

Reviews

We have found, as soon as we started to log all our vehicles, we realised an almost 50% saving in fuel costs immediately! I can, without a doubt, recommend your product to everybody that may be interested in keeping their fuel and vehicle maintenance costs, down.

John J van Esch

This is a brilliant piece of software which not only allows us to prepare reports for the Receiver, it also feeds directly into our Timesheet System

Malcolm Dinkele

We use Little LogBook and it increases my staff's productivity and accuracy on logging their trips. It provides management with accurate data for planning and budgeting purposes. Thanks.

Rohan

This is an innovation that revolutionises the way we manage our trips.

Shadreck

I am personally satisfied with your product and I am confident that other organisations will find it handy.

Obert

We have purchased a Little LogBook and tested it in Zimbabwe for the past few months, and are impressed with what it delivers.

Gerald

I recently bought the Little LogBook and I think it's a great tool to have.

Modupe

The fastest-growing network in the country

SqwidNet is the national network provider for the Internet of things (IoT) in South Africa



A wholly-owned subsidiary of Dark Fibre Africa (DFA), SqwidNet is a wireless network provider with national coverage and the official South African Sigfox IoT operator since November 2016.

SqwidNet covers 85% of the South African population with its network. With over 90% and 75% coverage across municipal and national highways respectively, it has become the fastest-growing IoT network in South Africa. Since its launch, SqwidNet has partnered with over 30 ICT service providers, which are at various stages of deploying ICT solutions across a number of industry verticals.

“Our main role is to not just be the connectivity provider, but the cornerstone that enables South African businesses to innovate using millions of connected things,” says Acting CEO, Phathizwe Malinga.

Malinga is no stranger to the role of a strategist, as he consulted with both Max Healthcare and the Life Healthcare Group while he was employed at Life healthcare. He has been involved in the information technology industry for over two decades.

In his previous role as Head of Application Strategy at the Life Healthcare Group, Malinga oversaw the IT application strategy and software development for the group.

“SqwidNet is the local implementation partner for France’s Sigfox network. Sigfox is an ultra-narrowband technology which operates in the industrial scientific and medical (ISM) band. What makes it important to operate out of that band is it’s free and regulated by ICASA, this lowers the cost of enablement for both us and our customers.

“We’re deploying in the 868 megahertz range, which has been used for industrial, scientific and medical operations—your emergency services and your ambulances would use it, and for research also—it’s a free-to-air radio band. When Sigfox enters a country, the first thing they do is approach the government, ensure that that spectrum is clean and being used for what is intended and then they build our business model from there.

“We’re operating in a very thin sliver of the spectrum between the TV broadcasters and the mobile operators but because we’re ultra-narrowband, we’re

scale-friendly, so the more devices we have operating on the 868, the better it is for us. The technology that we deploy uses what we call geolocation so besides it having GPS, you can get an increased location accuracy on a device just by using geolocation. It’s a machine-learning technology that learns from Sigfox but it also learns from GPS devices, so the more GPS devices that are out in the field, the better the non-GPS devices start performing.

When we deploy a base station, we anticipate two million IoT devices but we operate it as if only one million IoT devices are going to connect to that base station. In the country, we’ve deployed over 600 base stations so far, so that would mean we are ready for at least 600 million devices,” explains Malinga.

Sigfox has established a network presence that now reaches 45 countries, covering 803 million people with a footprint that exceeds 3.8-million square kilometres. This rapid global expansion of the Sigfox network has further fuelled the growth in device and platform development, which is a key contributor to the availability of

solutions that drive digital transformation in businesses.

Sigfox gives a voice to the physical world, thanks to a dedicated network. At least three base stations service each section of the coverage area and every message is sent in triplicate to ensure that every device has a reliable and secure connection. This allows us to offer a business-grade SLA. The service focuses on simplicity, autonomy and small messages. There is no signalling nor negotiation between a device and a receiving station. The device decides when to send its message, picking a pseudo-random frequency. It's up to the network to detect the incoming messages, as well as validate them. The message is then available in the Sigfox cloud and forwarded to any third-party cloud platform chosen by the user.

"As we have reached our set target of 85%, we view our coverage as nationwide. That percentage of the population lives on about 30% of the land and we will attend to the other areas on a case-by-case basis. So if you live out in the middle of the Karoo and you have a farm, and your prided cow, Bessie, is the only thing that you will be deploying for, we will come out and we will make sure Bessie can be seen," says Malinga.

"Some of these IoT devices are going to be deployed in somewhat unusual places, potentially places where a signal can't penetrate too easily, and that's the beauty of ultra-narrowband. We can go from what was previously maybe one metre, and penetrate down to floors that are underground without you needing to do anything extraordinary. We are working on indoor coverage for areas like mines, for example. Say you're in a shaft many metres below the ground, we do provide a technology called repeaters. These repeaters are quite self-contained, they make sure that any device that's in the mine—or any device that's tracking your asset—is covered," he adds.

SqwidNet, together with its partners, is working on some notable projects that have entered commercial deployment. These include air quality monitoring

around a waste management facility where the customer wants to ensure that they operate responsibly by monitoring for gases such as hydrogen sulfide and volatile organic compounds. Another notable project aims to detect intrusions at thousands of facilities with the benefit of optimising maintenance and the associated service delivery. Asset tracking, be it from a location perspective or associated asset usage, is a popular customer request resulting in the deployment of solutions today that are able to track both valuable and high-value goods.

A very passionate topic for SqwidNet and Sigfox is conservation.

"Sigfox has a foundation and we are working closely with wildlife conservationists in South Africa and Zimbabwe on better ways to unobtrusively track the rhino, which incorporates our goal to protect not just the rhino but the park. It's all about movement and situations beyond the rhino—it's everything," Malinga says.

Malinga explains that there's a great interest in SqwidNet's technology. Because it's so ultra-narrowband, it's difficult to jam, and they're starting to see

good applications in that space, which is uniquely South African in terms of the uptake.

Sigfox technology is proprietary in terms of the standard—Sigfox maintains that standard—but it's not closed in terms of what you can do with it or asking for permission to develop for it.

"It is an open ecosystem that we run and we believe that as SqwidNet, we are building an open-access IoT ecosystem," says Malinga.

"The technology's benefits lie in it being low-power and low-cost. As an IoT platform, SqwidNet allows for South Africa to deal with a number of its challenges, especially at a local government level. From 'below the ground' to 'above the ground', our technology allows for a smarter industry, from mining to agriculture, to manufacturing and logistics, to home and security. With SqwidNet being part of the Dark Fibre Africa family, we inherit all of these values from our parent company. This forms a great basis. Finally, with Sigfox as our technology partner, it affords our customers transparency to what we do," he concludes. **BBQ**





Tooling up for transformation

Industry 4.0 is energising Africa



Industry 4.0 is widely seen as the gateway to a world of opportunity in a digitally connected world. Known as the Fourth Industrial Revolution, the term “Industry 4.0” collectively describes the innovative technologies that integrate digital technologies and artificial intelligence in industries globally. This revolutionary digitisation has already taken root in Europe, where German manufacturers, for example, are set to invest an estimated US\$150 billion-a-year in the integration of Industry 4.0 frameworks with their existing operations and practices. Now, it is the turn of Africa’s industries, state-owned companies and utilities to benefit from this sweeping trend.

Manufacturing advantage

Industry 4.0 stems from the manufacturing sphere and it is here that the most obvious benefits and applications are to be found. Indeed, Industry 4.0 has become one of the most popular topics at various industry events. According to a statement released by the Manufacturing Indaba, “The benefits of Industry 4.0 span across several areas such as cost, productivity, profitability and operations that manufacturers are actively seeking to control, streamline, optimise or enhance. The onset of Industry 4.0 and IoT will be followed by a complete digitisation of factories and manufacturing units that, in response to the unique needs of individual customers, will merge elements such as customised product design, manufacturing processes and final delivery to maximise customer satisfaction levels.”

Industry 4.0 offers competitive advantages, which include “overtaking traditional manufacturing methodologies and replacing them with improved material requirements planning (MRP) models and cloud manufacturing execution systems”. Businesses will be able to leverage these capabilities “to increase productivity whilst maintaining peak quality standards and reducing errors, thereby decreasing waste”.

Human resources are also in for a change. Analytics and algorithms will take care of the functioning of machines, while the role of employees will be to monitor the machines’ ongoing performance. A further benefit is improved safety: although there is a limit to the tasks people can perform in dangerous environments, machines have no such limitations, so the number of workplace accidents along with Workman’s Compensation claims will be reduced significantly.

“Similarly, Industry 4.0 and IoT initiatives will empower industrialists to improve on their Manufacturing Process Optimisation, whereby machine-to-machine (M2M) communications, shared data and advanced analytics promote greater cooperation among all stakeholders along the entire value chain. In addition, the manufacturing industry will observe a vast reduction in the time spent accumulating feedback on products and services. With the automated closed-feedback loop being a fundamental element of Industry 4.0, smart systems make more allowance for flawless record-keeping, thereby increasing tracking capabilities,

while controlling liabilities, warranty expenditures and recalls," according to the Manufacturing Indaba's statement.

Once these changes are integrated into the supply chain, processes and activities will be optimised, making for improved efficiency and innovation into the future, as well as greater revenue and returns on investment.

Commenting on these developments at the Industry 4.0 Workshop held on 6 June at Sustainability Week 2018, Conrad Kassier, a industrial energy efficiency specialist at the United Nations Industry Development Organisation (UNIDO), pointed out that the benefits of Industry 4.0 are even more widespread: "Opportunities exist for Africa to leapfrog through bringing technology education into schools and making SA kids more technically aware. In turn, the Department of Science and Technology, the Department of Higher Education and Training (DHET) and the Department of Education have the opportunity to address the relevance of South African education in relation to what business and industry actually need."

Education and training are key to future success, Kassier emphasises: "Skills development in Technical and Vocational Education and Training colleges and others can be reconfigured in line with the relevance and legitimacy of the industrial training services. There is a sore need for more skills in robotics, app development and the integration of smart technology with the energy, water and transport systems that exist in South Africa. South Africa and African countries require skilled workers on the factory floor to be problem solvers instead of mere fitters and turners, etc. People must work alongside machines and understand the interpretation of data and information to improve production and business processes."

Kassier adds that municipal service delivery can be improved through the smart monitoring of waste management, water and electricity. Communications technology is a low-hanging fruit where cities can more accurately interact in real time with citizens about resource management. However, for this to happen, it is necessary to develop

insight broadly. "African stakeholders require a deeper understanding of the smart, integrated opportunities in manufacturing, how smart technology can solve many problems about complying with laws and regulations through easier monitoring of production processes and preventing high-cost interventions further down the line," says Kassier.

It is also critically important that Industry 4.0 should not be seen as a threat.

"Leapfrogging can happen generally through better ICT infrastructure in South Africa, a better communications policy, education, better broadband and adapting working class mentalities to embrace technological advancements in the workplace instead of resisting change, and finding reasons why technology is a threat to humans in a factory. Industry 4.0 brings opportunities for all workers to be more relevant in the workplace by being more informed, more aware and more productive under integrated production and sales value chains. This automatically prepares the worker for heading towards having a coordination or managerial role in the workspace. This translates into personal and professional development, progress and achievements," he adds.

Energy bonus

Although Industry 4.0 has its roots in manufacturing, it also represents a golden opportunity for the energy sector—provided that sector players embrace technology and innovation.

According to a statement released by the African Energy Indaba, the rapid growth of digitalisation within the African energy sector will boost the demand for innovation, adaptation to new market technologies and the development of new skill sets within companies. The economic upshot: an added value of R4 trillion (US\$300 billion) to the total African economy by 2026.

South Africa's macroeconomic environment means that it is relatively more digitally advanced than its African neighbours, with industry players already demonstrating digital readiness fuelled by an established culture of innovation. However, African countries that are moving up the digital

maturity curve still have unique challenges to enable the distribution of energy.

"In Nigeria, for example, many businesses make use of the national grid as a secondary (backup) source of energy. Innovative entrepreneurs are already developing solutions, such as portable solar-powered mobile charging stations to support the digital economy. The digital maturity in Africa is extremely diverse and as a developing continent, it has great socio-economic needs of which many can be solved through digitalisation. However, emphasis should be placed on creating an African lens and implementing disruptive technologies in a different way. Electricity supply networks that use digital communications technology, such as Global System for Mobile Communications (GSM) or Power Line Communication (PLC), to analyse, detect and react to local changes, are increasingly being incorporated into the African power utilities' action plans," says Kassier.

Ultimately, the widespread adoption of Industry 4.0 principles across Africa could result in an interconnected "super-smart African grid". This is according to Eskom's Transmission and Sustainability Group Executive, Thava Govender.

Speaking at the Africa Energy Indaba in Johannesburg, he said rapidly unfolding technological advancements in areas such as energy storage, off-grid technology and control systems, smart-grid technologies, renewables and nuclear energy hold the potential for African countries to achieve the sustainable development goals.

Once again, stakeholders will have to adapt to the new paradigm: "Technological advancements are rapidly changing how we generate, deliver and use energy. Traditional business models are undergoing transformational changes and utilities and energy consumers must adapt and embrace these changes," he said.

Echoing these sentiments, Webb Meko, Business Development Director, Sub-Saharan Africa for Black & Veatch, writes that utilities are no longer able to count on traditional secure revenue sources. Instead, "they will now require them to

open the grid to other entities seeking to make their own profits. At the same time, utilities are under pressure to increase asset reliability, resilience and efficiency, both to meet regulatory expectations and, ultimately, to ensure their survival in this new environment”.

This will require the development of new skills.

“As utilities strive to navigate these different layers to achieve business objectives, they will likely find themselves in a new and different territory. Utilities often have little idea of the required initial analysis and planning, how to value DER, how to integrate and manage them in the network and/or how to manage the number of applications from everyone who wants to put solar on their roof,

“Leveraging the large quantity of data from the smart grid is also problematic. In general, utilities are uncertain how to structure that data, manage it, ensure accuracy and use it effectively. They are unlikely to have data scientists on staff who understand how to evaluate, correlate and analyse data to achieve desired value drivers, whether to determine when a meter needs replacing, predict the impact of DER in a particular region or provide management with strategic intelligence that was previously out of reach.

“In both cases, this opens up opportunities to partner with other companies, which will allow utilities to leverage on the expertise of information technology companies and, subsequently, develop

their own in-house technology expertise,” Meko writes.

Accelerating change

Another state-owned company that has embraced Industry 4.0 is the behemoth, Transnet. In an opinion piece extolling the virtues of technology-driven innovation, the CEO, Siyabonga Gama, commented on how South Africa’s transport giant is integrating the change.

“At Transnet, we are also rapidly adapting to the global technological changes we are confronted with. As we are growing ever closer through digital communication platforms and shrinking our physical borders to harness the infinite opportunities of technology, Transnet is currently transitioning from its Market Demand Strategy, characterised by accelerated capital investment, towards the Transnet 4.0 strategy, which is focused on repositioning Transnet and the country’s freight system, for competitiveness within the fast-changing, technology-driven context of the Fourth Industrial Revolution,” Gama writes.

The implications for Transnet’s future growth path are significant. “Although we’ve placed great value on our infrastructure expansion and logistics activities, we now need to acknowledge the exciting prospects sprawled before us in the fast-emerging digital opportunities of the Fourth Industrial Revolution.

“As Transnet, we require resilience, agility and rapid adaptation to transition successfully over the coming decades. On a continent

still widely beset by social inequalities, food insecurity and persistent job losses, a transition to a futuristic digital world seems remote.

“This, however, will be exactly the fertile soil from which emerging technologies, entrepreneurial ideas and digital innovations will grow and thrive, leapfrogging the growing pains experienced by developed economies,” he writes.

Gama describes how Transnet has begun the process of integrating future technology throughout every aspect of its operations, including financial transactions and rail and harbour activities.

“Transnet has a critical role to play in furthering South Africa’s strategic and economic objectives and is actively refreshing its brand as it moves into new markets, expands and diversifies its service offering, and redefines its market position,” writes Gama.

“As such, we are experimenting with blockchain technology in our transacting, utilising drones in our rail business, exploiting 3D printing in our R&D and developing smart applications to manage access in our ports.

“As a state-owned company, Transnet continues to leave an indelible mark on the lives of all South Africans. With a geographical footprint that covers our entire country, Transnet is inextricably involved in all aspects of life in South Africa. As such, we will continue to play a pivotal role in the lives of all our fellow South Africans,” he concludes. **BBQ**

Greg Penfold





A Powerful Royal Job Creation Enterprise

Bayede! is the only royal brand trademarked for the African continent, and endorsed by His Majesty King Goodwill Zwelithini

It is the only black-owned wine company that has expanded its horizons into the beer and spirits market, with the new Royal Brandy being launched on His Majesty King Goodwill Zwelithini's 70th birthday in July. Through the formation of strategic partnerships and joint-ventures, Bayede! manages to grow this brand locally and internationally.

His Majesty King Goodwill Zwelithini, the initiator of the Bayede! brand, has long expressed his desire to create sustainable jobs for the communities. This is where

Bayede! Marketing became involved, after being formed in 2009, when His Majesty King Goodwill Zwelithini met Antoinette Vermooten and expressed his desire to create sustainable jobs especially for women in rural areas. After a chance meeting of these two minds, it was decided to develop a Royal brand that will ignite industries.

Bayede! started with three bottles of wine and to date, they are proud to state that over one million bottles have been sold.

The Bayede! brand reflects 200 years of history beginning from when the great King, Shaka Zulu was uniting the nations through

the Bayede salute—a salute that, to this day, is reserved exclusively for the Zulu king.

Along with Antoinette Vermooten, Bayede! Marketing realised the importance of protecting the intellectual property of the Zulu Royal household and the Zulu nation, thus, Bayede! Marketing Pty Ltd was formed as well as Zulu IP Holdings Pty Ltd.

"The question, however, was how were we going to create these sustainable jobs? We did this through value-adding and Royal Bayede!™, which serves as a vehicle. A powerful Royal job creation enterprise, Bayede! is the only Royal brand trademarked for the

African continent. All the Bayede! Royal wines are adorned with beadwork created by women in rural areas and, to date, R750 000 was paid for beading ladies in different parts of the country. It is amazing to see the impact on people's lives and that is what drives Bayede!," Vermooten enthuses.

In July 2018, His Majesty King Goodwill Zwelithini will be celebrating his 70th birthday. He is the second-longest reigning king in history and also the longest-reigning king in Africa, currently. To mark these celebrations, Bayede! formed a partnership with Oude Molen, the oldest distillery in South Africa, to develop a Royal Brandy.

"The first Royal Brandy will be handed to His Majesty the King on his birthday. Bayede! Royal wines is part of the transformation process in the SA wine industry and has received much support," says Vermooten.

The Bayede! winemaker, Altus le Roux, has been selecting and crafting wines for the Bayede! ranges. Once again, history was made when Bayede! wine was selected for the world-class Nederburg Wine Auction, to be held in September 2018. Bayede! is the first black owned brand to be selected for this prestigious auction.

"There is still a perception that black wines are inferior, but this has proven to



be false. Bayede!, which collaborates with other black-owned brands, is proud to say that we can compete with any other world-class wines in terms of quality and consistency. While there is still a long way to go before the South African wine industry has been successfully transformed, significant progress has been made," Vermooten says.

The new legislation and BEE scorecard provide more opportunities for previously disadvantaged people to partner with wine suppliers. The Department of Trade and Industry (DTI) and Vinpro have provided incentives that assist new entrants into this industry.

Wine is only one of the products that Bayede! has in its Royal portfolio. Bayede! also develops Bayede! rooibos tea, dried fruits and nuts, olive oil and balsamic vinegar. It is a brand that is proudly South African.

The Bayede! mission is to encourage young entrepreneurs to follow their dreams. The DTI plays an instrumental role in allowing small enterprises like Bayede! to partake in international trade shows.

"These sorts of funds are available and should be utilised by entrepreneurs, thus, I always say, if you want to start a business in South African and you don't, then the fault lies with you. There are many avenues and South Africa needs entrepreneurs, new thinkers and new brands," Vermooten explains.

The IP of the brand is very important and, of course, the quality should complement the brand. New ways to access the market need to be explored.

Says Vermooten, "Our focus lies on the beginner drinker. The Bayede! Prince range is ideal—full of great quality at a good price.

"The King range is the mid-level range, with our HM King Goodwill Jubilee and Shiraz both being awarded Gold International awards. The 7 icon is also historical as it united seven well-known wine estates into one brand.

"Our dream is to be the wine of choice, the wine that the majority of the African continent relates to, and the brand from Africa for Africa," Vermooten explains.

In terms of exports, Bayede! manages to export to China, Brazil, Canada and Germany. Through the Shoprite Group, they have also managed to distribute in Africa.

"While getting listings with hotel groups and retailers could prove challenging, at Bayede! we don't give up. Currently, we are listed with selected Tsogo Sun, Marriot and Sun International Groups. As a company, we take it step by step as we know this is part of our heritage, history and future," Vermooten says.

There is a shift in wine consumption and Bayede! wants to focus on what the people want. Ultimately, they'd like to have a wine education programme to teach people about wine—many think that the high-priced wine is always the best, but that is not always the case, says Vermooten.

"There is a lot more to wine than just the drinking. Bayede! wines offer a story, altruism, an experience and exceptional quality. Bayede! long live the King!" Vermooten concludes. **BBQ**



Are governments doing enough to stop wildlife crime?

The South African law is failing to protect its wildlife

Given the importance of wildlife in South Africa's tourism industry and its international reputation, it may come as a surprise that the legal protection of wild animals in South Africa is in a state of neglect. There are so many loopholes, disputes over mandates, outdated laws and non-compliances that the welfare of creatures we claim to protect, and which stands at the centre of the 'wildlife economy', is being ignored.

According to a report soon to be released by the Centre for Environmental Rights and the Endangered Wildlife Trust, the maze and minefield of national, provincial and local wildlife laws and regulations are complex, outdated and—for administering officials—often baffling. In key wildlife legislation, wild animals simply don't exist.

But possibly, the biggest problem is that the welfare of wild animals has fallen through the cracks. The report finds that

captive wild animals under human control straddle the divide between inter-departmental, national and provincial jurisdiction. This is because of a statutory regime, which the report says is "unintended and unsuited to addressing the issue of their welfare". The result is minimal protection.

The Department of Agriculture, Forestry and Fisheries (DAFF) is mandated to regulate animal welfare. But wild animals fall under the jurisdiction of the Department of Environmental



Affairs and the different provincial conservation agencies, which have no firm mandate in relation to welfare and operate in terms of their own varying pieces of legislation.

According to DEA spokesman, Albi Modise, his department could not comment on the mass-killing of captive-bred lions, which took place in the Free State because, he said, their welfare fell under the mandate of the Department of Agriculture, Forestry and Fisheries (DAFF) and was, therefore, not the DEA's concern.

When approached on this statement by a journalist, DAFF refused to comment and said the lions weren't their responsibility either, but rather that of the Free State Department of Economic and Small Business Development, Tourism and Environmental Affairs.

The risks posed by the legal regime not only involve animals. Poor regulation also increasingly poses risks to humans. Despite frequent—and often fatal—attacks by captive predators in facilities across South Africa, no action has been taken to prevent such occurrences.

In 2017, a child was mauled by a lion in Lephalale, Limpopo, a man was killed by a lion in Mpumalanga, two people were attacked by a cheetah at Emdoneni in KwaZulu-Natal and a guide was killed by

a crocodile at Le Bonheur Crocodile Farm. In 2018, a woman was killed by a lion in the Dinokeng Game Reserve and a reserve owner was attacked by a lion at Marakele Animal Sanctuary.

The welfare of wild animals has been a slow starter. For thousands of years, they were merely a resource to be exploited. It was only in 2008 that a definition of animal welfare was adopted by the World Organisation for Animal Health. This was based on freedom from hunger, thirst, discomfort, injury, pain, disease, fear, distress and the freedom to express natural behaviour.

A draft declaration presented to the United Nations in 2000 calling for animals to be recognised as sentient beings with the capacity for feelings and conscious awareness has yet to be adopted.

In South Africa, there's no shortage of laws concerning animals. The report lists 18 pieces of national legislation, eight biodiversity management plans, 19 norms and standards notices and procedures, 10 pieces of provincial legislation and two international conventions/treaties, which inform the protection of wild animals. Their goal, however, is not welfare.

In almost all these pieces of legislation, animals—including wild ones—are

considered to be property and a resource. The underlying perception is that they are an agricultural issue concerning commercial exploitation. For this reason, welfare is generally seen to be uneconomical, expensive and time-consuming. And although not the focus of the report, it is worth noting that none of South Africa's conservation legislation provides any protection for exotic wild animals other than their import or export under CITES regulations.

Possibly the clearest indicator of the low priority given to animal welfare in South Africa is that its main guardian in the country, the National Society for the Prevention of Cruelty to Animals (NSPCA), is not even funded by the state and is forced to rely on charity.

After an extensive review of the jurisdictional divisions, outdated and inadequate laws, the treatment of animal cruelty cases and the focus on economic progress, the report's conclusion is extremely worrying: the welfare of wild animals in South Africa is not a priority.

In terms of the Game Theft Act, in fact, wild animals simply don't exist. This is because it deems any animal adequately fenced in, on private or public property, to be owned and, therefore, no longer wild.

Given the mix of provincial departments that regulate conservation across the country and the very limited budgets available, implementing and enforcing wildlife legislation is not a simple task. The report found the system too opaque. Enforcement tends to take place only in well-publicised cases of cruelty to wildlife and then by the NSPCA, rather than by environmental management inspectors, who do not have a mandate in this regard.

There are, however, some good stories. The first is the National Norms and Standards for Elephants, which has fine-grained welfare rules for captured elephants and even acknowledges them as sentient beings. Unfortunately, these rules have had little impact on the lives of the elephants used for tourism in the many captive elephant facilities.

Second, hopeful moves are the norms and standard requirements of the Limpopo





Department of Economic Development, Environment and Tourism (LEDET). Its captivity permits have a welfare compliance and breeding is prohibited unless specifically authorised.

The tragedy is that wild animals in South Africa have been reduced to profit-making machines. This can be seen in the type of arguments the Department of Environmental Affairs makes in defence of trophy hunting and the sale of rhino horn and lion bones.

According to the report, for wild animal welfare to improve, outmoded thinking about the protection of wild animals needs to fall in line with the scientific development in the understanding of animals and biodiversity requirements. It also needs to respond to the growing public concern about the ethical treatment of animals. A reform is urgently needed, but getting the many administrations to agree will be a herculean task.

The aim of the report is to start a debate about the welfare of wild animals among

all those people—government or private—under whose protection they fall. Initial steps would be to standardise conservation across all provinces. It's also necessary to mandate and incorporate welfare provisions in permit conditions, strictly enforce them and make them accessible to public scrutiny. The system should be electronic and run by well-trained officials.

Without these steps, the future of South Africa's wildlife upon which so much of our tourism depends, and which is part of our natural heritage to be protected for future generations, will be in jeopardy.

But the issue is bigger than that. It's simply unacceptable to be cruel to animals and our legislative system has to ensure that we never are.

Don Pinnock
Article first appeared in *Daily Maverick*, June 2018

Last year a scathing report by the Environmental Investigation Agency showed that the key countries affected by wildlife crime have failed to halt poaching and illegal trafficking of endangered animals as a result of widespread corruption and inadequate law enforcement, thus putting increasing numbers of species at risk of extinction.

The key finding was that wildlife crime—a multibillion-dollar-a-year business run by large international syndicates—remains a high-profit, low-risk venture, largely because of inaction on the part of governments who have publicly committed themselves to end the crisis but have failed to turn their obligations into effective action.

The report investigated the extent to which 15 countries, at the centre of the global wildlife crime pandemic, have implemented the provisions of the 2014 London Declaration on Illegal Wildlife Trade to which they are signatories.

While the governments, including that of South Africa, have put much of the legal and administrative infrastructure in place, including laws and special investigative, prosecuting and enforcement units, and while they have established intergovernmental bodies, treaties and mechanisms, much of this machinery is not being employed efficiently to stem the tide. As a result, according to the Conservation Action Trust, "many commitments made on paper have not been translated into action."

Legislation may provide for very punitive sentences for wildlife crimes but the full force of the law is only rarely brought to bear and the imposed penalties are frequently not severe enough to deter other poachers and traffickers. In very few instances is the full suite of laws available to prosecute these crimes, including money laundering and the freezing of assets, employed to bring about the strongest possible sentences.

The report demonstrated that widespread government corruption is one of the biggest problems. With the exception of Botswana, the United States and the United Kingdom, all of the countries investigated scored below 50 on the Transparency International Corruption Perception Index, which ranks



governments on a scale of zero (highly corrupt) to 100 (very clean). What's more, "although all 15 countries have legislation that criminalises corruption and have anti-corruption units or mechanisms, there are very few cases reported publicly in which corrupt officials associated with wildlife crime have been prosecuted".

The findings indicated that the countries have not done enough to raise awareness of wildlife crime or to reduce the demand for illegal wildlife products. By not destroying seized stockpiles of poached and trafficked wildlife parts and products and by maintaining legal domestic markets, many actually promote the continued demand and provide opportunities for the laundering of these goods.

With regards to South Africa's efforts to eradicate wildlife crime, the report acknowledges progress in several areas, noting, for instance, that hundreds of magistrates, prosecutors and border officials have received training in wildlife issues and that there has been an increase in the number of arrests, convictions and stronger sentences.

Many problems remain, however.

- "Provincial and federal wildlife enforcement agencies are under-funded", especially those in the important provinces of Limpopo and Mpumalanga, while the functioning of the National Wildlife Crime Reaction Unit "has been hindered due to lack of resources and cooperation from provincial authorities and police".
- The Environmental Management Inspectorate remains without a prosecutorial mandate and substantial differences between provincial wildlife

laws create "numerous loopholes which undermine effective law enforcement".

- Perhaps most troubling is the fact that the country ranks low on the Corruption Index (44) indicating that bribery and fraud among officials is a major problem. This is exacerbated by the fact that "there is no effective anti-corruption strategy within the police and the department of environmental affairs is also lacking a specific anti-corruption programme".
- The report highlighted another issue that gets little attention in the media: South African laws provide scant protection for non-native species, including tigers. This is particularly worrying as "a minimum of 280 captive tigers are held in 44 facilities" and there is a "growing trade in tigers and their parts and products from South Africa".

- Between 2006 and 2015, "212 live tigers, 25 tiger 'trophies' and 20 tiger skins" were exported from South Africa, raising concern over the possibility that tiger bones are being laundered into the legal market as lion bones.
- The report identifies a number of priority actions, which the countries need to take urgently by issuing the necessary "directives assigning political and financial resources to combat wildlife crime".
- These included:
 - Addressing legal loopholes and strengthening law enforcement, as well as the investigation and prosecution of wildlife crime by providing sufficient resources and funding;
 - Making sure that wildlife crime is prosecuted using laws which carry the highest possible sentences;
 - Investigating and prosecuting government officials linked to corrupt practices;
 - Closing domestic markets for threatened species and destroying stockpiled wildlife products; and
 - Researching and implementing "professional, targeted demand reduction campaigns". **BBQ**

For more information visit <http://conservationaction.co.za>



Would you know if someone was masquerading as your CEO?



When I say the word 'bat', what image comes to mind? A flying mammal? A cricket bat?

In English, they call this a 'homograph': when two or more words are spelt the same but don't have the same meanings or origins.

In cybersecurity, a homograph is a lot more sinister. It's a term given to a type of impersonation attack where an email

address or website URL looks legitimate but actually isn't. It's designed to trick people into clicking on malicious links or to fool them into transferring money or sharing sensitive information.

Recent research by Vanson Bourne and Mimecast found that more than 85% of respondents had seen impersonation fraud in the past 12 months and 40% had seen an increase in this type of attack in

the same period. In South Africa, 36% of respondents had seen an increase in impersonation fraud asking them to make wire transactions and 37% had seen an increase in impersonation fraud asking for confidential data.

Despite this growth, many organisations do not have a cyber resilience strategy in place to help them detect, prevent and recover from these types of attacks.

Easy to execute, difficult to detect

Homograph attacks are difficult to detect—by both the user and regular email security systems.

To create these lookalike domains, attackers use non-Western character sets or special characters found in Greek, Cyrillic and Chinese script, to display letters, which, to the naked eye, look identical to the Western alphabet. Mimecast.com, for example, looks like **mimecast**.com in Cyrillic. According to one domain name checker, there are 117 possible Mimecast domains that can be misrepresented with just one character from a non-English alphabet.

These subtle changes are likely to go unnoticed by users. In South Africa, 31% of respondents were not confident that employees could spot and defend against impersonation attacks, which easily and often slip through an organisation's security systems.

Some 21% of South African respondents were not confident that their organisation's security defences could defend against impersonation fraud asking for confidential information, rising to 25% for fraud asking to make wire transactions—in line with global trends. This is because the emails themselves don't contain malware and the URLs often have legitimate (read: stolen) security certificates.

Is it me you're looking for?

Website URLs aren't the only avenues for impersonation attacks; email address impersonation is also on the rise.

These types of attacks are designed to trick users such as finance managers, executive assistants and HR representatives into transferring money or disclosing information that can be monetised by cybercriminals. The email appears to come from someone they trust—a C-Suite executive or a third-party supplier who they regularly do business with—and, therefore, wouldn't think twice about responding to. South Africans reported that, in the past 12 months, cybercriminals have attempted to impersonate finance teams (24%),

third-party vendors (20%), a member of the C-Suite (7%), as well as HR, sales, operations, legal and marketing team members (between 5% and 8%).

Again, these emails do not contain malware, which means they can go undetected by most email security systems. Social engineering attacks such as these rely on our inability to spot anomalies in URLs and email addresses—and the fact that we believe we're communicating with someone we know.

Know what to do

Cybercriminals have figured out that they can bypass security systems by switching from malware-laden attacks to malware-less impersonation attacks. Now, social engineering meets technical means to put us in the middle of the next evolution of cyber attacks.

Here are some measures organisations can implement to guard against these types of attacks.

- **Education.** When users know how social engineering and spoofing attacks work and then understand they shouldn't click on links in emails, breach incidents can be drastically reduced. Users should be encouraged to physically type an address into a browser rather than click on a link in an email, even if it was supposedly sent by someone they know and trust. Education and awareness will always be the most important defence mechanisms.
- **Protection.** Email security systems are getting better at stopping malware, which enters the network through dodgy files and attachments, but few are effective against impersonation attacks. Organisations need a solution that can deep-scan all inbound emails and inspect for header anomalies, domain similarity, sender spoofing and the existence of keywords and suspicious impersonation emails. These can then be blocked, quarantined or delivered as flagged to alert the receiver to the potential risk.

- **Resilience.** Having the right threat protection in place is just one part of a robust cyber resilience strategy. Organisations also need to be able to adapt their strategies to stay ahead of attacks, while having the durability to continue with business as usual in the event of an attack and the recoverability to ensure data and emails are always accessible.
- **Oversight.** Often, lax security on a third-party supplier's side provides an entry point into an organisation's network. Enterprises should continuously evaluate and manage the security and privacy policies of their suppliers and include security in their service level agreements. They should also perform on-site security assessments with new suppliers before sharing sensitive information.
- **Visibility.** Organisations need to know who their vendors are and who has access to company information, and for what reasons. This is even more important now that the EU's General Data Protection Regulation has come into force and will affect all South African organisations when the Protection of Personal Information Act is finalised.

Thirty-seven per cent of South African organisations have suffered data loss because of email-based impersonation attacks in past 12 months. These organisations also reported reputational damage (34%), the loss of customers (29%), direct financial loss (17%) and lost market position (19%).

Email continues to be the number one threat to organisations globally and accounts for 96% of all incidents that organisations face.

Clearly, there is an urgent need to work towards a higher standard of email security. Cybercriminals have evolved their attack methods. It's time the security strategies organisations use to protect their users and their businesses evolve as well. **BBQ**

Communicare is not just another landlord

Actively supporting tenants to improve our quality of life



Communicare was formed in 1929 to address the housing needs of poor families in Cape Town. For many years, the organisation's policies and approaches were closely aligned with those of the ruling authorities', including its 'racial' biases. However, in 2009, Communicare publicly pledged to play a more active part in the redressing of past discrimination and to ensure that their rental complexes are integrated spaces where people can thrive. Since then, the organisation has been tackling the real challenges of transformation head-on.

Leading the charge is Chief Executive Officer, Anthea Houston, a woman who is passionate about working in civil society.

"I stumbled into the low-income housing sector in 1996 and never left. I had spent eight years in a commercial bank prior to this and was recruited as part of a team to set up an end-user rotating loan fund in the Marconi Beam low-income housing project. The Marconi Beam project was a presidential lead project in Nelson Mandela's Masakhane Campaign and the housing we developed is known as Joe Slovo Park (Cape Town) today. Over one thousand families in the Marconi Beam settlement located in Milnerton (a previously 'white only' area) were to settle in the new houses. Tensions ran high, the conflict was rife and we learnt hard lessons," explains Houston.

"After that, I was sold on the idea of using my skills in the housing sector and worked on several self-help housing projects in Khayelitsha and Philippi. Later, I headed

up the Development Action Group (DAG), a leading advocate for access to housing in South Africa. DAG's work directly resulted in the building of over 5 000 houses by the time I had left, a number that continues to grow. After freelancing for some time and doing my MBA, I was appointed CEO for Communicare, a social enterprise focused on increasing rental housing," she adds.

The time she spent working with various role-players in the housing sector in a few countries in East and Southern Africa revealed to her how many opportunities were available in South Africa to increase housing delivery, and she believes that through cooperation across the sectors, innovative solutions can be found to social problems such as the country's growing housing crisis.

"South Africa's housing crisis has its roots in our colonial history and the separate development policies of the past. These dispossessed people of their land and relegated them to desolate suburbs and bantustans. Today, the very nature of the free market economy makes it nearly impossible for black people to access housing, despite the freedom of movement that democracy has brought. This is because the price of land and housing is ever-increasing, placing it further and further out of reach. The rise in house prices is driven, in part, by the significant spending power of the upper classes and institutional investors, a by-product of the growing inequality in South Africa. It is also driven by the state's reluctance to intervene in the forces at play in the property market for the benefit of the poor," explains Houston.

Communicare owns and manages over 3 000 rental units. Tenants are mainly individuals with monthly household incomes between R1 700 and R22 000 in the social and affordable housing markets. "This is the part of the market that is most underserved so we plan to increase our rental stock significantly in the coming years," says Houston.

The organisation uses a social enterprise business model. Social enterprises are either for-profit businesses oriented towards a chosen social impact or business-oriented non-profit organisations pursuing a chosen social impact. Communicare does not distribute profits and all its surpluses are ploughed back into the organisation to achieve its core purpose.

"Our social enterprise model allows us to cross-subsidise the building of new social housing developments using the proceeds of our commercially-viable activities in the property market. These commercially-viable activities are residential rental units that are leased at a profit in the open market. It also includes the development and sale of moderately priced houses," says Houston.

"We target a mix of tenants. Those who pay market rates enable us to achieve a steady flow of annuity income, which allows us to sustainably add new social rental units. The surpluses from the commercially-viable rentals provide equity for the development of new stock as well as internal operating subsidies for renting some stock to households with very low affordability levels. In our tenant base, these households are, for example, persons who are entirely dependent on the Old Age Pension Grant (currently, the R1 600 per month). This grant is grossly insufficient for anyone to live off. This model allows us to scale up our impact over time, creating a unique capacity to respond to the housing need," she explains.

Currently, Communicare is in the advanced stage of planning an exciting mixed-income mixed-use development in Salt River, Cape Town, that can change future social housing delivery in the country. Social housing is a strategic housing programme funded by the State and is the only programme addressing the impacts of Apartheid spatial planning. It is a programme, which funds institutions, like Communicare, to develop rental stock in selected urban zones where infrastructure and economic opportunities are available.

"These are neighbourhoods in which social housing tenants could never afford to purchase a house," explains Houston. "While social housing is typically delivered in isolation in South Africa, our Salt River development will create internal subsidisation by mixing incomes. The development, 750 units in all, will combine social rentals (30%) with rentals at market rates (70%). The residential component will form part of a bigger development including retail space within a vibrant public quarter. The development is made possible through a partnership with the government who will release public land at a fraction of its market value while also making other capital grants. Once completed, it will provide a replicable and viable model for private and public sector collaboration to increase housing supply," explains Houston.

Complementing this, Communicare offers a social development programme that creates an environment that supports the economic mobility of its social housing tenants. The programmes focus on reducing vulnerability, building social cohesion and supporting the economic mobility of the tenants. As these units are in excellent locations and are rented at lower rates than those charged for similar units in the same neighbourhoods, these families have the chance to improve their lives. The programmes—skills development, bursaries,

debt counselling, financial literacy etc.—are intended to help them take advantage of this opportunity.

On her leadership style and secrets to driving the growth of the organisation, Houston says, "I work alongside my team, especially in challenging times. I also think being clear about what we are doing and why we are doing it is important for any team. I believe people want their work to matter and they need such strategic clarity to see that their contribution has a purpose.

Housing delivery is a marathon, not a sprint. In the long term, we aim to be a leading independent provider of social rentals nationally. In the short term, we are working hard to develop 1 300 new rental units in four planned developments that will be implemented within the next three to five years."

In 2015, Communicare underwent a rebrand to affirm their promise to work tirelessly to provide the opportunities for more people to access decent housing and live with dignity.

"The brand was symbolic of our changed strategy toward the new social enterprise approach. While many people would prefer us to work with a purely welfare approach, we knew that we have to be sustainable if we want to help more people and do so for many years to come," says Houston.

"Communicare values integrity, respect, fairness, accountability and confidentiality. As a transforming organization, we work hard every day to embed this in our organisation. Aligning values is a neverending work in progress," she concludes. **BBQ**



The Chief Engagement Officer

Not that long ago, back in 2007, the Royal Bank of Scotland was the largest bank in the world and it was continuing to grow, going from success to outrageous success every year. But it soon overreached and gambled once too often. The fall from the top to the bottom happened in no time whatsoever. The following 10 years have been humbling for the bank and many of those associated with it.



René Carayol

Ross McEwan, the current Chief Executive Officer (CEO), has been driving a carefully managed and pragmatic turnaround. A few years ago, the senior leadership group was being reduced from 200 to 100 top executives with many newly appointed to the group. Those who were selected were invited to

a meeting in London at IBM's offices on the South Bank.

They didn't know why they were invited, there would be no announcements and all they knew was that they had to be there at 08.30am.

There were no badges and there was no signage. I was already in the auditorium with Ross and his Head of Communications. We had prepared and constructed a challenging day that would communicate the new vision for the bank and open up discussion within the group.

As we headed towards 09.00am, Ross moved towards the door of the auditorium and stood there waiting. As the first of the attendees filed in, Ross shook each by their hand and called them by their first name and had a unique message personalised for every attendee. "David, welcome, you have been doing a great job with the new retail products in Europe." He warmly shook the hands of all 100 attendees and he remembered every one of their first names. It took him nearly 45 minutes, but what an investment in each of them and the team.

He had electrified the atmosphere and as they all sat down, they were excited and

more than ready to go the extra mile for Ross. He was definitely the CEO, the Chief Engagement Officer.

The visible lender

The new-age multifaceted demands of the CEO have made the 'office' the most unlikely place to run a business from today. The days of the aloof but brilliant CEO spending most of their time in long board and executive committee meetings are fast becoming history.

Unrelenting advances in new technology, the widening generational shifts and rapidly changing demographics have changed the demands of the role of the CEO. Being clever is a pre-requisite but nowhere near enough on its own. There is a clear and growing need for a more dynamic approach, meaning that the modern CEO must be more visible, accessible and much more engaging than ever before.

It should not be mistaken for having to be a charismatic extrovert, it's much more about being openly authentic whilst remaining true to their values and beliefs. These have to be shared and displayed for all their stakeholders, both internally and externally.

There are many alternative ways to achieve this and all are opportunities to engage physically, virtually and, of course, socially. This should not be at the expense of the ongoing engagement with the board and shareholders.

It may not be feasible or desirable to try to cram everything required into one individual anymore. The traditional and vital requirements and skills; financial, strategic, tactical, the relationship with the Chair and an understanding of shareholder expectations still require delivering but will force CEOs to empower their best people even more now. They cannot do this all on their own anymore (in fact, they never could do it all alone).

Nothing lasts forever

The recent high-profile departure of Martin Sorrell, after 33 years as CEO of the business he effectively founded and ran so strongly, WPP, saw the board having to take the tough call that they required a far more engaging and consultative presence at the helm.

The same could be said of Arsene Wenger, who was pushed out after 22 years as the coach of Arsenal Football Club.

2018 is beginning to look like a tough year for some longer-serving leaders who may have had it all their own way in their heyday, but the world of business is moving very fast indeed these days. However, it's rarely about the number of years served and much more about their ability to adapt in rapidly changing times.

Wenger and Sorrell were great innovators and wrested total control by their continued success. By eventually infusing their organisations with their personalities, they would become the living embodiment of their respective businesses.

Nobody argued with this when things were going well but not everything stays the same for long anymore.

Instructively, both had the chance to leave whilst at or near their peak but neither had become adept at engagement. They were both great communicators but that is not sufficient anymore. It was far too often about getting their thoughts

and motivations across clearly and unambiguously. There simply was not enough engagement with those who had alternative views on the way forward or those who wanted to help and assist, but this was not the way that had been successful.

They both had grown up in a world where the culture they created was all about 'challenging down and supporting up'. Today, it's the precise opposite that is needed to be successfully engaging with the entire organisation, 'challenging up and supporting down'.

Unfortunately, this was never going to be the way these two longstanding giants of their businesses would voluntarily vote for.

Having decided against accepting the new ways, both now depart with reputations that are impressive but somewhat dated and out of touch.

What ultimately brought about the end for Wenger was the rise of a new generation of far more engaging coaches with fully empowered backroom teams who could make and take big decisions, they weren't just 'water carriers'.

WPP struggled to answer the challenge of online advertising and the new digital world. Many of the leaders of the subsidiary WPP businesses were wanting to challenge the strategy and direction but that was never going to be easy or even possible with such a powerful and headstrong leader like Sorrell in charge.

In both cases, something had to give.

There are older leaders who can adapt and update their approaches and methods. Sir Alex Ferguson, the former Manchester United Manager and Wenger's long-time rival, was still changing in his seventies. But it requires having a top team that is designed to challenge and support the leader in equal measure.

It also requires the humility to really accept that you cannot do everything on your own anymore. Sir Alex became 'the face and the voice' and appeared to be everywhere. He reduced his time and influence on the training pitches but remained as successful whilst being seen to be so much more accessible and amenable to

the new demands for endless engagement via many new platforms.

Far too many CEO appointments are still missing the ability to authentically engage with the stakeholders who are critical to the success of the company.

This need for 'always on' engagement is fundamentally redefining the role and forcing the demand for different attributes and capabilities from the potential contenders for this prized role.

Managers talk strategy—leaders tell stories

Whilst running a boot camp for all the African Development Bank's Young Professionals (a newly recruited cohort of 30 outstanding precocious employees), we set up a workshop focused on engagement.

One of the 'Young Professionals', Bernard Chitunga, kicked things off by sharing this remarkable story with us.

Bernard was born in a small village, some 400 kilometres from Nairobi, the buzzing capital of Kenya. He was one of many siblings and had watched his father and mother work really hard every day to ensure that they all had a proper and solid education. For most born in rural Kenya, their future paths were probably set long before they were born. But that was not a path that Bernard was prepared to settle for.

He worked really hard at home and worked even harder at school. He had all the qualifications and passes necessary but that was not necessarily enough, given his economically challenged position.

However, Bernard had dreams and without dreams, nothing much is ever achieved. He wanted to be someone, he wanted to make a difference but most of all, he wanted to make his parents proud.

One day, he was listening to a speech on the radio, which was given by the American ambassador to Kenya. He didn't catch his name but he had never heard anyone speak so eloquently and so passionately about his home nation of Kenya. Bernard now knew that he also wanted to be a diplomat. He wanted to speak

so eloquently and lovingly of Kenya. This would never leave him and drove him to apply to university.

Bernard had saved enough money to make the long trip to Nairobi and visit the American Embassy. He wanted to see the ambassador and make a connection and perhaps even have him mentor or coach him. It was clear that Bernard knew little about the protocol necessary and just how challenging it would be to break through the strong security cordon that keeps American diplomats safe in the far-flung corners of the globe.

But Bernard didn't care much about the barriers.

It was early in the morning when he made his way to the gates of the American Embassy in Nairobi, they were shut and well-guarded and he was stopped by the security person. It soon became clear that not only did he not have an appointment, but to make things even worse, no one had heard of him at all. In actual fact, he was a 'nobody'. He refused to accept "No" for an answer and sat down by the gate to wait.

It was a long hot and dry day, the sun blazed down for six unrelenting hours, but Bernard was going nowhere. He wanted to meet the ambassador.

As the sun started to set, a smart limousine with darkened glass windows started to make its way out of the slowly opening gate. Bernard jumped up and seeing the American flag flying at the front of the limousine, he knew this must be the ambassador. As he rushed towards the car, he was grabbed and held by the security personnel. The rear window came down and indeed it was the ambassador, and he called out, "What's going on?"

Before anyone else could respond, the car had reversed back into the embassy and Bernard was invited in to meet with the ambassador.

Dreams can come true.

The ambassador listened carefully to his story and his dreams of becoming a diplomat.

He promised Bernard that they would meet again but it was only when Bernard was sitting on the bus back to his village that he realised he had not given the ambassador an email address or his mobile number.

A few months then passed and by now, Bernard was doing well at university. It was announced that the American ambassador was coming to his university to give a keynote address and Bernard ensured that he would

be at the front of the auditorium. He hoped he would get the chance to meet him again.

It was a packed house and when the ambassador was introduced by the Vice-Chancellor, polite applause broke out everywhere.

He stepped up to the lectern and immediately thanked the Vice-Chancellor and said to him, "Thank you for the kind invitation but with respect, I didn't come here to see you, I came here to see Bernard Chitunga."

He then shared Bernard's story in the most unforgettable manner and asked if Bernard was in the auditorium.

Bernard stepped forward to rousing applause from all those who were present. No one who was there will ever forget how it made them feel.

He had done much more than just communicate with the ambassador, Bernard and the American ambassador demonstrated the power of dreams and the strength of engagement.

Making the effort

The world has witnessed the most unpredictable series of exchanges between the governments of the USA and North Korea. It has moved from overtly



quite threatening to, at times, cordial and polite.

President Donald Trump cancelled his much-heralded summit in Singapore with North Korean leader, Kim Jong-un, with both sides returning to public name-calling and bellicose statements that had previously raised fears of a military confrontation.

President Trump wrote, "The Singapore Summit, for the good of both parties, but to the detriment of the world, will not take place." He went on, "You talk about nuclear capabilities but ours are so massive and powerful that I pray to God they will never have to be used."

Perhaps not the best way to engage with an unpredictable and increasingly cornered Kim Jong-un.

China has watched this all unfurl very carefully and seemingly quietly from the sidelines. There are some on Trump's team who blame China's recent diplomatic manoeuvres as serving to undermine the much-heralded Singapore Summit.

It may well be true that Beijing's interventions encouraged Kim Jong-un to seize the moment to push for greater concessions and compromises, which eventually led President Trump to loudly and angrily pull the summit.

President Trump wallows in the light of rating himself a fabulous dealmaker, and he may well be when it comes to property deals, but he's in a very different game now.

China also has much to lose and much to gain from a denuclearised North Korea but they could also do with a reduced US military presence on the Korean peninsula.

It would appear that the Chinese diplomats have been constantly engaging with Kim Jong-un's regime with some success. He quietly visited China twice recently without the fanfare and trumpets that have surrounded the Singapore Summit.

President Trump was left to angrily accuse China of going behind the scenes and being the cause of a more belligerent stance taken by Pyongyang in the past few weeks. "I think there was a little change in attitude from Kim Jong-un. So, I don't like that... I don't like it from the standpoint of China," he said.



China has long ensured that it was seen to encourage the two outspoken rivals to talk rather than throw dangerous insults at each other. China faced the real possibility that any deal struck by this combustible and thin-skinned pair could threaten its own security.

Chinese President Xi Jinping decided to begin engaging quietly and effectively with Kim Jong-un, leading to a meeting with him in March in Beijing and recently in Dalian. The Chinese didn't have to be present in Singapore to seemingly call the shots.

Nobody but North Korea wants it to keep its nuclear capability but the US and China have differing interests and reasons for that.

Real engagement is best not carried out with highly provocative and inflammatory language, and without appearing to care who else is affected by your threats.

From best practice to next practice

- Transparency is king and engagement is the key
- When people issues occur, go towards them immediately and take ownership
- When questions are asked of you, it is critical to respond in real-time, whether

it be in person, through a video conference or through social media

- Share all the information you possibly can and do it often, listening to all the feedback
- Non-critical matters are the ones that are talked about most—give junior members their voice on everything
- Hold regular town hall meetings that are known for dialogues not monologues
- Give all your employees access to you in person—technology can enable this, allowing anonymity as appropriate
- When addressing the top leaders in the organisation, allow all employees to virtually attend
- It is high time that all leaders are on social media—the benefits for your people are far too bountiful to miss out on
- It is important to be visible and speak out when the business is in crisis—it is even more vital to be visible and speak out in the good times **BBQ**

"To win in the marketplace, you must first win in the workplace." – Doug Conant, former CEO of Campbell's Soup

The dti's proposed amendments to the Codes of Good Practice are a mixed bag

On 29 March, the Department of Trade and Industry (dti) released proposed amendments to its Codes of Good Practice on Broad-Based Black Economic Empowerment (B-BBEE) for public commentary within a 60-day period, which expired on 28 May

The proposed amendments present somewhat of a mixed bag for South African businesses. Kishan Govan, a Corporate Finance Analyst at Bravura, says that the proposed amendments include, for example, stricter requirements for the enhancement status of small and emerging black-owned businesses, yet a surprising enhancement status for black-owned generic entities.

There is an innovative new skills development indicator, which should incentivise businesses to increase their BEE levels while supporting long-term economic growth possibilities.

Unexpectedly, says Govan, there are no amendments proposed for broad-based schemes, despite criticism levelled by the dti's Minister, Rob Davies, that the majority of them lack in compliance.

Amendments to the enhanced recognition status for small black-owned businesses

The dti Codes of Good Practice were previously amended in 2015, with ownership at the core of the Codes. The measurable elements were narrowed down to five key areas including ownership, management control, skills development, enterprise and

supplier development, and socio-economic development, with stricter compliance requirements. The proposed amendments target ownership and skills development.

Under the previous Codes, black-owned Qualifying Small Enterprises (QSEs) and Exempted Micro Enterprises (EMEs) could automatically receive enhanced ownership status, should they have met certain criteria.

QSEs (businesses with an annual turnover of more than R10 million but less than R50 million) and EMEs (with an annual turnover less than R10 million) previously qualified as a Level 1 BEE status for 100% black-owned enterprises and Level 2 BEE status for 51% Black-owned enterprises. Certification was based on any one of the following five criteria:

- At least 25% of costs of sales excluding labour costs and depreciation must be procured from local producers or a local supplier in SA (for the service industry, labour costs are included but capped to 15%).
- 50% of jobs created are for black people, provided that the number of black employees since the immediate prior verified B-BBEE measurement is maintained.
- At least 25% transformation of raw material/beneficiation, which include local manufacturing, production and/or assembly, and/or packaging.
- At least spend 12 days per annum of productivity deployed in assisting



Kishan Govan

black EME's and QSE's beneficiaries to increase their operation or financial capacity.

- At least 85% of labour costs should be paid to South African employees by service industry entities.

The proposed amendments published last month impose an additional requirement on qualifying for enhanced status: determination of 100% or 51% black ownership can now only be met through the Flow-Through Principle.

Under the Ownership element of the BEE Scorecard, the Flow-Through Principle traces ownership measurement through

the chain of ownership to a natural black person (and not a black-owned company). The Modified Flow-Through Principle, a later iteration, allows for the participation of non-black participants at one tier of ownership.

Govan says that the Flow-Through Principle for QSEs and EMEs has, for some time, been included in the B-BBEE Commission's non-binding Practice Guide as the Flow-Through Principle to use, rather than the Modified Flow-Through Principle. "The Commission was concerned that the Modified Flow-Through Principle could enable the accrual of fictitious value to black people in BEE ownership transactions. The fact that it will now be a legislative requirement to use the Flow-Through Principle only, mirrors the B-BBEE Commission's crackdown on perceived fronting. QSEs and EMEs with complex structures would need to scrutinise these carefully to ensure that they adequately meet the Flow-Through Principle to guard against falling foul of the Commission," she says.

QSEs and EMEs will still be required to provide only an affidavit in order to state their BEE status rather than having to conduct a full verification.

The introduction of enhanced recognition for 51% black-owned generic enterprises

The Generic Scorecard ownership elements as set out in Code 100 will be amended to include an enhancement for 100% and 51% black-owned generic enterprises to Levels 1 and 2 respectively. A generic enterprise is any company with an annual turnover of at least R50 million.

The amendment states that a generic enterprise, which is 100% black-owned and measured using the Flow-Through Principle only, will qualify for elevation to a "B-BBEE Level 1 Contributor" having a B-BBEE recognition level of 135%. A generic enterprise, which is at least 51% black-owned and measured using the Flow-Through Principle only, will qualify for elevation to a "B-BBEE Level

2 Contributor" having a B-BBEE recognition level of 125%.

To qualify, the generic enterprise must have utilised no other principle or ownership enhancement element in the calculation of its black ownership. This includes elements such as:

- the Modified Flow-Through Principle;
- the Exclusion Principle;
- a B-BBEE facilitator status;
- private equity funds;
- the exclusion of mandated investments;
- the sale of assets;
- equity instruments and other businesses; and
- ownership after the sale or loss of shares by black participants (the "once empowered, always empowered" principle).

Due to the enhanced status, these generic enterprises will not need to comply with the priority elements. As well as ownership, these include skills development and enterprise and supplier development. Black-owned generic entities will only be required to obtain a B-BBEE Verification Certificate verifying the element of Ownership.

Arguably, says Govan, the dti has been overzealous with this proposed amendment. Although it encourages businesses to embark on more inclusive strategies to push up their black ownership levels, the long list of exclusions could result in companies devising sophisticated structures as workarounds.

A new skills development indicator

An innovative amendment to the Codes is the specific introduction of bursaries and scholarships in the Skills Development Code series, using points redirected from learner-ships and general skills development to a specific focus on bursaries and scholarships.

Weighted with four points and a target of 2.5% of a company's payroll, the bursaries and scholarships indicator will qualify when made to any individual enrolled in an institution registered with the Department of Basic Education or the Department of Higher Education. Importantly, there

will no longer be a cap of 15% for ancillary training costs and stipends. Informal training has been raised from 15% to 25% of the total skills development spend. The new weighting for skills development is 20 points plus five bonus points.

There is some clarity lacking in how the capping of ancillary costs would apply to QSEs. Despite this, Govan says that, in general, this is an insightful amendment. It will provide a strong incentive for South African businesses to prioritise the development of bursary and scholarship programmes because this will push up their BEE levels. At the same time, it will provide impetus to President Cyril Ramaphosa's job creation agenda and the country's inclusive education objectives.

Broad-based schemes

It is surprising that no amendments have been proposed for broad-based schemes. Says Govan, "B-BBEE Commissioner, Zodwa Ntuli, has been vocal about the perceived fronting that occurs via these schemes. She recently reported to parliament that companies are fronting their employees through trusts and a subsequent cleansing process currently involves as many as 45 companies that face prosecution and criminal investigation."

It could be posited that the dti may be adopting a cautious approach to amendments here until a concrete finding of non-compliance emerges from the prosecution of said companies.

Conclusion

Govan says there are concerns around status enhancements and it is hoped that companies grasped the opportunity during the 60-day period to closely review these during the public commentary period. **BBQ**

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



Minister of Energy calls for transformation within sector

Delivering the keynote address as the launch of the Black Energy Professionals Association (BEPA), Minister Jeff Radebe championed for increased black participation within the industry

The initiative to launch the Association could not have come at the right time, when we are celebrating the life well lived of the Mother of the Nation, our stalwart Mama Winnie Madikizela-Mandela who devoted all her life for the betterment of our people.

As quoted from Mama Winnie Memorial Obituary "The life of Madikizela Mandela encompasses commitment to community upliftment, opposition of apartheid and determination to build a non-racist, non-sexist and democratic South Africa". It is up to all of us to take a baton from where she

has stopped and continue with the struggle for Radical Economic Transformation," said Radebe as he opened his address.

The NDP amongst other things states that the energy sector will promote economic growth and development through

adequate investment in energy infrastructure and the provision of quality energy services that is competitively priced, reliable and efficient; social equity through expanded access to energy services, with affordable tariffs and well-targeted and sustainable subsidies for needy households; and environmental sustainability through efforts to reduce pollution and to mitigate the effects of climate change.

Furthermore, the NDP envisages a South Africa which, by 2030, will have amongst other things, adequate supply of electricity and liquid fuels to avoid disruptions to economic activity, transport and welfare. The NDP therefore proposes diversity by way of alternative energy resources and energy supply options, both in terms of power generation and the supply of liquid fuels.

“Given South Africa’s current socio-economic realities, our development focus and available resources, we have to take a pragmatic approach. The economic structure of our country still does not reflect our demographics. The energy sector is no different. There is therefore a need for increased and greater participation in the economy by the previously marginalized.

Some progress has been since 1994, but a lot more must still be done. The energy sector is a unique sector as it is an economic enabler. Its transformation goes beyond issues of ownership but also to issues of access and affordability,” said Radebe.

He believes that the Black Energy Professionals Association formation will provide a solid platform for Black professionals to share ideas, forge closer working relationship with government, to influence government energy policy, and collaborate. He cited the collaboration of government, public and private sectors as being key in achieving a radically transformed and inclusive economy. This is a non-negotiable for our country.

South Africa recognizes the role of all forms of energy in ensuring security of energy supply and meeting the challenge of climate change, and promotes and promote an energy mix of coal, gas, renewables and nuclear.

“My recent approval and sign off of the Renewable Energy Independent Power

Producers Projects supports an increase in black participation through increase not only at ownership level, but at operational and manufacturing level towards the creation of black industrialists,” said Radebe.

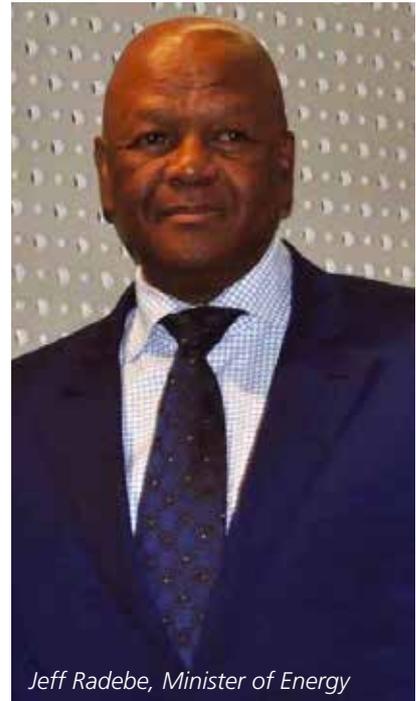
“South Africa’s IPP Programme remains the only vehicle that progressively enables participation by black investors and industrialists in electricity generation. Through its unique programme design, the Renewable Energy IPP Programme requires a mandatory 40% of South African Entity Participation and black enterprise and broad-based black participation in the form of ownership, economic and socio-economic benefits.”

The Minister stated that with these latest projects, black shareholding of 64.2% of local ownership has been achieved, and shareholding by black South Africans has also been secured across the value chain. Black ownership and participation in Engineering, Procurement and Construction (EPC) and Operating and Maintenance (O&M) Project Companies have improved under this new round of projects. Around 86%, or 1 748, of the top management jobs of the new IPP Project Companies will be filled by black professionals.

Furthermore, the IPPs have committed to an average of about 40% or R8.90 billion of the local goods and services spend to be procured from black-owned enterprises during the construction period.

Another important focus of the IPP Programme is to ensure sustainable benefits for these mostly rural local communities. The Renewable Energy IPP Programme is embracing local community socio-economic and enterprise development and through an inclusive geographic approach it has created opportunities across the country – in all 9 provinces—n mostly lagging rural areas.

Local community shareholding (total equity) in the newly signed projects amount to 7.1% (or R1 627 million). The local community shareholders for these projects will receive R5.9 billion net income over the 20 year life of the projects. In addition, the IPPs will enable local communities to further benefit directly from the investments attracted to the area and IPP commitments in the areas of education and skills development



Jeff Radebe, Minister of Energy

social welfare, healthcare, general administration and enterprise development.

The newly signed projects will contribute a total R9.8 billion to socio-economic development initiatives and R3.39 billion to enterprise development over the 20 year life time of the projects.

“Although these statistics are encouraging, we believe that there is so much more we can do to optimise black ownership and ensure active participation in the energy sector. Some of the economic transformation building blocks that we are already working on are in areas such as improving access to finance for local black shareholding companies and the structuring of re-financing arrangements. Finding innovative and affordable funding mechanisms for the participation of black entrepreneurs in this space, will allow the development of black industrialists as well as ensuring participation of black entrepreneurs in mainstream economy,” said Radebe.

He further detailed that community ownership structures are being reviewed to ensure that communities have an active voice in decision-making. Ownership without getting the necessary opportunity to develop skills and participate in the projects

is of no value. What he hope to see is South African black Independent Power Producers very soon bidding in other countries, leading the teams developing these projects.

"I have also recently proposed the development of an Energy Transformation Charter, and here, the Black Energy Professionals Association can play a positive role to develop and mutually agree on commitments to ensure that South Africa builds on its already well-known brand as a pioneer in the energy sector.

"The Department's Electrification programme also provides opportunities in the electricity sector. The government has in this current MTEF been spending on average around R5 billion per annum to electrify households. This electrification is delivered through Eskom and municipalities. Many small engineering and construction firms benefit from this programme but a lot more can be done to facilitate participation by new entrants. BEPA members are therefore encouraged to take their space in this sector.

"In as far as liquid fuels and gas, transformation in the oil and gas sector has made some progress since the dawn of democracy, however not at the pace that we expected. We celebrate the fact that Spring Lights Gas is a black owned company operating in the natural gas sector with major clients in KZN. We also are mindful of Total's unencumbered BEE status that was achieved a few years ago."

He stated that the Department is working to unlock more opportunities in the Fuel retailing Sector, which has gross under representation of African women and men. The Audit currently being conducted will be used as a baseline from which a commitment on targets must be made by the oil majors.

The Department is also in the process of aligning the Liquid Fuels Charter (LFC) to the B-BBEE Act, 2003 as amended and to ultimately develop a sector-specific Code of Good Practice in order to ensure compliance with the B-BBEE Act, 2003. This is to ensure that there are no conflicting prescripts with respect to transformation requirements in the petroleum Sector.

"I believe that black owned companies have enough experience to begin to import

a certain quantity of crude oil working together with their counterparts in countries of crude origin. I believe that the immediate focus should be to enable BEE companies to import the sizeable of West African crude oil. Nigeria and Angola account for 50% of South Africa's crude oil imports. The Financial Institutions in the country will need to back up such transactions. This approach should extend to the transportation of crude oil through joint chartering of vessels. This will require discipline and competence on the part of all those companies that participate.

"Access to import and export infrastructure by emerging black owned companies also remains a challenge. We are supportive of Transnet's initiative to open up this area of the value chain to black owned companies. This newly formed organisation should keep a keen interest the deliberation on the port infrastructure strategy and exert the appropriate influence in its implementation."

The Minister highlighted that the area of supply of diesel to the mining sector, defense and State Owned Companies is an area that should have set aside for black owned petroleum companies, as these are major consuming industries that can contribute to radical socio economic transformation.

"The department adjudicates and where appropriate issues licenses for retail service station, wholesaling and very rarely for manufacturing. The participation of BEE Companies in the retail sector is way below expectations and in this regard oil companies continue to renew leases with White owned retailers. This has got to change rapidly. A commitment is required from the CEOs of oil majors in this regard. BEE Companies end up applying for wholesaling licensing and after getting the wholesale licenses still have to negotiate with oil majors for products."

With regards to Gas to Power, South Africa has recognized this global shift and has set itself the vision to enter the global gas market and promote the development of a gas market, not only locally here in SA but also in the Southern Africa Region. For emerging economies, switching to gas as a

competitive, cleaner and more flexible source for power production is a game changer.

"South Africa's introduction of gas into the energy mix, could also play a major role in regional development. Sourcing of gas from neighbouring countries such as Mozambique can result in a win-win situation, where piped gas will stimulate economic activity along the routing areas in both Mozambique and South Africa. Through regional transport networks, gas could be introduced into adjacent, landlocked SADC countries," said Radebe, elaborating that the LNG-to-Power Programme will be the main vehicle through which to stimulate this envisioned gas market in South Africa.

While stating that opportunities in this area to transform the energy sector and the economy remain plentiful, he emphasized that it requires an all-inclusive effort by the general government and other stakeholders in South Africa, to utilize them effectively. And that over the last number of years, the department have been putting in place the enabling framework for private sector participation in our energy sector to enable gas industry development and growth.

"I cannot overemphasize the significance of sustainable energy and its solutions to the economic well-being of South Africa and the rest of the continent. I am here today because my Department supports the efforts of black professionals like yourselves engaging in such discussions to create more opportunities. BEPA provides a solid platform to take radical socio-economic transformation of the energy sector forward. Remember this: "If you want to run fast run alone, if you want to run far run together". My department is ready to walk this journey together with the BEPA towards a transformed energy sector.

"I appeal to all professionals in the energy sector to use this platform to build on the Department's transformation initiatives and support the nurturing of women, people with disabilities and youth. With these few words of support, I wish the BEPA all the best in achieving its objectives," concluded the honourable Minister. **BBQ**

Kevin Michaels

Petroleum Agency SA

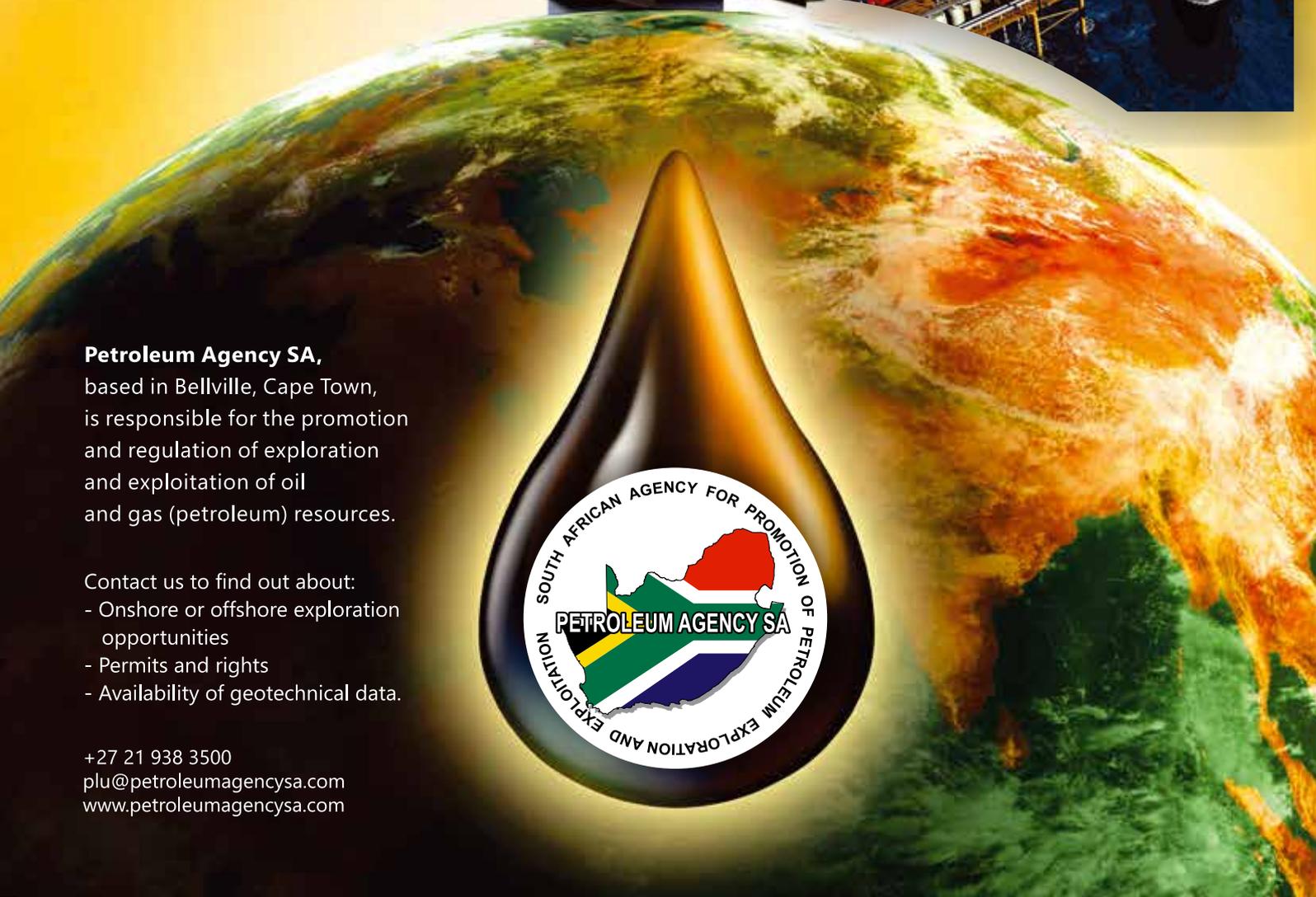
encourages investment in the oil and gas sector by assessing South Africa's oil and gas resources, and presenting these opportunities for exploration to oil and gas exploration and production companies.

Compliance with all applicable legislation in place to protect the environment is very important, and rights cannot be granted without an approved Environmental Management Plan.

Explorers must prove financial and technical ability to meet their commitments in safe-guarding and rehabilitation of the environment.

Preparation of Environmental Management Plans requires public consultation and a clear demonstration that valid concerns will be addressed.

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Petroleum Agency SA,

based in Bellville, Cape Town, is responsible for the promotion and regulation of exploration and exploitation of oil and gas (petroleum) resources.

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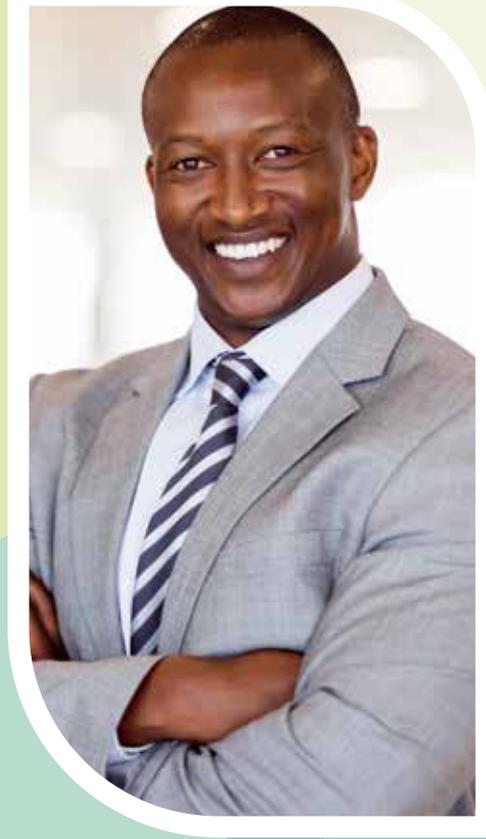
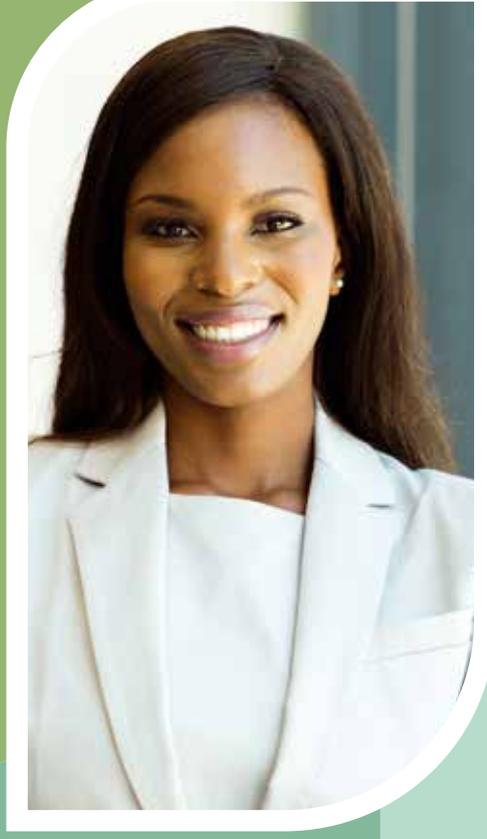
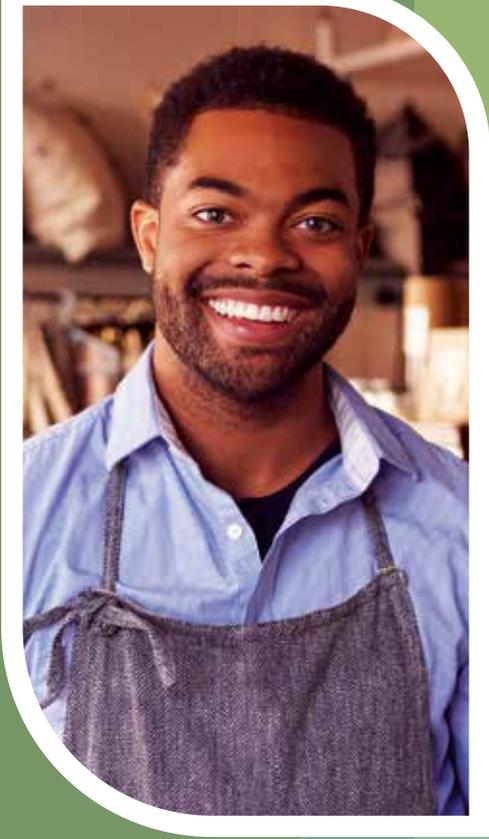
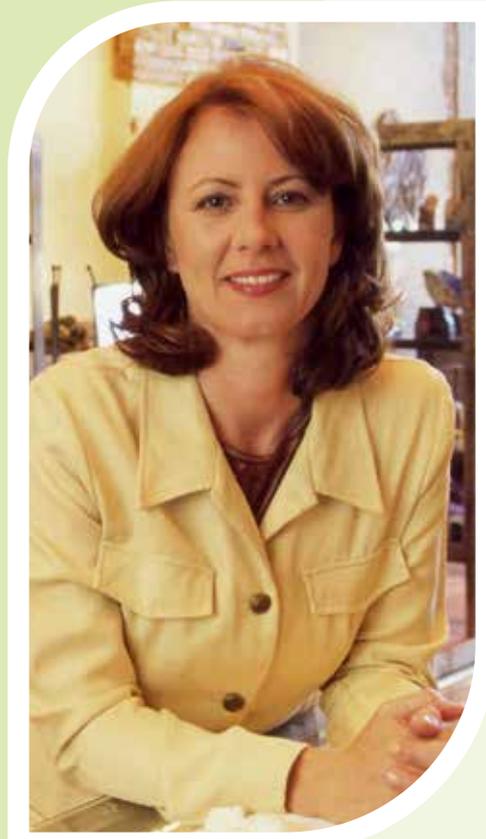
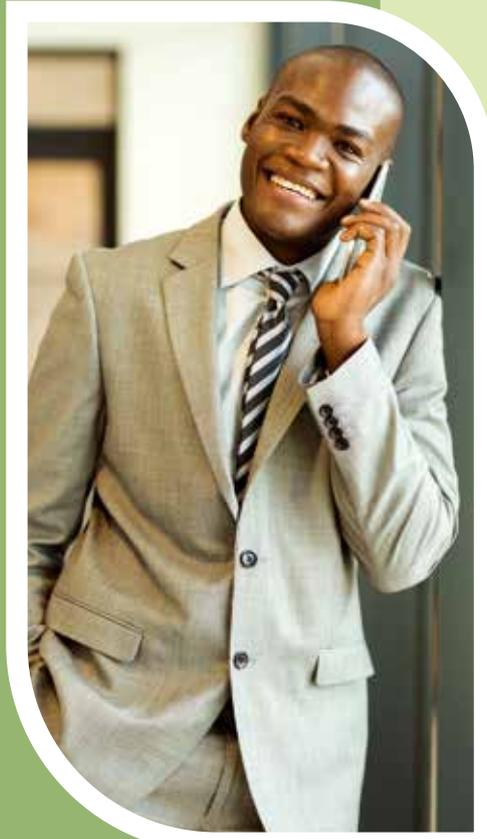
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Sustainable SMME growth in agriculture

Developing a collaboration between small, micro, and medium enterprises (SMMEs) and public and private stakeholder groups to adopt sustainable and cost-effective farming practices that enable long-term business success

SMMEs are economic contributors to many countries. Through the creation of employment opportunities for the poor, women, in particular, SMMEs promote inclusive growth (Wohlmuth, et al, 2009). SMMEs in South Africa account for about 91% of the formal business entities, contribute to about 51% of the GDP and provide almost 60% of the employment. The Government of South Africa sees the advancement of SMMEs as the catalyst to

achieving economic growth, development, job creation, the mitigation of poverty and as a means for economic empowerment for previously disadvantaged people (Masarira and Msweli, 2013).

However, despite these high growth rates, SMMEs are also facing a number of challenges. The greatest problems affecting SMMEs in South Africa include a lack of management skills, finance, access to

bank credit, access to markets and a skills shortage (Masarira and Msweli, 2013). There is a general perception in the financial sector that lending or the provision of capital to SMMEs is too risky due to the high failure rates of SMMEs' businesses, questionable management capabilities and skills, poorly prepared business proposals, vague historical records of the operations of the SMMEs and the lack of reliable collateral or a collateral mismatch between the type of assets held by SMMEs and the type of assets required by banks for collateral (Frimpong, 2013).

These challenges are apparent in the agricultural sector in South Africa. Many individuals lack the necessary agricultural, entrepreneurial and management skills and abilities, which hinders their access to enterprising opportunities. Strengthening competitiveness and the promotion of SMMEs and cooperatives will form the foundation for the growth of the economy and the creation of decent work opportunities.

Despite its relatively small share of the total GDP, primary agriculture is an important sector in the South African economy. Agriculture is an important regional driver of rural development, job creation and poverty alleviation, and remains a major earner of foreign exchange. Farming practices must, therefore, not only protect the long-term



productivity of the land but also ensure profitable yields and the well-being of the farmers and their employees. Sustainable development has three principal dimensions: economic growth, social equity and the protection of the environment. Underlying the economic dimension is the principle that society's wellbeing would have to be maximised and poverty eradicated through the optimal and efficient use of natural resources.

The opportunity for SMMEs to be established in the agricultural domain addresses immediate relief around food security, job creation, local economic development and poverty alleviation. Furthermore, the opportunity exists for emerging SMMEs in agriculture to address environmental issues as part of socio-economic development, food security and long-term business success by doing more with less. Specifically, water, energy and food systems, which are intricately interconnected. Water and energy are needed to produce food; water is needed for almost all forms of power generation and energy is required to treat and transport water. The relationships and trade-offs within this triangle of resources are known collectively as the water-energy-food nexus. The 'nexus' between water, energy and food (WEF) has gained increasing attention globally in research, business and policy spheres, even more so due to the September 2015 meeting between Heads of State at the United Nations General Assembly to announce the end of the term of "Millennium Development Goals" (MDGs) in place of a new commitment to the Sustainable Development Goals (SDGs). Goals two, six, and seven related to food, water and energy resources with a corresponding target for each. SMMEs in the agricultural sector must take note of nexus thinking for long-term business sustainability.

To support these efforts, the European Union (EU) has designed and developed "SWITCH Africa Green", a pilot initiative to encourage a green economy transformation and promote a shift toward sustainable consumption and production (SCP) practices and patterns in six African countries. The pilot countries are Burkina Faso, Ghana, Kenya, Mauritius, South Africa and Uganda. The EU-funded programme is implemented by the United Nations

Environment Programme (UNEP) in collaboration with the United Nations Development Programme (UNDP) and the United Nations Office for Project Services (UNOPS).

The projects in South Africa under the SWITCH Africa Green banner have stemmed to address three key sectors identified to have good opportunities for advancing green business and SCP practices in SMMEs and eco-entrepreneurs who are interested in new start-ups: agriculture, integrated waste management and manufacturing. In addition to the selected priority sectors for each country, the projects also address cross-cutting themes that were identified as critical: energy efficiency, labelling and standards, water efficiency, eco-innovation and sustainable trade. The Renewable Energy and Energy Efficiency Partnership (REEEP) and the South African National Energy Development Institute (SANEDI) have been in the process of carrying out a project that addressed the water-energy-food nexus by focusing on sustainable energy consumption and production (SECP) in agriculture. This project seeks to lay the groundwork for South African SMMEs and eco-entrepreneurs as they begin and manage this transition towards a green economy. The project started in November 2015 and ran until January 2018, and equips SMMEs to seize green business opportunities while providing an opportunity for resource-efficient and cleaner production implementation.

The target group and final beneficiaries of the programme are SMMEs in the agriculture and integrated waste management sectors in South Africa, for whom a stakeholder platform has been established and a series of capacity-building and training workshops have been provided. A number of training workshops have been held across South Africa to introduce farmers and eco-entrepreneurs to the opportunities in renewable energy and to energy-efficient technology applications and how these could improve energy use and savings potential in agriculture and waste. There are many opportunities for the implementation of energy efficiency and renewable energy applications in agricultural value chains, opportunities to adapt to the negative impact of climate change on the agricultural

sector, such as drought, and minimising the vulnerability to energy price hikes, leading to more sustainable business practices and, ultimately, supporting and growing SMMEs.

Renewable energy technology applications are increasing in popularity in South Africa as farmers look for new ways to save money, address the energy supply and security and improve the environment. Sustainable equipment and tools have been decreasing in price as the demand is increasing and many farmers throughout the country are moving towards using more energy-efficient agricultural processes. Such processes include a number of behaviour changes and energy-efficient technology applications, such as switching off equipment, time-of-use and replacing old motors and lighting, which can offer an environmentally pleasing alternative to old technologies. Lighting technologies are relatively cheap to replace, which can provide a farm with light for seeding crops and looking after livestock without compromising the yield, safety and comfort. Motors and pumps are also being replaced with newer technologies, such as variable speed drives, which reduce the power exerted from old, oversized vehicles and significantly reducing fuel consumption.

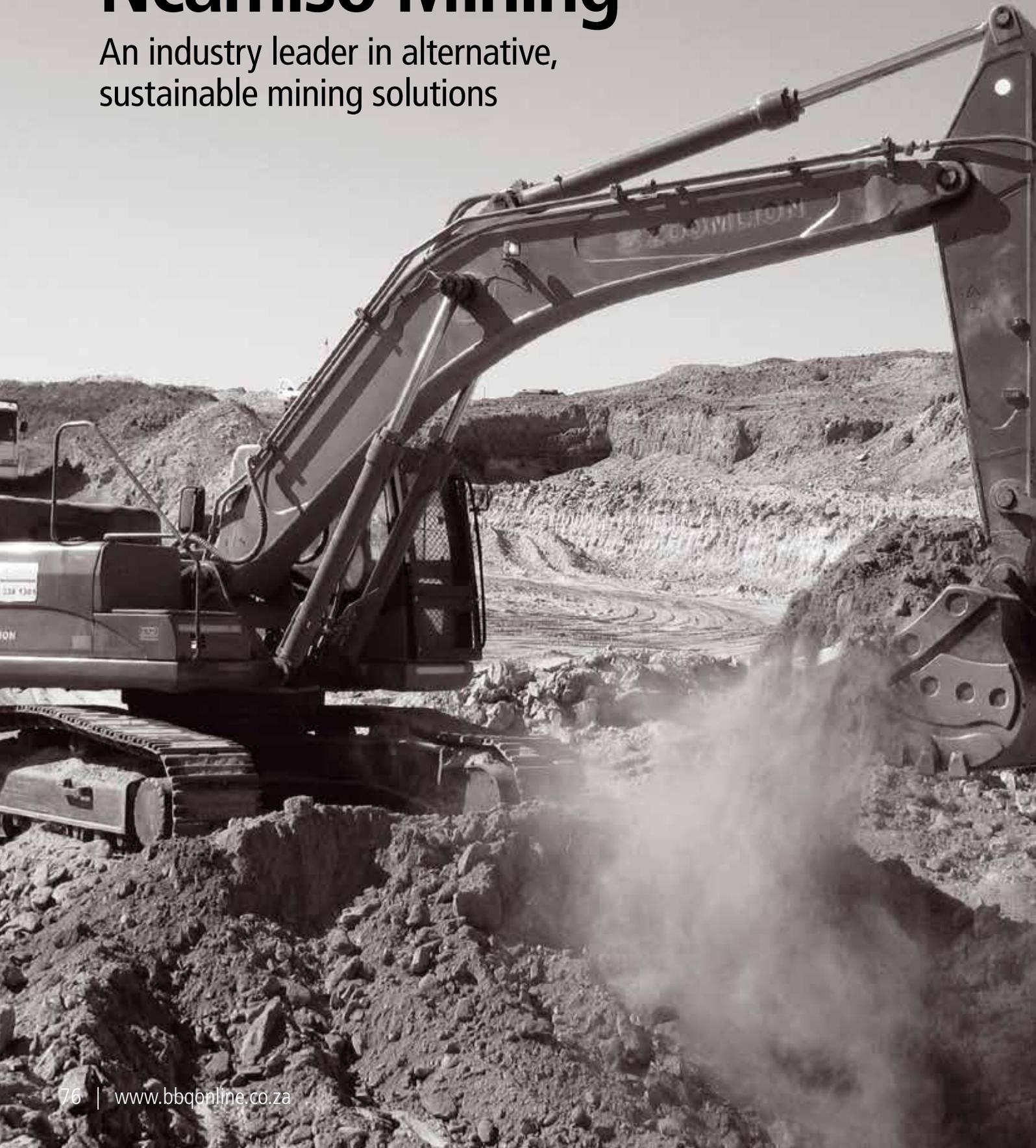
A motivating factor for farmers and emerging SMMEs in South Africa to switch to or adopt sustainable farming practices is because it is cost-effective and supports long-term business success. Electricity and water bills could be reduced considerably by changing to less energy-intensive processes, for example, carrying out farming work during periods where electricity isn't charged at a premium (usually during the evening).

Workshops with farmers and agriculturally-based SMMEs have identified local case studies and practical solutions for addressing energy issues in agriculture that also include the important links to water and food production. Importantly, understanding what the entire agricultural value chain looks like and how to address energy and water issues, how to reuse outputs as inputs and how to create more efficient processes. **BBO**

Bronwyn Grant, REEEP Project Officer, Clean Energy

Ncamiso Mining

An industry leader in alternative,
sustainable mining solutions



The announcement of the third revision to the Mining Charter in June 2017 sparked a downward spiral for the South African mining industry. With the newest draft Mining Charter released in mid June 2018, one would be optimistic that confidence could be restored with the progress in transformation and tackling legacies of the past, although there is still a long way to go and investors might likely still take time to warm to South African mining prospects. Therein lies the conundrum.

While transformation is essential, without investment, SA's mining industry faces dark times as do the livelihoods it provides for employees, local communities and the South African economy.

One company, soldiering on and working consistently towards a brighter transformed mining future for South Africa is Springs-based Ncamiso Mining. As industry leaders in sustainable, alternative mining solutions Ncamiso sees investment potential in unlocking the mineral wealth lodged in disused land. "There is immense value held in the ground of old mining sites and the surrounding communities that just need the right mining approach and vision to equitably contribute to the economic growth of our country," says Ncamiso's Mining Managing Director, Fikile Mashinini.

Ncamiso Mining is holding the flag high for 100% black-owned mining companies while making a significant contribution to the welfare and economic growth of our country. The company is celebrating its 10th birthday in 2018 and pride themselves in their efforts towards a more balanced industry that encourages foreign investment. Through their land rehabilitation projects over the past two years alone, Ncamiso has recovered over 600kg of gold valued at over R300 million that would otherwise have been lost or sterilised in roads and developments on old mined land.

Over the past decade, Ncamiso has created over 500 jobs in local communities and has supported over 50 SMMEs, of which 80% are 100% black-owned and locally based in their areas of operation. In expressing his vision for transformation in the mining industry, Mashinini commented, "We believe the transformation in the mining industry is very slow and access to mineral wealth is very difficult. The government must do something about the exorbitant rehabilitation guarantees. The process of application is too slow and very discouraging for new entrants in the mining industry. Thus, there is a need for radical transformation, uplifting the mine workers and the communities surrounding the old mines. Education and skills development must be key towards transformation."

As a business, Ncamiso focuses on educating and developing its staff with the aim to differentiate itself as proactively contributing to transformation and upholding its integrity by keeping promises made to both clients and the communities it operates in. "Transparency is vital to the success of our

business. In every aspect of our business, we are constantly in touch with all the stakeholders and work hand in hand with our employees and the communities," says Mashinini.

Guided by the needs of each community, Ncamiso strives to leave a positive footprint and legacy in every area it operates in. Ultimately, Ncamiso's operations focus on land rehabilitation to reduce state liability, community upliftment, the eradication of all illegal mining activities and gold recovery for the economic wealth of South Africa.

Focusing on the betterment of South Africa as a whole is at the core of the Ncamiso business. The company exudes Ubuntu and encourages that everyone shares in the wealth that South Africa has to offer. "It is vital to acknowledge those who are actively and positively contributing to the upliftment and betterment of black industry in South Africa. Not only does the recognition set an example to others, it also serves as a means to incentivise people. Tax rebates and leniency in terms of mining regulations and policies would be a means to fast-track development," Mashinini explains.

He believes that the new Mining Charter should, in principle, be striving towards these ideals, which, ultimately, benefits the whole country. The new Mineral Resources Minister, Gwede Mantashe, has highlighted the ownership level "as a key area for review and has expressed a drive to restore trust between the department and a wide range of stakeholders, including the industry, labour and communities, while at the same time, expediting regulatory and policy certainty to give the sector a base from which to grow".

Mashinini believes that the shareholding allocation would be best if that percentage was directed to the employees and the community around the mining area. That clause should be guided by the terms and conditions of how the proceeds should be divided. Such proceeds should focus on infrastructure development, education, health facilities and the establishment of small businesses (cooperatives) to ensure future sustainability.

Ncamiso believes that all mining companies should focus on diversification of their profits in terms of sustainable development of the country. Mashinini implores that aspects of diversification should include agricultural and industrial development and that the beneficiation of mined products should be done within the country, from raw product to end product, through industrialisation funds and other means. "I am because we are! Let us all remember that we have a responsibility to our fellow South Africans to find extra value, to create jobs, to share in the wealth, to contribute to industry and to do all we can for the betterment of black industry and South Africa as a whole," concludes Mashinini. **BBQ**

Shae Chelin

For more information visit www.ncamiso.co.za or contact us at (011) 362-1842

Diversity in the agriculture sector

More needs to be done to increase the number of black farmers in South Africa



Many sectors within the South African economy require plenty of work, if not all. However, pertinent to the subject at hand, the agriculture sector requires a lot of attention and transformation.

Much has been said of the land expropriation without compensation topic since the motion was passed in parliament earlier this year, and it is the agriculture sector that has shown the most concern, however, will it have that big an effect on the sector?

Over the decades, South African farmers have been seen as some of the best around the globe, often producing the goods in rather tough circumstances. But, since Apartheid ended, not enough has been done to increase the number of black farmers.

While there are a number of exceptions, there are not nearly enough black farmers around to take up the mantle as South African food producers, but that needs to change. It should have changed years ago with proper training, but it seems that never happened.

Earlier this year, the Deputy Chief Executive Officer of AgriSA, Christo van der Rheede, spoke about this subject at the Skills Development Summit at the Gallagher Convention Centre in Johannesburg.

According to him, "South Africa is facing a serious crisis."

He continued, saying, "We do not have enough young farmers, they are few and far between."

He was speaking about farmers in general, but the percentage of black farmers is alarming, and women farmers, even worse.

He went on to speak about the importance of developing new, young farmers who understand what it takes to produce food on a large scale—food to feed the country.

"In order to succeed, the farmer must successfully combine the five key production

factors—resources, labour, capital, technology and the significantly changing landscape, whilst the key drivers remain land and water," says Van der Rheede.

The land issue is being dealt with and we need to see black farmers receive access to land. They will have access to water, but capital remains a problem. South Africa has institutions available and they should be the ones offering capital to these young, black farmers in order for them to get off the ground.

South Africa has no shortage of labour, but it is important that the labourers are skilled. Like any other, the agriculture sector is undergoing huge technological changes and these labourers need to be kept abreast with these.

Van der Rheede continued on the labour issue, "In a historical context, we must ensure that the labour is skilled for the future. As I drive, I look out and where I used to see thousands of people harvesting grapes a few years ago, I now only see one machine doing all the work—technology is changing the landscape."

Farming is one of the riskiest industries in South Africa or, in fact, the world. But more specifically, our farmers face challenges that not many out there do. As Van der Rheede explains, upon his visit to black farmers near the Lesotho border, there is a big problem with theft, cattle and stock theft.

He continues to say that, "White farmers have been more successful because, over the years, they have managed to build up networks—first local ones, that become provincial networks and, eventually, national networks.

"Many young people come to me and say that they want to keep their farm, but also keep doing their work in the city. To them I say, stay away, you cannot run a farm from the city.

"Over time, the government has transferred more than 4 000 farms over to people

and I often visit these farms—you must see what these farms look like. These once flourishing farms now lay in ruins—where are our MBA students? We need to give it to them to turn it around."

South African farmers are not subsidised nearly well enough by the government, yet our farmers continue to be among the best in the world. Van der Rheede explains that 11 colleges were created for agriculture but, much like the farms he visited, these colleges are mostly in a sad state.

"Unfortunately, now that black people must get the training, white lecturers with expertise have been removed, and the bit of learning that is still happening is focused on small-scale farming. Now, while small-scale farming is useful, in the next 20 years, we will have 70% of our people living in cities. We need to focus on bigger farms that can supply the cities," says Van der Rheede.

Another major dilemma for South African farmers is our international trade. Cotton SA has been doing wonders in terms of developing farmers but then, according to Van der Rheede, we allowed the Chinese in and a lot of factories closed, which meant less demand.

There are many challenges that our South African farmers face, specifically the black farmers in terms of capital and training, but the answers are out there, we have no reason to start lagging behind in the agriculture sector.

"Let farmers develop farmers, this notion that government departments train them is a no-no, they have tried this and spent millions on programmes that have not come to fruition—we have 24 commodity organisations with the necessary skills to train people, let them do it. That way, our young farmers will have mentors—we are trying our utmost to link them to the government," concludes Van der Rheede. **BBQ**

Ralph Staniforth

Transformation on the rise

Below the surface
many challenges
remain untouched

As I sit down to write this piece, I realise the date—24 June 2018. It seems very apt that I write on this subject on this specific day. It has been 23 years to the day since the Springboks achieved what is arguably South Africa's greatest sporting achievement. The sight of Joel Stransky's drop goal sailing through the uprights at Ellis Park remains one of the most iconic images in South Africa today.

It was a year into Nelson Mandela's reign as the President of our rainbow nation. He was there in his number 6 jersey, but there is no need to rehash that story, we have all heard it numerous times.

However, that day represented much more to South Africa than simply a World Cup victory. We were a nation right at the beginning of a long healing process after the Apartheid regime ended. There is no doubt that our nation stood, in the majority, together that day in support of our team, but that win alone was never going to solve our problem. Our country needed transformation, our sport needed it, too.

Apart from that miraculous day, there have been numerous other sporting moments, which have united our country: the 1996 African Cup of Nations win, Philemon Masinga's goal that sent us to the 1998 FIFA World Cup, the 2007 Rugby World Cup victory and the winning of the bid to host the 2010 FIFA World Cup—for the latter, we spent a month as a united country, supporting what was an impeccable tournament, despite Bafana Bafana's failure to qualify past the group stage.

But the 1995 World Cup win sticks with many of us. However, if you fast forward to just under 23 years later, 9 June 2018, you will perhaps find an even more inspirational day.

Chester Williams was the beacon of hope for the country in 1995 but he was alone, expectedly, considering we had only recently

been readmitted into international sport. But 9 June signified a lot more.

It was at the same venue, Ellis Park. However, this time, it wasn't Francois Pienaar leading the side out of the tunnel and, unfortunately, there was no Nelson Mandela in the stands, but it's a day that signified the transition within rugby.

Siyamthanda (Siya) Kolisi led the Springboks out to raucous applause. For the first time in the history of Springbok rugby, we had a black captain. Colour shouldn't matter but in this context, it does.

A sport, which has traditionally been seen as an elitist sport—a white sport—finally had a captain who, by far, represented the majority of our country. This day could arguably have been seen as more significant than any World Cup win.

Should it have happened sooner? Perhaps. But there is no point debating that, the important thing is that it has happened. The best thing about it is that you'll be hard-pressed to find people who would call Kolisi that horrible word, a quota.

If you search long or hard enough, you'll find those people who would argue that Kolisi is a political appointment but those people are best left in those dark corners of the web.

Throughout the 3-Test series against England, Kolisi showed his class on and off the field, along with his captaincy ability.

Before the Test series began, Kolisi was actually asked if he was a political appointment and he answered with class.

"That's just life, that's how things happen. I can't focus on what people are saying. Sometimes, I'm also unhappy with other peoples' decisions.

"Rassie (Erasmus) is not the type of guy to make (fake) decisions. I've known him since (I was) 18. He's straightforward with me. I always know where I stand with him.

"I'm not a politician and Rassie is no politician. I have no questions or doubts



Siya Kolisi, Springbok Captain

about my appointment. I'm here to inspire not only black people, I'm here to inspire everyone. I represent South Africa, not just one racial group."

However, it is not only Kolisi. There are others. Tendai (Beast) Mtawarira, who played his 100th test for the Springboks in the second test, is one of the other standout players, along with numerous others. Perhaps Kolisi is the man who will be put forward as the hope for the nation but we need to be careful with that.

Our sport has needed transformation for a long time but it would finally seem as though two of our biggest sports are starting to transform in a big way—rugby and cricket. Do we need more? Yes, but there is real hope.

Much is said about the targets the government has put in place and people love throwing the word quota around at will. But, as Erasmus claimed upon his appointment, there is enough talent in this country for us to be competing with the best. The teams he selected for the England Test series showed that transformation is happening and it isn't the players who are not deserving—perhaps he is even putting previous coaches to shame. What's certain is that no player in that Springbok group

did not belong there, all were there based on merit.

Our national cricket team is also in a good stage of transformation. From a black players' perspective, prospective black cricketers have had too few role models to aspire to, other than the wonderful rise of Makhaya Ntini in the late-90s to the world class bowler he became.

Today, there are black players on the rise, players who will not be called quotas but, rather, players who are deserving of their places within the ranks—players who, despite some harsh upbringings, will prosper on the national and provincial stage.

In 2016, Temba Bavuma became the first black African to score a century for South Africa. Newlands erupted as he lifted his arms in celebration, but much like the Springbok captaincy, it took far too long.

Kagiso Rabada has taken the cricket world by storm. A very young man indeed, but after just a couple of seasons, he sits at the summit of the ICC Test Bowler Rankings. The recent series' against India and Australia saw another young black African join Rabada in destroying the opposition's batting line-ups, Lungisani Ngidi.

Ngidi is only 3 Test matches into his career but barring injury, it is difficult to imagine

him not having a very long and successful career alongside Rabada.

If the national cricket team was to be selected to play tomorrow, the three above-mentioned players would be in that starting line-up. Yes, for now, those are the only three guaranteed, and no, it is not enough, but never before have we had three black players guaranteed of a starting berth.

There is still work that needs to be done, a lot more work. This is just touching the surface of what we can do and achieve.

The provincial scene of both cricket and rugby looks healthy in terms of talented black players coming through the ranks. Rugby, based on the talent available and the teams selected recently, is fairly well covered to reach that 45% target by the World Cup next year.

We should be proud of what South Africa can achieve. Transformed sporting teams play an integral part in our society, and while the picture painted above might sound rosy, it is all but that below the surface.

Many people have the same, or at least a similar story to that of Kolisi, as an example. A young man who grew up poor, he often went to bed hungry and looked after his ill grandmother. He fought against extreme odds, worked exceptionally hard and eventually got his breakthrough, which allowed

him to become what he is today. It speaks wonders for a man who is kind in nature and resilient, whether that is on or off the field.

But he is not alone in this. A huge part of our population grows up in similar circumstances, if not worse.

We cannot keep telling people they must work hard to overcome the odds like Kolisi did, because, no matter how hard some people work, the odds will always be stacked against them. There are, no doubt, many others out there who worked just as hard but didn't get a break.

We can paint the picture however we like, the fact remains that the structure of rugby, to a lesser extent cricket, was put in place many years ago to serve the elite. And unless these structures are re-configured, we will never be truly transformed.

These sportsmen and women with these inspirational stories are not the rule, they are very much the exception. It is great to hear people overcoming such odds to achieve excellence, but how can we continue to allow the majority of South Africans to fight these battles, while the elite have such an easy route through.

This is not a matter of white versus black, it is a matter of principle. The young kids coming through now are all fighting a battle they didn't begin. Yes, there are those of you who may say, "Yes, but the government...". No, it is not the government; our structures need to serve everyone.

Privileged areas have the facilities—some schools' sports fields reach double figures while most people within townships are not only missing out on important nutritional value due to the lack of good meals, but also quality facilities and coaching.

Again, some will say, "South Africa is free, they can go play at these elite clubs and schools" and again, you'd be wrong. Bar the high fees it costs to play at elite clubs, travelling from townships is expensive and not always safe. Whichever way you look at it, people are being denied the opportunities to achieve their goals. We cannot keep believing that more than two decades into democracy, it is no longer a problem.

No one needs to suffer for this to happen, that is the best part of it. Structures need



Temba Bavuma, celebrating his century at Newlands



Kagiso Rabada taking an Australian wicket



Lungisani Ngidi playing for the Proteas

to change to ensure everyone has an equal chance. That is true transformation.

Life is tough for everyone and not everyone gets their fair dues, that is a fact of life. But by continuously denying a very obvious problem, we are killing millions of dreams.

Should you ever want to question someone's selection or ability based on skin colour, perhaps you should, instead, wonder

what that person might have gone through just to get to where they are.

Transformation is happening, it can be seen at the top, but at a grassroots level, it is still very much a problem. Change the structure to suit more than just the elite and we will change lives. **BBQ**

Ralph Staniforth



Accelerating transformation

Driving trade, foreign direct investment and economic growth

Not only is the automotive sector among the most important, profitable and sustainable parts of the South African manufacturing landscape but it is also an important driver of industrial transformation. This is especially true of the role played by component manufacturers, who employ the most workers and add the most value locally.

BBQ spoke to Renai Moothilal, the Executive Director of the National Association of Automotive Component and Allied Manufacturers (NAACAM), for an in-depth analysis of the importance of this key element and driver of the South African economy.

What is the importance of the industry that NAACAM represents in terms of its contribution to the GDP, employment and leadership?

The automotive manufacturing sector is a vital cog in South Africa's industrial landscape. Over the past decade, the sector has contributed up to 7.5% of the country's GDP and is responsible for more than 100 000 direct, skilled jobs and probably four times that indirectly. The importance of this sector is recognised by the fact that the democratic South African Government has provided a sector-specific package of policy support to automotive manufacturing since 1995 and plans are being finalised to extend this in a revised form up until 2035, under what is being termed as the South African Automotive Masterplan.

NAACAM represents the component manufacturers, who form the bulk of employment and value addition found in the domestic sector. By way of illustration, one can see that the seven vehicle assemblers in SA are supported by more than 300 component manufacturers across different tiers.

What is NAACAM's particular role?

As a member-driven organisation, NAACAM is at the forefront of industry leadership, advocacy, knowledge creation and stakeholder management for automotive component manufacturers. To that extent, NAACAM is recognised both domestically and globally as the credible voice of South African automotive component

manufacturers. At the end of the day, all that we do must result in a positive and sustainable business environment for companies who produce components in SA.

When you assumed the position of Executive Director in 2016, what challenges did you inherit? What steps did you implement to overcome them?

NAACAM had gone through a period where there was some instability at the top and the leadership position was unsettled. Similarly, its value proposition needed some freshening up. The period coincided with a change in the government's stance towards the autos sector as a whole, in that requirements for incentives relative to sector transformation became stricter.

Upon signup, part of my mandate was to focus heavily on providing services of value to our members that enable them to run successful businesses whilst remaining aligned to the developmental objectives one sees as necessary to ensure state support remains sustainable. So, you will see that NAACAM now has a major emphasis on being a source of knowledge, as well as working hard to influence and direct activities around transformation, supplier development and deeper localisation. Internally, we have geared the association up to deliver this.

A further challenge faced was that although it's the most industrious part of the value chain, the component manufacturing sector is not really well-known to the general public. So, the sector was not great at showcasing and profiling itself. Much time over the past two years has gone into changing that—better use of digital media, building relationships with other influencing agencies etc. And for the first time last year, we successfully delivered the NAACAM Show, an industry-owned and managed event. Preparations are underway for the next edition in 2019.

What is the importance of localisation to the industry and how can it be facilitated?

Localisation is by far the biggest driver of long-term growth, competitiveness and the sustainability of the local autos sector. It's as simple as that. If we don't have a highly



Renai Moothilal

localised sector, at some point, SA will become more of an assembler of imported content as opposed to being a dynamic manufacturing sector. And localisation is not only about how much the vehicle assemblers buy locally, it also how much our own component manufacturers buy from their own sub-suppliers. That's deep localisation.

As South Africans, we should all demand greater localisation levels as that's what will drive the increases in job and business opportunities, not to mention increases in things like skills and technology transfer.

Policy and incentives such as the APDP are at the heart of developing a case for greater localisation and it's important that whatever framework is settled on for the period 2021-2035, it has to ensure our domestic sector catches up with the kind of localisation levels found in emerging peer automotive economies such as Thailand, Turkey and Mexico.

At the same time, there needs to be a focus on helping the local vehicle assemblers get greater volumes in terms of the platforms they assemble in SA. In 2017, we assembled 0.6% of global vehicles and a move to just 1% by 2035 will more than double our current levels. And volume unlocks localisation. It's no coincidence that the original equipment manufacturer (OEM), which has significantly increased its volumes over the past two years, is now sitting at localisation levels of approximately 60%. Volume also ensures that there

is a business case for high-value components such as engines, transmissions and that some of the high-end electronics are also done here.

Besides policy, there are practical ways for companies to further their cases to be the recipients of more localisation opportunities. Domestic suppliers have to invest for growth. This is a metric where our companies lag suppliers in other countries—not only investment in productive assets but also in skills development as well as upping the research and development (R&D) and innovation ante domestically.

And, of course, a relentless focus on building and maintaining the relationships between buyers and suppliers. In a sector known for its global purchasing strategies, such relationships have to be nurtured. To this extent, using platforms, such as industry association linkages, and events, such as the NAACAM Show, is crucial.

Cross-border trade is one of the biggest regional economic opportunities. What is the status of intra-African trade and investment linkages and how can they be improved?

South Africa has a big focus on deepening trade and investment linkages with the rest of the African continent. In the past year,

18,0% of South Africa's total automotive exports was into African countries, with the bulk of that being into our Southern African Customs Union (SACU) neighbours. Other trade frameworks that assist our exports include memberships of the Southern African Development (SADC) Free Trade Area and the soon-to-be-completed Tripartite FTA.

However, global learnings show that our desire to deepen trade linkages with our neighbours must be coupled with a greater industrial investment into these countries. Thus, we have been part of setting up a complementary association known as African Association for Automotive Manufacturing (AAAM). The idea here is that SA automotive companies partner with other African governments to increase investment there in return for market development mechanisms. A large part of that will involve cutting down the volume of used or grey market imports that are sold into the rest of the continent.

An even more focused way of achieving this will be the creation of some sort of automotive pact with a selection of the large economies such as Nigeria and Kenya. This worked in places such as Southeast Asia and North America. The basic premise would be for SA-based assemblers to begin a level of vehicle manufacturing in those countries and that

SA component supply into those assemblies is preferred.

Which industry sectors are currently or potentially globally competitive and how can they be supported?

The automotive sector, in general, is highly competitive and globalised. Thus, if any component is produced for vehicle assembly it can be considered competitive, if not it would simply not be considered. That's the nature of global sourcing. So, it's misleading to say that any particular component subsector is leading or lagging in terms of global competitiveness. Due to the diverse vehicle assembly segments prevalent in SA, the local component base is just as diverse in the type of component being done locally. What has to happen though to increase our long-term competitiveness, is the increase in volumes and localisation I mentioned previously.

SA has long had significant levels of production and export of catalytic converters, interestingly enough not due to our mining of platinum-group metals (PGMs), which is the main raw material, but rather because of how the production was incentivised. However, even that has reached its plateau and if we want to increase levels of catcon production, then there has to be some sort of



beneficial pricing strategy implemented for companies that procure and benefit SA-mined PGM.

What is NAACAM doing to develop Foreign Direct Investment (FDI) and technology partnerships?

NAACAM's role in such activities is mainly around advocating for policies that aid these partnerships as well as being a source of matchmaking and project-specific information. Our well-established global linkages are crucial in this respect. Just recently, we facilitated a fairly significant technology agreement between an SA-based supplier and a Thai company that resulted in a new production opportunity for supplying one of the new vehicle platforms. Besides such targeted work, an event such as the NAACAM Show provides foreign industry stakeholders with a great opportunity to get a sense of the depth in SA automotive component manufacturing and to meet directly with potential partners

What proportion of the market do black-owned suppliers account for? What programmes are in place to grow their share?

Not enough. At present, it's insignificant but there is definitely a huge emphasis on growing this. NAACAM-resourced initiatives such as the East Cape Automotive Industry Forum (ECAIF) and the Automotive Supply Chain Competitiveness Initiative (ASCCI) have targeted black supplier development initiatives, which companies can make use of to develop black-owned companies within their own supply chains. We also provide a service to members of matching them up with black investors who have the capability and capacity to undertake ownership transactions. In addition to that, certain NAACAM associate members are strong in their ability to provide incubation services to the manufacturing companies.

This is a long, challenging journey, to increase new, locally-owned companies into a highly globalised value chain but it is essential to ensure this sector has a sustainable future in SA's economic landscape. It's expected that a greater opportunity will emerge within the Tier 2 space, and that's why the increase in localisation levels is so crucial

What is the significance to NAACAM of Industry 4.0 in terms of competitive advantage and employment?

Of course, this is important, and common sense will say that the future of manufacturing will be determined by the advances we see within the Industry 4.0 domain, but in the autos sector, we see this as a natural progression. The sector has always been at the technology forefront and its global nature, especially over the recent past, has meant that the factors of production that drive it anywhere else will permeate into the SA sector. If not, we will not compete internationally.

So, if technology replaces employment and processes in factories, then the challenge is to ensure that our companies and people have opportunities to exploit. In fact, it could even be said that some of the Industry 4.0 advances, such as 3D printing and additive manufacturing, will aid our ability to deepen local content and increase competitiveness. Production in niche runs becomes viable. So, if factories of mass employment are no longer viable, we could see a situation where high-tech SMMEs offering business opportunities become the norm.

In the end, there is no escaping the future but let's not ignore what's happening now, and let's maximise the levels of production under existing conditions for South African automotive component manufacturers. **BBQ**

Greg Penfold



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