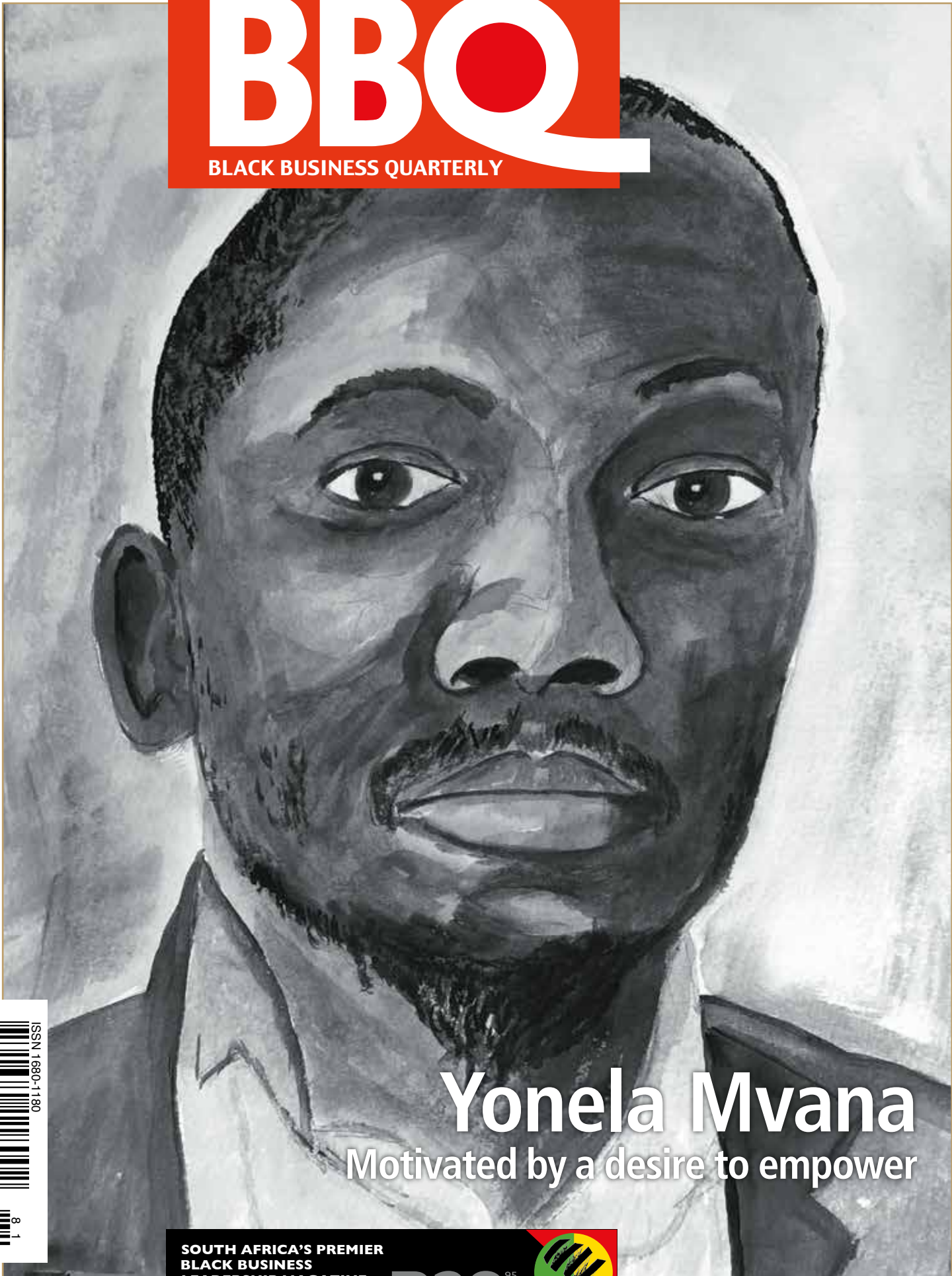


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Yonela Mvana

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ISSUE NUMBER 81
THIRD QUARTER 2019

ISBN 1680-11880

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

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CAPE MEDIA CORPORATION

is wholly owned by KAQALA MEDIA LIMITED Cape
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Petroleum Agency SA

Explore South Africa!

About Petroleum Agency SA

Petroleum Agency SA was established in 1999 by Ministerial directive and is mandated through the Mineral and Petroleum Resources Development Act, 2002 (Act No.28 of 2002) (MPRDA) together with the National Environmental Management Act, 1998 (Act No.107 of 1998) (NEMA). These Acts provide for Petroleum Agency SA to evaluate and promote oil & gas potential exploration and production activities in South Africa, to regulate oil & gas exploration and production industry and to archive all geotechnical data produced through oil & gas exploration. The Agency acts as an advisor to the government on issues regarding oil & gas exploration and production, and carries out special projects at the request of the Minister.

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A diverse upstream industry contributing to energy security through sustainable growth in exploration and development of oil and gas

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To promote, facilitate and regulate exploration and sustainable development of oil and gas contributing to energy security in South Africa.

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FOREWORD



Changing lives of people by solving societal problems using technologies is the main thrust of any innovation. The Fourth Industrial Revolution (4IR) presents an opportunity to utilise technology in innovative ways. It reshapes the way we live, work and relate to one another. The digital world is advancing at a remarkable pace and it is changing the way we address social and economic challenges. One of the critical areas of this industrial development wave is digital transformation in business. We are finding new ways of connecting people, data and processes to create value for customers. 4IR has created a landscape where distinctive digital capabilities are a must for both short- and long-term viability of any business.

The 4IR is not a specific technology, rather it refers to a period and a new way of achieving the economic needs of the time, using advanced technologies which have been made possible by developments of computing power. It is the optimisation of business efficiencies with, for example, a cloud platform that accelerates responsiveness and reduces the cost of hardware ownership. The ability to make informed, accurate and timely decisions is vital for any company whose intention is to be proactive instead of reactive.

The period for technological evolutions has shortened tremendously. This means swift adaptation is required and moving into a discontinuous and disruptive digital world compels the entire sector to promptly migrate to Digital platforms. This calls for Regulatory, Academia, Government Departments, local research labs, users and manufactures to be well versed with digital trends and disruptive technologies. Not only that, it calls for a commitment to invest and implement digital disruption that will propel industries into a better world.

SENTECH recently partnered with Institute of Electrical and Electronics Engineers (IEEE) and the University of Pretoria, to host the Wireless Africa Conference (WAC) 2019. We facilitated a panel discussion on Towards 4IR with 5G: Smart Villages and Private Networks. We do this to remain a participant in the world of digital transformation.

We also form part of the Southern African Broadcasters Association (SABA), and have been participating in discussions regarding a Southern African Development Community (SADC) bouquet of channels that will service the region, providing news on the 15 SADC countries. The region continues to make strides in utilising Technology to improve access to information.

As a country, we have taken a further and deliberate step towards securing national sovereignty in the broadcasting space, by initiating the Africa Communications Satellite project on behalf of government. We are not just connecting Africa, we are also connecting people, communities and systems. Smart cities have been in the pipeline for a while and as an organisation, we are performing 5G trials in Rustenburg, to make smart cities a reality. We chose a rural province to promote the efforts of closing the digital divide.



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EDITOR'S NOTE



Once upon a time Africa had a dream. Her dream was freedom, equality for all despite gender-race-age, free movement and trade, accessible healthcare, education for all and above all: Togetherness, strength in numbers and free movement. Today, the dream is unfortunately still that, a dream.

The past weeks have exposed a major weakness in the psyche of Africans. A glaring lack of unity, an inherent dislike for one another based on nationality and even worse off a gross lack of respect for our mothers, daughters and sisters. Africa is in trouble, the South African constitution is being violated and the basic human rights have been shredded. What a shame!

Our brothers and sisters have taken it upon themselves to brutalise one another, all in the name of survival and competing for scarce resources. The world has watched as certain parts of SA have been up in flames. The rest of the continent has reacted with anger, sadness and condemnation. It has been a typical example of the lack of unity on our continent.

Reckless and irresponsible statements have been issued by some leaders, half baked apologies have been issued by some, and a whole country has been painted with the same brush based on the actions of a few. Those cruel few who have no doubt been encouraged by the lack of swift actions from those who receive our hard earned tax money, whichever way we look at it and whatever lens we use this has been shameful. A shame displayed for the world to see.

In this century there should be no room for Xenophobia, there should be no room for gender related abuse, above all there is absolutely no reason or excuse for taking another human beings life. We as Africans are in a moment of shame. Its time a brother spoke to another brother and emphatically explains that there is no room for this in Africa.

As you enjoy the latest instalment of BBQ remember that we are one. And remind those who have forgotten that Africa has a dream. The dream starts with you. Let no one tell you otherwise. Together, we can.



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NOT JUST ANY CRUISE

Yonela Mvana

Changing the status quo

Born to change the world and driven to seek socio-economic justice for his people, Yonela Mvana shows us what happens when patriotism unites with the burning desire to rewrite the South African narrative and contribute towards creating a balanced society



B. Medina

The socio-economic conditions he grew up in pushed him towards politics. Seeing people in his small hometown of Whittlesea in the Eastern Cape struggle with unemployment, he was determined to help them.

Throughout his life, he has worked hard and succeeded in maintaining a relationship with people in senior positions of influence and power. BBQ sat down with the director of the 100% black-owned boutique legal firm Mvana & Associates Inc and provincial chairperson of the Black Management Forum (BMF) in the Western Cape, Yonela Mvana, who gave us a thrilling front-row seat into his life as an entrepreneur, political life and vision for the future of South Africa, paying special attention to black economic empowerment.

Your relationship with positions of power dates back to your high school days as Executive Junior Mayor of Ukhanji Regional Municipality in Queenstown between 2004 and 2005. Can you tell us more about your background?

I was born in Whittlesea, which is a small town on the outskirts of Queenstown, approximately 40km away. Both my parents were teachers and I was fortunate enough to attend Queens College Boys in Queenstown. Growing up I was involved in "ordinary" things that young boys do, like playing sports such as rugby and doing athletics. Because my parents were involved in politics during the armed struggle, before they became teachers, I guess the socio-economic conditions at the time attracted me to politics at a young age. That is when I decided to join the Queenstown Junior City Council, as it was known then. I was first elected as Head of Constitutional Development and later Junior Mayor.

You're a young lawyer, businessman and patriotic South African citizen who is deeply passionate about socio-economic transformation and equity. What piqued your interest in

socio-economic transformation and equity?

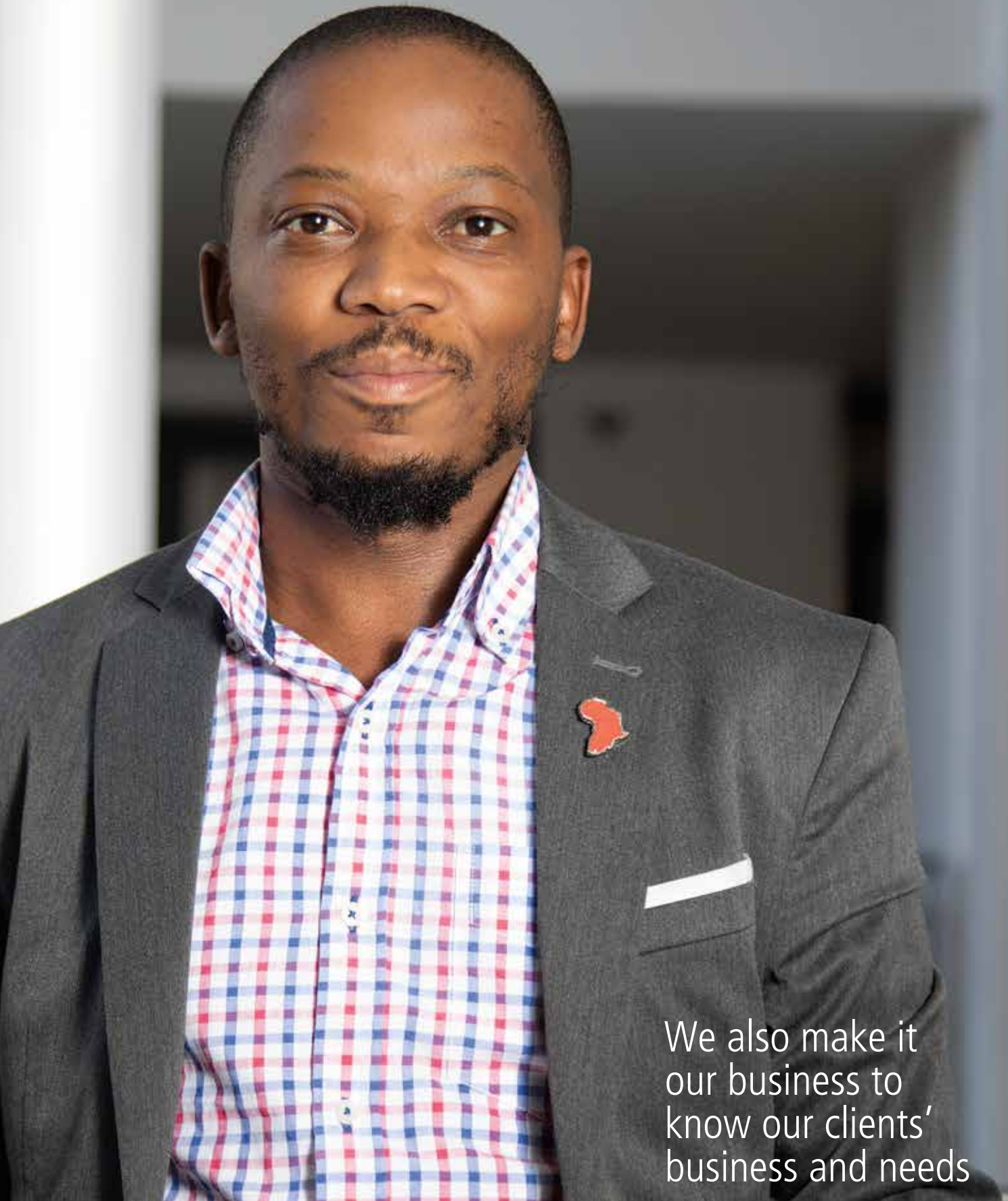
The socio-economic conditions of our people. Having grown up in a small town where the majority of our people are unemployed and often rely on government pensions and social grants for survival, and where social injustice is the order of the day, I made a conscious decision to become involved in changing the status quo. I believe that no individual human being deserves to live in poverty and without dignity.

You lead a 100% black-owned boutique legal firm, Mvana & Associates Inc. How has this role and your multiple successfully fulfilled roles prepared you for your current one as Provincial Chairperson of the BMF?

Starting and running my own business has ensured that I maintain discipline, drive and focus to resolve challenges. It has also ensured that I live up to my own expectations and remain true to my vision and principles, no matter what. The BMF as a non-profit organisation demands selfless, disciplined, hard-working and focused individuals, who are committed to the agenda of non-racialism, equality and socio-economic transformation. The attributes required in order to succeed in fulfilling both responsibilities are intertwined.

What differentiates you from your competition? And please expand on the legal solutions your firm offers its clientele.

It is our commitment to finding the most viable, cost-effective and convenient legal solutions for our clients. The clients we service include individuals as well as small, medium and multi-national corporates, including the public sector, and we maintain a very intimate relationship with all our clients. We also make it our business to know our clients' business and needs. For every challenge, we employ modern methods and take a cost-effective approach when figuring out solutions. Our integrity,



We also make it
our business to
know our clients'
business and needs

hard work and dedication differentiate us from the rest.

Please walk us through some of your daily responsibilities as Provincial Chairperson?

My daily responsibilities include meeting and engaging with stakeholders, raising funds to ensure that the office is sustainable, both financially and operationally, and that the organisational mandate and strategy are executed effectively.

How has the BMF evolved from the time you became involved?

The BMF has always been at the forefront of lobbying and advocating for transformation. The difference between the BMF now and then is that we have taken a more vigorous approach to advancing transformation that includes, among other things, making use of litigation and other legal instruments available to drive transformation. We have also taken a resolution to make sure that both public- and private-interest companies comply with employment equity and affirmative action legislation.

BMF's goal is developing and empowering black managers within organisations. How does the Forum successfully achieve this?

We are able to accomplish this by championing alternative dispute resolution as a cost-effective tool for resolving disputes and through the interpretation of employment equity plans in terms of section 20(2) of the Employment Equity Act and the King IV Report on Corporate Governance. We also attain our goal by holding companies accountable.

Since BMF is made up of members from diverse managerial disciplines, can you please elaborate on the criteria you use to decide who becomes a member?

Our members comprise professional people who share the ideals and values of the BMF, such as ubuntu and integrity. Anyone who joins the BMF is expected to live up to these values. Any professional who is

committed to living up to this ethos and driving the main objectives of the organisation, such as advancing socio-economic transformation and equity, is eligible to be a member of the organisation. Our member segment has also been expanded over the years to include entrepreneurs who are managers and owners of their own businesses and who aspire to the values of the organisation.

Why is the Litigation Fund a critical driver for robust socio-economic transformation?

Transformation is mandatory in terms of our already existing legislation, including the Constitution, which is the supreme law of the country.

Employment equity and affirmative action are laws that every law-abiding South African is expected to comply with. The only problem has been the enforcement and monitoring of this legislation. It therefore becomes important for us as a people and a growing democracy, and particularly for BMF as an organisation whose interest primarily is to drive transformation, to be able to ensure that our laws are adhered to. We need to see to it that every self-respecting, loving and law-abiding South African works towards the common vision of eradicating the inequalities of the past and that they join in the effort to make sure that those who were previously disadvantaged are empowered.

What initiatives do you have in place to promote socio-economic development within your communities?

We understand that we are members of the community before we are managers or BMF members. Therefore, it becomes critical for us to empower and uplift our communities and ensure that we expose community members to different opportunities. We have a responsibility to ensure that we provide solutions and create opportunities to encourage our communities to uplift themselves and participate in the economy. Social and community work becomes a critical part of the BMF's function.

Employment equity and affirmative action are laws that every law-abiding South African is expected to comply with

How does your organisation contribute to the country's stability?

Black professionals have a very significant role to play in our country, especially given the prevailing conditions. We must ensure that both the private and public sectors are held accountable. Black professionals who were previously prevented from taking part in the economy must be given the opportunity to do so. As black professionals, we must be at the forefront of leading society. We cannot be spectators in a game we are supposed to be playing. If not us, then who? If not now, then when? If not here, then where?

What strategy do you have in place to influence socio-economic transformation in South Africa?



Our main objective is to ensure that there is overall transformation in the public and private sectors. We will continue to lobby and advocate for transformation using all available avenues.

We will hold the public- and private-sector companies accountable for failure to comply with employment-equity and affirmative-action laws. If we find that companies and the public sector do not comply, we will take steps to hold them accountable.

What is the biggest misconception about 100% black-owned businesses in South Africa?

Black-owned businesses are perceived as incompetent and not having what it takes to deliver because they are owned and managed by black individuals. Instead of

being given the same opportunities as all other businesses, people are obsessed with the “black” owners and managers behind these companies. This often results in white-owned businesses being given preference at the expense of the majority black-owned businesses, which are supposed to be the main drivers of our economy.

What do you hope to achieve in the near future?

I hope that one day, like Martin Luther King Jr once said, our children will live in a society where people are treated equally, a society where blacks and whites will be given fair and equal opportunities and that the colour of your skin will not dictate or measure your success. A society where social justice will be a living reality for all

South Africans and not just a sentence enshrined in our Constitution.

Any additional thoughts?

We come from a very dark history in our country. My excitement about finding solutions to create a better South Africa for our children makes it a very interesting time for me to be alive.

The past should not determine our future. I am positive that, notwithstanding the challenges that we face as a country and as a people, if we embrace our diversity we will indeed defeat corruption, social injustice, gender-based violence and all the social ills that keep us divided as a nation.

BBQ

Jacquiline Manyonga

Power partnership

Boss Hoss breaks out in Africa

Boss Hoss Cycles is an American motorcycle manufacturer, founded in 1990 and based in Dyersburg, Tennessee. The company manufactures special high-performance motorcycles and trikes equipped with V8 engines, produced by Chevrolet, ranging in size from 350 cubic inches (5.7 litres) to 502 cubic inches (8.2 litres), equipped with semi-automatic transmissions, making them by far the most powerful motorcycles in the world. The customer base of such motorcycles, are on average, individuals that own super-cars such as Ferrari, Lamborghini, McLaren and Pagani, and luxury cars such as Rolls Royce, Bentley, and Maybach.

Peter Letsoalo, Peter Matsose and Craig Langton are Partners and Master Licensors of the Boss Hoss Brand within the South African Development Community. The trio have a passion for motorsports and motorcycling. "We come from various backgrounds and industries, but we had one thing in common—that is the introduction of a high end motorcycling brand in Africa," Matsose says. The company is called Boss Hoss Africa, which will focus on introducing the Boss Hoss brand in Africa and growing a network of dealerships across the African Continent. Motorcycling is often misconstrued as a rough and muddy lifestyle, and that it didn't have a high end market. The trio understands the motorcycling world, and felt that they needed to cater for the extremely niche, high-end market. Their partnership is built on that principle.

How did your individual education, careers and invaluable skills

prepare you to eventually fulfil your current role?

Peter Letsoalo is the founder of Lurco Business. He's an entrepreneur who sits on various private company boards or advising companies operating in management consulting, renewable energy, information and communication technology and engineering. He is a doctoral candidate basing his thesis on conveying financial products, including insurance, funding and banking via a distributed ledger system. Some of the companies that Letsoalo is a partner to operate offices in some parts of the South African Development Community. This made sense for Letsoalo to apply for a license from Boss Hoss that covered the entire SADC area. Peter was awarded the Exclusive Boss Hoss distribution license and to be the Master Licensor. He first strategically brought in Matsose and then recently Langton, as shareholding partners based on their experiences in various facets of sales, management and strategy.

Peter Matsose is a founder and Director of Peo Information Technologies. He is a diligent individual who completed his Bachelor of Commerce Honours degree in Accounts and Auditing at Unisa. He has more than 15 years' experience as a businessman—an entrepreneurial management strategist having worked with the market leaders of ICT industries including senior position at Dell and HP. Matsose's strengths lie in building sales teams that are focused, driven and confident in the area of enterprise solution selling, as well as channel and business development in South Africa. His experiences and skills cover strategic general management, channel management, marketing, communications, key accounts management, consulting, professional

services and business development at both senior management and executive levels.

Craig Langton is the co-founder of Cayenne Kyalami, and the founder of South Africa's leading pre-owned motorcycle dealer, Fire It Up. He has been in the motorcycle trade industry for many years. Craig is well known in the motorcycle industry, and has acquired the importer rights for MV Augusta in South Africa. He has grown Fire It Up to even secure a partnership deal with the Legacy Hotels Group. This is the leading owner, manager and developer of luxury hotels, game lodges and residences in Africa. Legacy prides itself on offering guests a collection of Africa's most exclusive and unforgettable four and five-star hotels, resorts and bush lodges. Some of the lush Hotels under the group include The Michelangelo Towers, Da Vinci Hotel Suites, and The Leonardo in Sandton City Johannesburg. "Craig has amassed a customer book of an exclusive clientele, which is what the Boss Hoss brand will be positioned at. His partnership with the Legacy Hotel Group, also cements that," says Letsoalo. "It made perfect business sense for us to bring about a partner such as Craig Langton into this venture," adds Matsose.

What are some of the unique challenges that a business such as yourself may face and how can you overcome those hurdles?

"Well, the motorcycle industry and lifestyle is not that much different from the traditional motoring industry. However, motorcycles are seen more as a leisure product than a necessity," Langton says. "True, even some riders believe that motorcycles shouldn't be as expensive as they are now. What most people don't



Peter Matsose, Craig Langton and Peter Letsoalo, Partners and Master Licensors of the Boss Hoss Brand

understand is that motorcycles, much like cars can belong or serve various purposes. Some serve a functional role and some a lifestyle leisure role. Now we take the lifestyle role to its max by providing the highest end motorcycles. A Rolls Royce equivalent of a motorcycle if you will," adds Matsose. "The issue with high end market products is that they are niche based. People can spend very handsomely on a car, but may have a cap in spending on a motorcycle. This compels us to first acquire a book of high end customers, educate them on the brand and walk along with them on how the brand is supposed to be consumed," Letsoalo says.

Boss Hoss offers motorcycle to high end customers. What else differentiates Boss Hoss from other premium motorcycle brands?

"Boss Hoss Africa will offer endless customisation of these motorcycles to their clientele. No two Boss Hoss will be the same and seen in the same country. The motorcycles will be assembled by hand, once again proving that attention to detail will be mandatory standard from our technicians," says Matsose. "Customers can choose from a variety of unique colour schemes and personalised high

end customisations. Boss Hoss Africa will even have create a high roller's club with a variety of benefits for their members," says Langton. Since the motorcycles come with unique V8 engines, semi-automatic transmission and a reverse gear, they can give the same power output as a Rolls Royce Wraith, Bentley Continental GT, Mercedes S65 AMG, Aston Martin DBS Superleggera, Ferrari Superfast and even a Bugatti Veyron. These are kilowatts (kW) outputs ranging between 400 kW and 1300 kW. Though these cars are some of the fastest in the world, commercially available, speed is not necessarily the primary feature with most of them. "Power, Presence, Niche and Regal are the principal features. Boss Hoss motorcycles are synonymous with the very same principles as these cars. There's a saying that you don't mount a Boss Hoss, but you come onboard," concludes Letsoalo.

What are some of the long and short term goals for the Company?

"Potential customers can start engaging the relationship representatives of Boss Hoss Africa and Fire it Up, to understand more about the brand and start placing customised orders. Boss Hoss motorcycles are highly customised, so clients will see

only a limited number of them on showroom floors," says Langton. The brand may have a slow start in the beginning, but is expected to grow exponentially. The opportunity for an African wide distributions seems to be eminent. "The long term opportunity to open an assembly operation in South Africa also exists. This assembly plant can possibly feed the consumption of the brand in all of Africa and the Middle East," concludes Matsose.

What is the future of Boss Hoss Africa?

"Our agreement with Boss Hoss is that Boss Hoss Africa will eventually acquire the Sub-Saharan exclusive distribution. The conditions of the agreement have been agreed upon by ourselves and Boss Hoss itself," says Matsose. "In order to grow exponentially in Africa, the brand will eventually require capital assistance from potential investors. There will be a prospectus for potential investors that are interested in investing in the brand," says Langton. "We are here to grow the brand in Africa and we believe that we literally have a blank canvas in shaping the landscape of the high end motorcycle market in Africa," Letsoalo concludes.

The future is in Africa

The meeting convened more than 1 000 regional and global leaders from government, business, civil society and academia to explore new models to help Africa achieve success at a time when technology is creating dramatic economic and societal shifts

WORLD
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COMMITTED
IMPROVING THE STATE
OF THE WORLD

Speaking at the forum, Ngaire Woods, professor of Global Economic Governance at Oxford University, said he was worried that when AfCFTA is implemented, some poorer African countries may be crushed by stronger neighbours. He said there was need to ensure that Africa's uniquely young population benefits when AfCFTA is implemented. More than 200 million of Africa's population is aged between 15 and 24, he said.

"The consequences of liberalisation can really damage some of the poorest in these countries, but that's not a reason not to do it, that's a reason to have really great policies of support," said Woods.

"We need to soften our borders to enable easy movement. We need leadership that is capable and has the determination to act collaboratively."

Albert Zeufack, the World Bank's Chief Economist for Africa warned that having a youthful continent is a huge opportunity, but a huge threat as well. "It's a threat if we do not get that population to start really working."

"I like to think of this AfCFTA as the most delicious African dish that can be produced," said Arancha Gonzalez Laya, Executive Director of the International Trade Centre. "The ingredients have been assembled, the cooks are in the kitchen. The guests are impatiently waiting for this dish to be served."

The "dish" is vital for the 200 million young Africans aged 15-24 who need to see the continent move up a gear to a higher level of economic growth if they are to secure jobs and contribute to their countries' prosperity as the workers of the future.

Sipho Pityana, Chairman of AngloGold Ashanti, said the free trade deal is a "catalyst". He said it was now up to political and business leaders to implement the removal

of trade barriers and ensure sufficient investment in infrastructure and logistics to truly accelerate cross-border trade flows.

"We need to soften our borders to enable easy movement," Pityana said. "We need leadership that is capable and has the determination to act collaboratively."

An entire session was devoted to the theme "Delivering the Promise of Africa's Youth", at which the president of Botswana—whose 18% jobless rate is still far below South Africa's 27%—called youth unemployment "scary".

However, South African President Cyril Ramaphosa, is optimistic about the ratification of AfCFTA, and believes it will be utilised to good effect.

"The future is great, it looks very bright for the African continent, and if there was ever a time when Africa can definitely be said to be on the rise, this is the time," he said.

In a panel discussion at the forum, Reserve Bank Governor Lesetja Kganyago said Africa had a positive economic outlook, even though some countries were still showing little or no growth.

"I think that what we've seen for this year and next year's outlook is that this continent will continue to grow faster than the world average. That is the good news," Kganyago said. He, however, cautioned that a big risk was rising debt levels among some countries, including South Africa, which had received debt relief, mostly from the private sector.

Peter Attard Montalto, a columnist at the Business Maverick, said South African businessmen were not as enthusiastic at this year's forum as they have been at previous forums.

He said business was happy to come along to World Economic Forums in previous years and play the best 'TeamSA' role. "But business was having none of it this year and there was no sense of TeamSA," he said, adding that there was a distinct lack of buzz.

“Acts of xenophobia are deplorable. They have no place in the modern world. Xenophobia is parochial and counterproductive. It ought to be condemned.”

Montalto said the absence of a large number of foreign delegations from business up to presidential level was partly to blame. “The xenophobic violence in recent weeks caused a number of withdrawals, but even before that, fewer names than usual had registered to attend. As a result,

South Africa, following xenophobic attacks on Nigerians and other foreign nationals in Pretoria and Johannesburg. Vice-President Yemi Osinbajo was billed to speak at the summit, but also pulled out on the day the summit started.

Sandile Hlophe, (partner and Africa region government and public sector leader at Ernest and Young) said when it comes to immigration, South Africa needed plans which can be implemented immediately.

Another notable outcome was the launch of a new foundation by the African Union, in partnership with the World Economic Forum, to pave the way for the private sector to help build capacity and resources to strengthen health security across the continent.

The forum heard that 16 of the 20 global countries with lowest levels of trust in medical experts are in Africa. It’s a problem particularly for countries such as Democratic Republic of Congo which is dealing with an outbreak of Ebola.

“I’ve been in DRC twice in the last few months. We have a vaccine, we now have a treatment - and yet, some communities are not willing to accept those interventions,” said Jeremy Farrar of the Wellcome Trust, the health charity that conducted a global survey on attitudes towards vaccines.

If epidemic-prone African countries slide towards “vaccine hesitancy” to the levels seen in France, the consequences could be catastrophic, said Priya Agrawal of vaccines maker MSD. “We need to enable scientists to talk about science in a way that makes sense for the public,” she said.

Other notable outcomes at the forum include the following:

- The launch of an innovation challenge by the World Bank and the Forum, in partnership with African governments, with the aim of finding new ways of using drones across Africa;
- Partnership between the Forum and Ghana in implementing the Global Plastic Action Partnership which aims to combine public- and private-sector resources to tackle plastic pollution and unmanaged waste (The partnership is the first signed with an African country, following an initial partnership signed with Indonesia earlier this year), and
- Five private sector partners announced 23 million U.S. dollars in new pledges for the Global Fund’s Sixth Replenishment (donors include Goodbye Malaria, Project Last Mile, GBC Health, Zenysis Technologies and Africa Health Business.) 

Babington Maravanyika

“ The 28th World Economic Forum on Africa produced numerous notable outcomes, one of them being the launching of an action plan to tackle the crisis of gender-based violence on the continent, particularly in South Africa

many sessions seemed poorly attended and applause was muted even in the more full sessions,” said Montalto.

He said business sentiment in SA is currently so weak that executives were far more interested in talking about what was going on in the rest of Africa than in South Africa. Most African economies are growing at a rate much faster than South Africa’s. Consequently, South African companies have an opportunity to expand into those markets. This is not good for South Africa at a time it desperately needs more investment.

Standard Bank which operates in 20 African countries, is particularly sensitive to any developments that suggest other Africans are not welcome in South Africa, said Kenny Fihla, chief executive, corporate and investment banking at Standard Bank.

“Acts of xenophobia are deplorable. They have no place in the modern world. Xenophobia is parochial and counterproductive. It ought to be condemned,” Fihla said.

The Nigerian government decided at the eleventh hour to pull out of the World Economic Forum (WEF) in Cape Town,


One of these is the streamlining of visa applications. “That’s something we can fix tomorrow,” he said.

Dr Martyn Davies managing director of emerging markets & Africa at Deloitte said the political economy of South Africa expected a V-shaped recovery after the end of the Zuma era, but that had not been the case.

“We’ve moved from structural decline to drift,” he said. “We’re tired of drift. We need action. We need leadership. We need a strong state. If we get our act together, we can turn on a dime,” Davies said.

The plan has three core priorities, which include to work with the technology industry to deploy a free emergency response system for women under attack in SA’s nine provinces, support women entrepreneurs as a means of promoting economic empowerment, and establish a fund to help support South Africa’s gender-based violence strategy and action plan.

“I’ve been in DRC twice in the last few months. We have a vaccine, we now have a treatment - and yet, some communities are not willing to accept those interventions.”



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Denouncing the stereotype

Gone are the days where their most important role in society was respectfully increasing the population through childbirth and turning houses into homes. Women have evolved and taken on bigger and more challenging roles proving that the economy's GDP needs them as much as it needs men.

These women were bold enough to strategically nurture their passion and use their skills to make their own imprint in the male dominated world of business. Fiercely relying on hard-work and confidence to prove that women don't only have the ability to lead but when determined they can successfully elevate to the top in their respective fields.

BBQ sat with the Creative director of Nungu Diamonds: Ursula Pule and the Creative Director and the Co-Founder of Regency Global: Thulisile Manzini. Who both elaborated on what it takes to fill the shoes of women who refuse to believe that gender solemnly decides your outcome in running a successful business? These two women are rewriting the narrative and using their

experiences as a reference in the hope of teaching women that self-doubt is their biggest enemy.

Turning rough diamonds into the most precious gemstones

Their considered symbols of everlasting love, eternal commitment and commonly referred to as a girl's best friend. But what



happens when the love for diamonds exceeds an over the counter desire and commitment to purchase. When a woman actually gets involved directly by running a diamond business that gives her the first-class experience of working with the best diamonds in the world. Creative Director of Nungu Diamonds, Ursula Pule is proof that diamonds can evolve and become much more than a best friend. She ensures a Nungu diamond purchase is an unforgettable experience.

South Africa is famous for its abundance of rich minerals and metals. As one of the world leaders in mining, it accounts for a significant portion of world production and reserves. Mining contributes immensely towards employment in South Africa, in 2016 the sector employed 457,332 people. BBQ magazine spoke to one of the leading women in the diamond industry, Creative Director of Nungu Diamonds, Ursula Pule, who elaborated on her experience, the company and how she hopes to constantly remind people that diamonds are indeed forever.

Initially starting her career in the creative industry, she graduated top six in her fashion design class at North West School of Design. A true creative, with a great eye

it's no surprise her vast knowledge and experience would give her a sustainable competitive advantage as Creative Director for Nungu Diamonds. Just three years into the diamond business, she was invited by De Beers Group to be on the panel of international judges for their annual De Beers Shining Light Awards 2018/2019 jewellery competition, especially chosen because of her unique experience and skill-set in the diamond and jewellery industry.

Ursula Pule formally joined the company in 2016, working along with her husband Kealeboga (Lebo) Pule, the founder of Nungu Diamonds. Nungu Diamonds is a licensed South African natural diamond manufacturer founded in 2013, today it is also a private polished diamond retailer and bespoke diamond jewellery brand.

They provide a wide range of polished diamonds to private clients looking for a bespoke diamond experience, straight from the source. All Nungu's diamonds are sourced from reputable diamond mining companies and rough diamond suppliers including De Beers, Petra Diamonds, Alexkor and the State Diamond Trader. Nungu also has affiliations with Diamond Associations such as the South African Young Diamond Beneficiators Guild and

the International Young Diamantaires, which serves under the World Federation of Diamond Bourses, something that Ursula and Lebo are both very proud of.

Nungu Diamonds is one of only five-diamond companies selected to be part of the De Beers Diamond Beneficiation Project, launched in 2016. Pule's career has had many highlights, but one of the most remarkable ones has to be her initiation and involvement in the Nelson Mandela Diamond Centenary Celebration held at the Mandarin Oriental Hotel, in Hong Kong in September of 2018. At this special event, their diamonds were showcased to private clients from Hong Kong and China.

Four countries participated in the Shining Light Awards 2018/19 competition: South Africa, Botswana, Canada and Namibia for De Beers. Being one of the judges at this competition was a remarkable honour for Pule, another special experience for the company and for her was, personally meeting and working with Connie Ferguson on a custom special jewellery piece, where she purchased the diamonds from Nungu Diamonds and they created a bespoke item of jewellery for her. Pule now calls Mrs. Ferguson a dear friend and adds that she is an amazing woman, a great





Thulisile Manzini, Brand SA CEO

South African icon, an exceptional role model not just as a businesswoman but as a mother loved by many.

Nungu diamonds don't only attract quality and respected clientele because of their rare beauty, they are responsibly mined and supplied by their partner De Beers. Who were pioneers of the Kimberly Process, they continue to make improvements to their pipeline integrity systems. Pule says they have worked hard to acquire and maintain their rough diamond supply from them. In

turn, enabling Nungu Diamonds to supply polished diamonds, they take pride in the fact that the rough diamonds are sourced responsibly and adhere to all Kimberly process requirements. In general, mining companies in South Africa and in the SADC Region all adhere to the Kimberly Process; which was put in effect to prohibit the illicit global flow of rough diamonds. Which brings us to the question of how they turn the hardest natural substance into these precious jewels that sparkle?

Diamond cutting and polishing have changed significantly over the past two decades. Nungu Diamonds cuts and polishes rough diamonds using the world's most advanced diamond manufacturing technology to produce world-class quality polished diamonds sourced and manufactured in South Africa.

The company prides itself in its beautiful, high quality polished diamonds and bespoke diamond jewellery, all of which is proudly South African, and fully Gemological Institute of America (GIA) Certified. This is the most renowned certification process in the world.

Today Nungu diamonds makes use of rough diamond planning technology, which allows them to determine with a high level of certainty, the shape, clarity and colour of the polished diamond. Implementation of tools like a water laser, allow them to sew the diamond into multiple parts with a high yield recovery (weight retention is very important in the diamond industry.)

Technology such as Computer-Aided Design (CAD), has ensured that they are limited only by their imaginations in terms of what they can create, interestingly they are now working on a range of diamond lapel pins set in 18ct gold (yellow, white and rose) and platinum. Their jewellery manufacturing is true to original designs and the people behind their inspiration are the individual clients who come looking for a bespoke diamond experience.

A combination of first class ingredients ultimately makes an unforgettable meal

The experience she has within public service made her the best person to fulfill the position of Brand South Africa's CEO. Her role is to steer the ship that manages the issues impacting South Africa's reputation. Particularly focusing on managing media relationships and developing content focusing on SA's profile.

The multifaceted leader, has more than 20 years experience in public service, Thulisile Manzini gave us detailed insight on the priority of their organisation and how it is successfully mobilising South

Africans in rallying behind their national brand reputation. The conscious leader uses strategic marketing and communication initiatives, to showcase the country's strengths in the hope of strengthening the brand. She explained how the organisation is maximising on selected programmes designed to develop Brand South Africa.

You're a multifaceted executive leader with more than 20 years' experience in public service. Can you tell us more about your background?

Prior to my appointment as the Acting Chief Executive Officer at Brand South Africa, I was the Deputy Director-General for Governance and Administration at the Department of Telecommunications and Postal Services (DTPS), a position that I held since January 2016. Chief Director of Corporate Services at the Department of Public Service and Administration and Head of Corporate Services at the Municipal Infrastructure Support Agency (MISA). Other senior and executive management roles that I have held include Acting as Director General, Chief Operations Officer, Chief of Staff.

Your appointment as Brand South Africa CEO, came amidst a number of organisational challenges, faced by the company. How do you hope to drive the organisation, moving forward?

My experience within public service and specifically the governance arena has prepared me to fulfil this role. My objective is to ensure business continuity as we all understand the strategic importance of the work that Brand South Africa does.

Brand South Africa's mandate is to ensure that South Africa is positively positioned, domestically and internationally. What strategy do you have in place to achieve this goal?

Brand South Africa is tasked with managing issues impacting the country's reputation and the nation's brand including managing media relationships

and content development related to profiling the country. This is executed both proactively and reactively through direct engagement with media and stakeholders. The priority for organization has been to mobilise South Africans to rally behind the Nation Brand and position the country as an attractive destination for inward investment and tourism. Brand South Africa thus develops programmes to build pride and patriotism through the implementation of the strategic communications strategy to promote active citizenship and social cohesion among all South Africans.

How will you get South Africans excited about your brand?

Brand South Africa's flagship domestic programme, Play Your Part, is a nationwide programme which celebrates individuals and organisations that contribute to nation building.

This is done with the aim to inspire, empower and celebrate active citizenship in South Africa, whilst encouraging others to do the same. Through strategic marketing and communication initiatives the organisation also showcases the country's strengths with the aim to enhance the Nation Brand reputation.

You've held various senior executive management roles in the South African government. What has been the highlight of your career?

In 2018 the DTPS hosted a successful International Telecommunications Union (ITU) Telecom World event in South Africa, where 180 countries were represented. I was tasked with leading the Communications Workstream which included the inter-departmental Communicators and Communicators from Entities.

Also the Development of the overall Communications Strategy of the event. I participated as a panelist at the W-Suite event where I spoke on "Conscious Leadership: Leading with Authenticity, Intent and Purpose. How we can become intentional about change". Recently, I was honoured to be selected as a finalist in the Top Public Sector Female Leader category

for the 2019 Standard Bank Top Women Awards.

What leadership philosophy do you live by?


I am truly inspired by the concept of conscious leadership. Forbes Magazine defines; "conscious leaders as those who speak with integrity, lead with authenticity and hold themselves accountable." I try to lead with a positive purpose that seeks to grow the next person. The reality is that we spend so many hours at work with an array of personalities. I believe the least we as leaders can do is make the environment more conducive, purpose-driven and effective to growth.

Women are significantly underrepresented in top positions.

What do you think needs to be done to encourage women to take on more leadership roles?

Female representation in top positions, particularly within the corporate sector, needs to improve. Government has laid the foundation for women empowerment and women have repeatedly proven their leadership strengths. I think the question should be focused on what needs to be done to ensure that women have equal opportunities to leadership positions. Equal opportunities.

Many people look up to you, they see your drive, passion and constantly evolving career and aim to be just like you. What words of encouragement would you like to give our readers, especially the young women who look up to you?

It may sound like a cliché, however the reality is there are no rewards without hard work, dedication and constituency. That being said, I am of the opinion that successful leaders are followed because they are truthful. Our children need to be afforded a future where no person will be left behind based on gender, colour or faith. Commitment to self cannot supersede commitment to others. 

Linda Tom

Cruising along

Having the vision to become an entrepreneur is great. Making it happen is another story! We bring you a real story of a real person who is making it happen. We interviewed an inspiring young man who decided to take his life into his own hands and make his dreams come true, for the greater good, thanks to his passion, authenticity and vision!





I had the pleasure of interviewing Scotch Mkhwanazi, one of the founders of Magic Lagoon Charters, a wonderful initiative offering boat cruises 'with a difference' on the Knysna Lagoon. Aptly named Orbert, meaning 'bright one', by his uncle, one immediately learns that this is someone who, at a very young age, decided that he wanted to make something of his life and in the process help others.

We asked him about his life, the challenges he faces as an entrepreneur and the advice he would give to anyone wanting to start their own business.

What kind of business do you run?

I run a small boat-charter company from the Knysna Waterfront. I currently have one boat, which is an American barrel-back speedboat.

What are your business goals?

I wish to succeed and grow this business. I enjoy the tourism industry and feel that

I am filling a gap in the market, as there are no boats like this currently being used to charter guests at the Knysna Waterfront. My goal is not to just offer a boat cruise but rather to also offer an unforgettable experience on one of the most beautiful boats available.

What are your long-term goals and short-term objectives?

My long-term goals would be to have a fleet of boats that cater for both the local and overseas markets. My short-term objective is to secure a share of the market by offering a service and product that cannot be qualed.

Give an overview of specific targets you want to meet as well as the broader direction the business is moving in.

I would like to have at least five boats by 2030. In addition to the speedboat, which is used to explore the Knysna Lagoon and take guests to the Knysna Heads, I would like a yacht that can go out to sea, as well

as another boat that can be anchored in the lagoon for guests to disembark and enjoy a swim. An all-weather cruiser for charters, private parties and weddings would complement the fleet too. Once I have these boats, I will be able to cater for everyone's needs and at the same time create many new jobs.

Why should prospective clients choose your company over the competition?

The boat that I currently have is a speedboat. This is a very unique boat when compared to the boats used by other cruise companies in Knysna, and it definitely appeals to people who enjoy the finer things in life. It is a 1940s barrel back based on a Chris Craft design.

These boats were originally built as runabouts and gentleman racers. It has a 4.3L V6 engine. Top speed is around 50kph, which on water is pretty quick. The interior is fitted with genuine leather. The deck is made from African mahogany and maple wood.

The style and hull shape were designed for inland and protected waterways, which makes this the perfect boat for the Knysna Lagoon.

What would you say to other businesses facing the same challenges as you have experienced?

Being in business is not easy, as you are constantly faced with many challenges. As long as you have direction and goals and the will to carry on, no matter how difficult things get, in time everything should work out. Be patient and have faith and always believe in yourself. There will always be obstacles that you need to overcome, no matter how established your business is.

Tell us about a time you had a measurable impact on a job or an organisation.

I was asked to do tiling and laminate flooring by my previous employer. Although I had worked as a handyman in the past, I knew nothing about flooring or tiling, so there was a lot of pressure. The process



was explained to me and I was told to play around with it and figure out how to do it, but that 'it must look perfect'. I did it and had no issues, and it looked like a million dollars. It made me realise that I was capable of a lot more than I thought.

Tell us about a person or organisation that you admire.

I would definitely say my past employer. He is a very kind and humble man. He took me under his wing and it is because of him that I have learnt what I know today. He also helped me get my driver's licence, which has made a big difference in my life.

How would you describe yourself in your own words?

I feel that I am a good person. As a Christian, I feel that my purpose in life is to help others.

Describe your upbringing and how this impacts on your business.

I was born in Ulundi and although life was not easy, I was brought up to respect my

mother, myself and others. I was not able to complete my schooling and feel that this has been a disadvantage.

I, however, left Ulundi at an early age to join my father, who was working in Knysna at the time. I wanted to seek greener pastures and do not have any regrets.

How do you handle adversity and doubt?

I believe we all go through good and bad times in life and that in business you need to be able to work together with others as a team to solve problems.

How do you plan on growing your business?

When I reach a stage where I am comfortable with the direction the business is going and have invested wisely, I will slowly grow the business by increasing the number of boats.

When do you plan on retiring?

I imagine retiring when I get too old to be able to work anymore.

What failures have you experienced and what did you learn from them?

I tried to start my own business before, but the person I was in partnership with changed his mind about being in business. At the time I did not have a driver's licence and was therefore not able to continue with the company. It taught me that there would be other opportunities and that I needed to believe in myself.

Does your company help the community where it is located?

At the moment we offer employment to a number of people and this will be an ongoing process as the business grows. Future plans include putting children through school and also donating funds to orphanages and towards youth development in the greater Knysna area.

If you had one piece of advice for someone just starting out, what would it be?

Believe in yourself. Dream big! Everything is possible.

What drives you to keep going when it's really tough?

I can see the bigger picture. I believe in myself and my faith keeps me going.

What do you enjoy most about what you do?

I get to meet so many different people from different walks of life. It is rewarding seeing people enjoying themselves and appreciating the beautiful area that we live in.

How does being an entrepreneur affect your relationships with your friends and family?

Having to divide time between running a business and spending time with family and friends is not easy. My top priority besides my business is helping my mother. I have not been able to see her in a long time, but do call her at least twice a week.

How is running a successful business different from what you thought it would be?

I imagined everything would fall into place quickly, but it has been a long and sometimes difficult process.

What do you do on a daily basis to grow as an entrepreneur?

I learn as much as I can about the industry and my competitors. I am currently doing a tourism course as well as a skipper's course.

How would you like people to remember you and your company?

I would like people to remember me as being approachable and helpful and for having had a wonderful, memorable experience on one or more of the cruises that we offer.

How do you think being an entrepreneur has turned you into a better person?

It has taught me that hard work pays off. I have had to change my mindset and the way I view things.

What is your least favourite thing about humanity?

Racism and undermining others.

If you were 80 years old, what would you tell your children?

Respect others and respect yourself. Complete your education and always work hard at whatever you do. Understand that you have a reason for being on this earth.

What was your key driving force to become an entrepreneur?

I wanted to make something of my life and become someone that others could look up to.

How did you come up with the name for your company?

To me the word Magic means 'the unexpected' and that's what you will experience when you go on a boat cruise with Magic Lagoon Charters.

What would you say are the top three things needed to be a successful entrepreneur?

The finances to start a business, a good team and good management.

What entrepreneurial tricks have you discovered to keep you focused and productive in your day-to-day busy schedule?

Listen to others' point of view and learn as much as you can from established successful businesses. You can never learn too much.

What key activities would you recommend entrepreneurs invest their time in?

Network with other entrepreneurs, share your experiences and learn whatever skills it takes to run a successful business.

Who has been your greatest inspiration?

Celine Dion is by far my greatest inspiration. I find her music encouraging, especially her song 'That's the Way It Is'.

What is your favourite book?

Inhliziyo Iyayazi Indlela by AB Shange.

If you had a magic wand, which are the three things you would change in the world?

I would want the world to be without war or racism, and I would want everyone to be happy.

What is the part of your life experience you would alter if you had the chance to?

I would finish my schooling. This is one of my goals.

If you could chose a handful of people to invite to experience your business, who would these people be?

Generations' Ronnie Nyakale (Cosmo Diale) and Vusi Kunene (Jack Mabaso), as well as Uzalo's Masoja Msiza (Nkunzi) and Simphiwe Majozi (Sbu). **BBQ**

Interview and Photographs by Belinda Van Eysen

Queen of Rail

Nosipho Siwisa-Damasane is making an impact

Pregnant in her teens, Nosipho Siwisa-Damasane could have been just another story of an individual succumbing to circumstances. Instead, the headstrong, gutsy and multi-award winning CEO's career reflects all the ingredients of being a winner.

Born in rural Peddie in the Eastern Cape, her leadership talent was visible early on. After participating in a fun run, she then 16 year old (and new mom) succeeded in having her first article published in the *Daily Despatch* newspaper.

Never mind that she was a Black teenager in the 1980's and it was a turbulent time.

"I got so irritated," says Siwisa-Damasane. "Why was it called a fun run if we were only giving trophies to first placed runners? There should have been trophies for other runners for competing."

This inner fire drives her motivational speaking. "I'm a rural girl from Peddie. I want rural girls who walk to school to know it is possible—with determination—to chase your dream and reach global boardrooms."

Her book, *Finding the Woman Within—How to Thrive in a Male-Dominated Society*, is being well received by corporates. Siwisa-Damasane is encouraged by feedback such as a woman sharing that one sentence in her book inspired her to start her own business.

On her 50th birthday she gave herself the gift of becoming a mentor. Jumping in boots and all, she was trained by two top global leaders: Les Brown in public speaking and John C. Maxwell in mentorship.

Fast forward to today. Siwisa-Damasane has had barely one hour's sleep, yet looks fresh faced and alert. The CEO at Bombela Operating Company—for Gautrain—has returned to her office from night shift. She

shrugs away the lack of sleep, focusing on a new day.

"Auditors from France were checking the asset side of our business," she explains. "It's important that I observe and work with the maintenance team. One of the best ways to learn is being with our people—learning the system and whether shifts are inconvenient."

She has followed this principle many times. As CEO at Richard Bay Coal Terminal, she worked day and night shifts and even drove the big machines loading and off-loading coal.

"It was an amazing experience. Staff interacted with me. I returned knowing what needed to change to improve the quality of life of employees."

Despite Siwisa-Damasane's success as a corporate leader over a 28-year career, she remains down to earth. Her energy levels are remarkable. She joined Bombela Operating Company in May 2019 and is already showing her mettle.

"We have shown our Executive the first 100 days in pictures," says the logistics dynamo. "We have got the heart of the people to beat with us. It is my hope to build a positive attitude among them—every day is a great day."

She leads by example. "Every challenge is exciting—an opportunity to find solutions. There are no dull days in operations. Her days are a balance between strategy and operations. You can only roll out the system if you know it."

While it is early days, Siwisa-Damasane shares that speed rail is set to take technology up a notch. Talks have started to roll out speed rail to provinces beyond Gauteng.

Alluding to future and notably world-class developments within Gautrain, the CEO is the first South African to be given

the opportunity to lead the speed rail operation in our country.

"We appointed a South African to lead this and, in effect, appointed from our country—this is significant. A French company, RATP Dev, in partnership with a South African company, SPG, is displaying this level of faith in Bombela Operating Company. Importantly 450 South Africans are directly employed."

There are job creation spinoffs through outsourcing maintenance (including other parts of the world) and outsourcing buses. There is a lot of indirect job creation.

"I love logistics!" the CEO shares, her face lighting up like a child in a candy store. "The economy hangs on logistics. You can't manufacture it if you can't move it."

Gautrain provides 270 train trips per weekday and 160 per day over weekends. Siwisa-Damasane gives a glimpse into her heartfelt connection to community.

"Every individual travelling on the Gautrain leaves in the morning with a plan to get to work on time. It's the same for everyone." She hastens to add, "Many passengers have their own cars. They want to be able to predict their arrival time. Predictability is an important aspect of their decision to use the Gautrain."

A tour of the engine room, better known as the Operations Control Centre (OCC), is like entering the Star Ship Enterprise. The far end wall features an electronic map of the Gautrain system—in real time.

Gautrain is the only urban rail service in Africa, connecting the three metropolitan regions of Tshwane, Johannesburg and Ekurhuleni. Notably, Gautrain has achieved train punctuality at an average of 99.3%, the best in the world.

The rail system is automated, ensuring that all safety and routine checks are adhered to. During peak periods, trains



arrive at 10-minute scheduled intervals with morning peak extending beyond two hours and the afternoon peak period extending beyond three hours. Trains run every 20 minutes during off peak periods.

The staff at the OCC manage the system with pinpoint accuracy, determining when a new train may enter the track after the earlier train has completed its scheduled stops where there is a single track.

A world-class leader, Siwisa-Damasane is a pioneer for women, particularly previously disadvantaged women in the male-dominated fields of logistics, port operations and rail integrated solutions. She spent the first ten years of her career at audit firms and completed her articles at

Ernst & Young. She became the first woman Port Manager in the world in 1998 at the Port of East London.

Such was her ambition that she attended training in Singapore a month after giving birth to her second daughter.

"She has turned out fine," smiles Siwisa-Damasane.

"South Africa was four years into independence. Some colleagues were conservative and non-believing. They thought I'd be a rolling stone.

"I decided to wear overalls and learn from people on the ground. There was no Google then. In hindsight this motivated her drive for employee engagement as a strategy."

After two years as Port Manager followed by a couple more years as Port Operations Manager, Siwisa-Damasane made an impact.

"We built a state-of-the-art logistics facility for Mercedes-Benz (now Daimler Chrysler), then the only car terminal linked to a port for a private need. This was a big deal for the province and the country."

On country

"I owe a lot to this country," says Siwisa-Damasane. "With special legislation to ensure inclusiveness and gender diversity, I am part of Affirmative Action—that is working."

Her track record is exceptional:

- First woman Port Manager in the world in 1998.
- First woman COO at Transnet Port Terminals in 2009.
- First woman CEO at RBCT in 2012.
- Honoured by the South African Institute of People Management (IPM) with the CEO of the Year Award in 2014.
- Business Woman of the Year – Corporate Category by Business Women Association (BWASA) in 2015
- Awarded the SADC–Regional Woman in Logistics Award in SADC in 2015.
- First woman Senior Vice President in Supply Chain at Sasol in 2016.
- Inducted in the Hall of Fame for Women in Logistics by the OECD in 2017 in Dubai.
- First South African CEO at Bombela Operating Company in 2019.
- Chairperson of the Board at Richards Bay Coal Terminal.

Inspiration

"God is my anchor," she says. My first daughter is a missionary so I say I gave God my first fruit.

"My younger daughter is studying to become a jazz singer. My son is working in finance in China."

Among her greatest advice as a leader is this: "Trust your own voice. You did not get there by mistake or accident so challenge the status quo and use and trust your voice."

Celebrating our inheritance

South Africa is one of the most culturally diverse nations in the world. With 11 official languages and an additional eight recognised languages, the moniker Rainbow Nation is warranted.

While the world is still grappling with race and ancestry, South Africa celebrates its vibrant and diverse heritage, a result of the multiple cultural groups in our country. Former President Nelson Mandela and his government designated 24 September as National Heritage Day in 1995. It's a day that serves as a platform to unite South Africans from all cultures and fight the evil inflicted upon the country by the ousted apartheid regime.

The Oxford dictionary defines heritage as "property that is or may be inherited", "valued things such as historic buildings that have been passed down from previous generations" or things that are "of special value and worthy of preservation". To fully enjoy our collective inheritance, we have Heritage Day, which recognises and celebrates all cultural aspects of our country



iSimangaliso Wetland Park

and uses the differences that created division among us during the apartheid era to heal and unite us. South Africans are encouraged to celebrate their diverse

cultures and embrace the unique beliefs and traditions each culture represents.

The country's past segregationist apartheid policies sought to divide and conquer the country's population, but we rose above it and today we take pride in our Rainbow Nation. Part of that pride comes from making a conscious effort to understand our cultural differences through various events staged throughout South Africa in celebration of our blended heritage.

Heritage Day coincides with the commemoration of the day King Shaka died. Until 1994, 24 September was marked as Shaka Day in the homeland of KwaZulu. It was a day when the Zulu nation paid tribute to their late king for his efforts



Vredefort Dome



Robben Island

in bringing together all the Zulu clans. In 1995 when the new constitution was taking shape, this commemorative day was omitted from the public holidays' bill. This angered a faction of members of parliament, specifically those loyal to the Inkatha Freedom Party. Consequently, the government had to reach a compromise, so they opted to create a day that everybody could relate to. The day became known as

Heritage Day. Today, this special occasion is one of South African's most significant days, as it reminds people that the inequities and injustices of the past form a part of the country's national identity.

In 2005, an initiative called Braai4Heritage took up a campaign calling on all South Africans to "unite around a fire" and share our common heritage: braaiing. They renamed the day National

Braai Day. However, it's a designation recognised more in some sectors or our society than others.

Celebrations are not confined to the 24th only, the whole of September has been declared Heritage Month. During the month, people celebrate through creative expression such as theatrical performances, music, talks on popular historic events and South African food, which of course includes braaiing.

Heritage can be broken down into two types, first there is natural heritage: which is a country's environment and natural resources, like gold and water. Natural heritage also includes the areas that require protection from harm, such as heritage sites. The other type is cultural heritage, which defines the characteristics or features that give us a sense of identity. It's what determines the specific demographic, population or community of people we fall under.

This brings us to the most exciting and significant part of unpacking our inheritance. To fully embrace and enjoy who we are as a nation, we need to understand



Cradle of Humankind



Drakensberg

and appreciate what we inherited. South Africa is home to 10 of the world's official heritage sites, as determined by the United Nations Educational Scientific and Cultural Organisation (UNESCO)'s World Heritage Committee. The country has a total of five cultural, four natural and one mixed (cultural and natural) heritage sites. The following are our treasures – some are sacred, while others are cultural sites. They make up 6 of the 10 sites, confirming South Africa as a global hot spot for both cultural and natural treasures.

iSimangaliso Wetland Park

The iSimangaliso Wetland Park, formerly known as the Greater St Lucia Wetland Park, in KwaZulu-Natal has one of the largest estuary systems in Africa. It also has the continent's southernmost coral reefs. The park has been noted for its exceptional biodiversity, including 521 bird species. This park is made up of many areas, adding up to 220 000 hectares. It supports an abundance of Nile crocodiles and hippos, as well as rhinos (both black and white), elephants, buffaloes, giraffes, waterbucks, kudus, nyalas, impalas, duikers and reedbucks, among a host of other species.

Robben Island

For nearly 400 years, Robben Island in the Western Cape served as a place of forced

exile, where rulers of the day sent convicts and other undesirable people, including mentally ill patients. It is famously known as the island where the first democratically elected president of South Africa, Nelson Mandela, was imprisoned for 18 of the 27 years he spent behind bars. It was a remote place in the middle of the ocean used to isolate and crush the psyche of people who opposed the apartheid government. Since 1997, Robben Island has been a museum, acting as a focal point of South Africa's heritage. A lot has been done to restore

the island into the ecological haven it once was. It was declared a World Heritage Site in 1999 based on the authenticity of its history, which is also reflected in its landscape. The island also stands as a symbol of democracy and triumph over oppression.

Cradle of Humankind

Declared World Heritage Site on 2 December 1999, the Cradle of Humankind in Gauteng covers Sterkfontein, Swartkrans, Kromdraai and environs. What gives this area outstanding universal appeal is what can be found there. It has a series of complex paleoanthropological sites that have been proven to hold evidence of modern humankind's origin: it harbours one of the world's richest concentrations of hominid fossils which show humankind's evolution over the last 3.5 million years. That is where the name Cradle of Humankind is derived from. The site covers an area of over 47 000 hectares of privately owned land in the north-west of Johannesburg, and is home to 17 000 residents.

Ukhahlamba Drakensberg Park

This nature reserve, located in the Drakensberg in KwaZulu-Natal, is a place of natural beauty, with its magnificent buttresses and breathtaking landscape. With an average altitude of 3 000m, the



Richtersveld



Cape Floral Region

Drakensberg mountain range is the highest south of Kilimanjaro and spans 150km over 243 000 hectares of land. It has the largest concentration of rock art in sub-Saharan Africa, making it a World Heritage Site of both natural and cultural significance.

Mapungubwe Cultural Landscape

South Africa's precolonial kingdom of Mapungubwe in Limpopo is considered "the place of the stone of wisdom" and was South Africa's first established kingdom. It became southern Africa's largest land ruled by a monarch and lasted for 400 years before its demise in the 14th century. This Iron Age archaeological site, first discovered in 1932, lies on the border between South Africa, Zimbabwe and Botswana. Its highly sophisticated people traded gold and ivory with China, India and Egypt, and had a flourishing agricultural industry as well. Mapungubwe is home to the golden rhino and game drives in the Mapungubwe National Park offer amazing panoramic views of the landscape.

Cape Floral Region Protected Areas

This region is made up of eight protected areas. The Cape Floral Region takes up



Mapungubwe

only 0.04% of the world's land area and yet contains an astonishing three percent of its plant species. It's also home to 20% of the continent's flora and has one of the richest of plants in the world, with remarkable biodiversity. According UNESCO's World Heritage Committee, "the site displays outstanding ecological and biological processes associated with the fynbos vegetation, which is unique to the Cape Floral Region". The fynbos has also, over time, developed an ability to adapt to fire. This means that there's new growth of plants after a bushfire, for example.


Vredefort Dome

This is an astrobleme (crater) dating back 2 023 million years created as a result of a meteorite impact. It's the oldest astrobleme found on earth so far. Some 2 billion years ago, a meteorite 10km in diameter hit the earth about 100km south-west of Johannesburg, creating an enormous crater. This area, near the town of Vredefort in the Free State, is known as the Vredefort Dome. With a radius of 190km, it is the largest and most deeply eroded astrobleme. Vredefort Dome bears witness to the world's greatest known single energy release event that

caused devastating global change. According to some scientists, it even caused major evolutionary changes.

Richtersveld Cultural and Botanical Landscape

Richtersveld's Cultural and Botanical Landscape is a remarkable mountainous desert in the north-west of South Africa that covers 160 000 hectares. A unique feature of the site is that it is owned and managed by a community that until recently had very little to call its own. This community is made up of people called the "Nama people". They are descendants of the Khoisan, who once occupied land across southern Namibia.

Heritage Day is our day to indulge in our inheritance. We have the privilege of enjoying these heritage sites by visiting them. South Africa is blessed with so many historical, cultural and natural destinations that merit preservation for future generations. Raising their profile as tourist destinations generates the resources required for the maintenance of these treasures. Let's share them while consciously preserving their sacred meaning. 

Jacquiline Manyonga

WHY ENTREPRENEURS ARE THE KEY TO UNLOCKING SA'S GROWTH POTENTIAL

It's no secret that South Africa has faced difficult financial times in the past few years. With an overall unemployment rate of 27.2 percent and over half of all eligible youth struggling to find work, there is certainly cause for alarm and a need for sustainable solutions. The fact that government recognises the link between entrepreneurship and economic growth, and has put in place a number of measures to encourage and empower small to medium business owners, is definitely a positive step.

In the national budget speech, it was announced that R3.2 billion would be allocated to a small business and innovation fund, while a further R481.6 million would be contributed to supporting small businesses through an incubation programme. At last year's Jobs Summit, corporate South Africa even signed on to lend a hand, with key players in the financial sector agreeing to invest R100bn over five years into black-owned industrial enterprises. However, nurturing a culture of entrepreneurship needs to start at grassroots level to ensure its sustainability. In fact, the reason why most start-ups fail within their first year of operation is because entrepreneurs aren't equipped to deal with the many challenges that come with establishing a business. So, why not start exposing young people to the world of entrepreneurship before they enter into it?

"Exposure to the idea of entrepreneurship at tertiary education level is essential, so that those who are meant to move the world forward by leading new enterprises, are able to discover that in themselves," says **Eben Keun**, Chief Brand Architect at **Breinstorm Brand Architects**, based in Rosebank, Johannesburg. Keun runs Breinstorm, along with fellow co-founder, **Ilan Green**, having established the business 18 years ago from an old server room at Vega. Breinstorm now counts JoJo Tanks, South African Mint and Business and Arts South Africa among its regular clients. Keun and Green were among the first intake of students when the school opened its doors in 1999, and acknowledge that, even after graduating 21 years ago, they will always be part of the Vega fold.

"We started Breinstorm with the approach of adding value to the world by applying our newly found prowess for growing brands we believed in, and that fascinated us," says Keun. "This seemed to be lacking at the bigger agencies at that time, where design seemed to be practiced as a very decorative affair, devoid of real strategy or any desire to enhance the world in any way."

According to Keun, the experience he gained during his studies—and particularly at an institution that was modelled on equipping young people to find their purpose—was invaluable and shaped his approach to becoming a successful entrepreneur. "They cultivated a sense of opportunity that felt rather limitless," he says. "Vega ignited in us a fascination for navigating the unknown."

Considering Keun's, and so many other South African entrepreneurs' success stories, there's clearly a great deal of value in higher education institutions including the basics of business in their curricula, and exposing students to the world of entrepreneurship through interactive programmes.

Programmes like the **Vega Brand Challenge**, which sees students team up to tackle real-life briefs from real-life clients, for example, provide an opportunity to gain insight into what it's like to work in an agency environment. This affords them the insight they need into the world of work, and is especially useful for those hoping to start their own creative agencies and businesses. "Breeding a culture of entrepreneurship in South Africa starts in the classroom, in lecture theatres and on campus," says **Shevon Lurie**, Vega's National Navigator. "The country needs more graduates who are ready for the challenges involved in running a business before they decide to take the big leap into entrepreneurship."

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A front-runner in a male-dominated industry

Women can handle jobs that entail being in and out of the office, jobs that can sometimes require them to achieve outstanding results while getting their hands dirty just like a man. CEO and founder of Tenacity Management Service, Akhona Magongo Gunguluza is a leading example of women who earned their success through hard work and exceptional determination.

“As women, we should be confident to take up our rightful place, capitalise on our strength to work with people, be dedicated, adaptable and lead with integrity, which will in turn positively influence our career success in the industry,” Magongo believes a desire to do something that was not only different but challenging led her to quantity surveying, her love and passion has since grown from working with different consultants. Her fulfillment comes from watching ideas come to life.



Akhona Magongo Gunguluza and Nthuseni Marageni

She was eager to secure her independence through hard work from a very young age. The youngest of three daughters in a family of five, CEO and owner of Tenacity Management Services (TMS), Akhona Magongo looks back at her interesting childhood and her first brush with entrepreneurship. “I was never really interested

in playing outside. My mom used to be a seamstress, who specialised in Xhosa traditional attires. I used to enjoy helping her out with the sewing, particularly painting the garments for her. During that time, she was a primary school teacher and she used to sell biscuits so that she didn’t have

to wait for payday to buy a loaf of bread or anything else that was needed in the house,” she explains.

“I asked for permission to sell biscuits for myself. She agreed and gave me the capital to start and that is where I would say my entrepreneurial interest began. I sold biscuits and expanded my business and also started selling chocolates at school for my pocket money. I would get money from helping my mom out with painting the Xhosa traditional garments. I was good at fabric painting and I enjoyed it,” she recalls.

Initially, she was convinced that she would either be a fashion or graphic designer but fate took her in a different direction when she got to matric. “In matric, we used to go through career books and that’s when I noticed quantity surveying which required Mathematics. My best mark was always in Mathematics, I decided right there and then that I wanted to study quantity surveying. The only thing I knew was that I would be in the construction industry counting building

material. Later I found out that my cousin, Nyameko Magongo, also studied towards the same degree. He gave me a call one day and told me to give it my best shot, but he also cautioned me that the career I had chosen was not for weaklings. That startled me for a minute but I did not see myself as a weakling so I was good to go."

Magongo went on to complete a BSc Construction in Economics at Nelson Mandela University. Starting her career in quantity surveying as an intern site quantity surveyor at a construction company in Port Elizabeth. In 2008 she moved to Johannesburg in search of better job opportunities, "I got a job opportunity in Johannesburg where I was a site quantity surveyor. Then in 2009 I decided I wanted to evolve in my career, my desire was becoming a registered professional quantity surveyor, I started working for a consulting company called Nonku Ntshona & Associates and managed to get my professional registration whilst at Nonku Ntshona & Associates in 2013. I then moved to a multi-disciplinary consulting company where I headed the Quantity Surveying team in four provinces."

Following her father's passing in 2017 she decided to start TMS, at first, she worked from her house. Then in 2018, she moved to their current offices in Johannesburg, later she was joined by her business partner Nthuseni Marageni, who is the business development director at TMS.

Nthuseni Marageni was born and raised in Sibasa Venda in Limpopo. She grew up in an extended family of 13, her dad was the breadwinner of his family. "One can imagine the drama, arguments and everything else in between that occurred amongst us as cousins. Now they are all blissful memories," she says. She did not let anything deter her drive as she worked hard and obtained a BSc (Construction Economics) degree in Quantity Surveying at the Nelson Mandela University in Port Elizabeth. This is also where she first met Gunguluza.

"Magongo and I met in class and coincidentally we happened to be staying at the same residence. I'd literally walk

down the passage to her room, we used to study together for our major modules and walked together to classes. Our friendship has since grown and now we have become more like siblings. I subsequently worked for Cadbury SA whilst I was still a student in Port Elizabeth. DDP Quantity Surveyors was the first professional consulting firm I worked for when I relocated to the City of Gold. Then De Leeuw Group Quantity Surveyors Johannesburg, interestingly that is where I had the most challenging yet fulfilling experience. I got my most valuable career expertise there. As fate would have it, Gunguluza and I worked at Rendeals Four Consulting, it was our stepping stone, today we are here successfully running our own company," she explains.

TMS is a Quantity Surveying company in the property and construction industry. They offer traditional quantity surveying services according to the services and stages regulated by the South African Council of Quantity Surveyors. Gunguluza is a member of the Royal Institute of Chartered Surveyors meaning they are not limited to doing business just in South Africa, but they can offer their services internationally.

"What makes us unique is that we are a young vibrant team, mostly comprising of young women in their youth. We are tenacious and complement each other with our varied skill-set and experience in the industry. We take professionalism and integrity very seriously, we ensure that our clients' wishes are met and we apply ourselves to the work we do. Every project is different and we treat each client with the utmost care and the diligence they deserve. We like to think we add value by helping them think around the corners so they can foresee and manage potential risks and maximize their investment," Magonga explains.

The company's long-term goals are to become a multi-disciplinary company, a one-stop-shop for any client's needs where we offer consulting and construction services in the property and construction industry. We hope to evolve into other industries like mining and gas. The short-term goals are to grow TMS to generating

a turnover of at least 10million per annum in the next 3 years," she says.

Amidst their success, they have had their fair share of challenges, the greatest being that they are working in a male-dominated industry.

"There's an existing negative perception of women in the industry's capabilities, we receive minimal recognition on projects, our careers are slow to progress and this results in the potential for career advancement being low. Women are undervalued in comparison to their male counterparts. Because of our gender, we face instances where one is restricted to clerical or administration roles as opposed to the full quantity surveying scope. For recognition, one has to continuously prove their competence in various projects and be assertive about pursuing the exposure that will allow you to grow," she says.

"I feel women are still looked down upon in the industry because most of us are perceived to be less aggressive than men and that is seen as a weakness. There are many powerful women out there and some of them are very feminine, and they're on top because they're good at what they do. Women constantly have to prove themselves and sometimes you are not even given a chance to prove yourself, you get written off because your 'potential client' thinks you will not be able to give your best effort because you need to take care of the family, you're going to fall pregnant or just do not have the capabilities your male counterparts have," she explains.

In light of this TMS does its due diligence to empower women, by giving women first preference when recruiting, even though they do work with men. They have a firm belief that they need to empower more women to rise in this male-dominated industry.

Magongo's wadvice to any young woman with the burning desire to join this sector is, "go in for the passion and love for the industry and nothing else because if you love something you'll never quit. There will always be motivated to keep at it even if there are challenges and it's not as easy as it seems at face value".

Urban Brew Studios

BBQ Magazine sits down with the CEO of Urban Brew Studios, Mr Calvin Sefala to tell us a bit about the company



Please introduce yourself to our readers by giving us background info about yourself and your career journey?

I am Calvin Sefala, currently Acting CEO of Urban Brew Studios. A chartered accountant by profession, my career started in the auditing profession with KPMG. My interest in media started during the FIFA World Cup in 2010 when I was appointed by the SABC as a financial manager within their sports division. It was a very interesting challenge as it was uncharted territory for me, and it happened to coincide with one of the broadcaster's most exciting yet taxing times, which was the live broadcast of the tournament for the first time coming from Africa. I later realised that this was the beginning of my long journey into this exhilarating creative space. I made myself available to learn everything that came my way, and I would at times even volunteer to assist just so that I could learn more about the business and the industry.

Following some considerations, I decided to leave the SABC to join Schneider Electric, where I was exposed to the project accounting environment. A year later an opportunity presented itself for me to return to the media space. That's when I joined Endemol Shine Africa as Head of Finance and later became the CFO. I was responsible for operations in SA, Nigeria and Kenya, which involved a lot of travel and exposure to these different markets. During this time, I got to learn more about the creative space of the business through projects such as Isidingo, Big Brother, Survivor, Project Fame and Clash of the Choirs.

Following a successful five years at Endemol, I decided to move to a more local company that did not require too much travel, as this had placed a strain on my family life.

I then joined Kagiso Media as Group Finance Manager and subsequently moved to Urban Brew Studios, a television asset of Kagiso Media, as the CFO. Three months into the role, the then CEO resigned. That's when the Board asked me to step in as Acting CEO.

What have been some of your personal highlights as part of the Urban Brew Studios team?

I joined a diverse and experienced team that is highly passionate about the Urban Brew Studios brand and the industry, which helped me to settle well and connect with the people. Immediately after I'd joined we had to embark on an exercise to rebrand, which gave us the opportunity to reposition Urban Brew Studios' offering

in the market as well as solidify the high-quality products and service that we have always been known for, be it studios, channels or creativity.

Since we relaunched our new studio facility, which includes nine audio post studios, eight TV studios, a 100-seater cinema and an events dome, our existing and new clients have experienced content production in a world-class environment, both from a technology and service aspect.

What are your main responsibilities as Acting CEO for Urban Brew Studios?

My key responsibilities are to ensure that there is effective leadership within the business by providing the overall strategic direction. This includes monitoring of financial and business performance. I am also responsible for creating value for stakeholders and managing all governance while ensuring that the business is sustainable. In doing this, I also have to ensure that the business delivers quality service to all our clients by maximizing effectiveness and efficiency of operational processes. Lastly, it is important for me to drive the right culture and values within the business.

Can you tell us the history of Urban Brew Studios – when it was established and how it has grown over the years?

Urban Brew Studios was founded 32 years ago by the Ferreira family, and later included well-known board members such as Windsor Shwenyane, John Kani,



Zwelakhe Sisulu and Barney Cohen to name a few.

Since formation the company has contributed massively to the growth of the TV industry through partnerships with the broadcasters both locally and internationally. For many South African producers, Urban Brew Studios has been the main platform that provided them the space and opportunity to develop their talent.

The company has produced some of the country's iconic shows such as Woza Weekend, YoTV and Khumbul'ekhaya, shows which people my age grew up watching.

Since inception the company has been a home to many young people, providing them the opportunity to not only host shows but to also harness their skills behind the camera. This includes well-known names such as Bonang Matheba, Dr. Musa Mthombeni, Siphon Ngwenya, Hulisani Ravele and the late Akhumzi Jezile, to mention a few.

The company has also played a pivotal role in the development of community television in South Africa through our involvement in channel management of Soweto TV, 1KZN TV and BayTV.

Our love for television expanded through the creation of television channels over the years such as One Gospel, Dumisa and ED.

Please give us an overview of the services that the company provides.

Urban Brew Studios creates and produces world-class television content for both local and international appeal for linear and other platforms, such as digital.

We also provide facilities and technical service through our eight TV studios, with the biggest being 1000sqm, our 100-seater cinema, which is suited for TED Talk style events and an events dome. Our facilities include nine audio post and music composition studios that are fully equipped with the latest technology.

We can do live broadcasts from any location, thanks to our SNG van as well as our six-camera HD OB van.

We also boast some of the industry's best set builders, who've created sets for all our shows as well as external clients, such as the IEC set for the 2019 elections on behalf of the SABC.

We have dual fibre broadcast lines that allow us to connect our studios directly to all broadcasters in South Africa and internationally via satellite.

Over the years the company has branched into broadcasting with its own TV channels which sit on the DStv bouquets, namely One Gospel and Dumisa.

What is the company culture at Urban Brew Studios?

Ours is a high-performance culture where people work hard but still manage to have fun in a friendly family environment that allows people to shine. We inspire a sense of accountability on all staff levels to our stakeholders.

This Urbanite culture, as we call it, is embedded in the passion we show for the brand, the high level of compassion for people, the importance of career development and the need to always give your best which reflects in the quality of the service we provide. These principles are inspired by

the late Eric Molobi, co-founder of Kagiso Trust.

At Urban Brew Studios what are the keys to being a leading content creator?

The most important factors for us are an understanding of the market by gaining insight into consumers' behaviours and attitudes through research, and the ability to provide innovative solutions to our client's challenges by immersing ourselves in their business and building a healthy relationship with them.

Our content, quite often, gets inspired by our unique and rich South African culture while connecting to the world at large through the creative eyes of entertainment.

On the other hand, our religious channels play a pivotal role in society by providing solace to our viewers when they face difficult times, and also celebrating with them through praise during happier times.

How is the local content that you are creating comparing to international content – is SA keeping up?

The quality of our local content has made quite a leap to be on the same level and at times even better than international content. This is driven by our ability to tell authentic local stories using global story-telling techniques.

The local content industry needs more investment by the Government and private stakeholders, especially from a technology perspective. This will enable creators and producers to enhance the onscreen value of the content, which will complement the rich stories we are telling, growing the industry

further and allowing us to compete on an international scale.

In your experience, what drives successful content?

Well-researched, unique, relevant and entertaining content that speaks to the viewer's needs tends to do well. Also, integrated content that connects with the community in the form of engagement on and off screen has a potential to live long in the minds of the viewers.

Can you provide some insights into the content creating sector of SA. What are some of the biggest trends at the moment?

Over the last few years we have seen an evolution of different genres of content in South Africa. We had a period where game shows were very popular on our TV screens. Viewers then migrated to local dramas, then reality shows, followed by local telenovelas and recently lifestyle shows. This evolution reflects the flexibility and growth of the South African creative space, which is inspired by everyday conversations, as well as the viewers' ever-changing tastes, which we have to keep up with at all times.

With regards to accessibility, among the first considerations of content creators lately is ensuring that the content can live on various platforms, and that the content created speaks to the local market while appealing to the global viewer.

What are the challenges?

Some of the challenges we experience as content creators and studio facility providers are budget constraints, which make it difficult for industry employees to improve their earning capability and continue to create an even bigger gap in earning parity between local and international talent.

While budget constraints are an issue across brands and broadcasters, the challenge also provides opportunities for production houses to be more innovative in how they deliver high-value service with limited resources.

The electricity stability challenge poses a risk to many studio providers, requiring

generators to run for extended periods in order to minimise disruptions to content delivery, especially when delivering live content. This sometimes puts a strain on already tight production budgets.

In order to appeal to international clients, as local companies we are faced with the challenge of having to adjust our technology, which comes at a huge cost. For instance, moving from HD to 4K technology requires significant investment which most companies do not have access to.

It is stated that your technology defines Urban Brew Studios as a market leader—can you elaborate?

Urban Brew Studios' technology is definitely a big advantage for us and serves as an enabler to us producing world-class content. The fibre-optic backbone which allows for operational flexibility and efficiency between studios and control rooms, together with the power backup obtained by the UPS and generator infrastructure, as well as the integrated data workflows and off-site archive, enable us to produce content that matches the creative vision without disruption. Urban Brew Studios is a purpose-built facility which allows for freedom of creativity and also provides comfort in terms of the redundancy of critical components in order to increase reliability.

How are South African studios innovating in 2019, from sound stages to sound design?

As a studio facilities partner, it is paramount to find innovative ways of working and offering bespoke solutions to clients. Adding value to the production and enhancing the experience of content creation is a key factor. What is sometimes underestimated is the value of including the full value chain, such as video and audio post at the start of a production, prior to shoot. This enables a collective vision of the production and also provides the benefit of great creative ideas and input flowing from the various different disciplines within the value chain.

Customer centricity, innovative solutions and creativity are critically important factors to create a great experience and captivating end product.

Are there any upcoming projects that you can talk about or any past ones that you would like to highlight?

As part of our ever-evolving creativity, we have for the first time created a scripted drama for SABC 1 called Makoti, that incorporates diary sessions in the show. We continue to deliver shows like Khumbul'ekhaya, Ikhaya, Break Da Beat, Lotto and Powerball, to name a few. We've partnered with external producers to host amazing shows such as The Voice SA (blind battles and knockouts), Idols SA (Judges and theatre week), The Bachelor SA finale, Celebrity Game Night and Wedding Bashers SA finale, all filmed in our studios.

We also retained old clients such as the producers of the much-loved Noot vir Noot, One Day Leader, Musiek Roulette and In Die Kollig, who had the opportunity to work in our new facilities. And of course we welcomed new seasons of RGB, Live Amp, YoTV and Khumbul'ekhaya, to name a few.

We have a pipeline of new projects that we are working on amid difficult market conditions which affected business growth and the industry at large. We continue to look for new opportunities and partnerships to sustain and grow our business.

Can you comment on the Urban Brew Studios team?

We have a team of skilled individuals who are highly motivated and committed. Our team is made up of diverse, hard-working, vibrant and ambitious staff who thoroughly enjoy what they do, and this is evident in the work we deliver.

The motivation is also driven by the fact that we have a very engaging team at Kagiso Media that shares the same passion and commitment for the Urban Brew Studios brand.

Talent Africa

We start at a regional level, going to all 9 provinces to find the best talent that the country has to offer. Once regionals are complete, our National Rounds commence.

Talent Africa prides itself in providing a platform for all performers. We start at a regional level, going to all 9 provinces to find the best talent that the country has to offer. Once regionals are complete, our National Rounds commence.

At our national events, we invite top industry professionals to form our panel of adjudicators. These judges scout and analyze the talent for up to 8 days. Once all the performers have been on stage, final decisions are made as to who the winners will be. Over three thousand items must be sorted through and carefully judged to choose the best.

The gold medalists all qualify for an International Competition. The overall winners are also awarded a fully paid trip to New York City to compete at Talent America. Three very talented performers were given this amazing opportunity. Mikayla Nel (9), Darren Jacobus (22) and Banele Joe (18) were the recipients of the prestigious "Overall Winner Title".

With over 46 years of experience, Talent America is the USA's longest running talent competitions and showcase. With its amazing proven track record for discovering talent, Talent America is an extraordinary event. It is where many of today's hottest actors, models, singers, dancers and entertainers got their big break.

Talent America is the perfect opportunity for talented performers to be exposed to the USA's top industry professionals. Many of Talent Africa's Federation South African team members were scouted and



offered opportunities in the USA. One of the greatest achievements this year; three South African performers namely Chantel Mokwalakwala, Jordan Good and Marnus Grobler, were chosen to be Youth Delegates for the United Nations representing Climate Change Awareness through Performing Arts. Mikayla Nel also went on to win the overall title, "Entertainer of the Year" in New York. Several performers were signed by Glitter Talent Agency and are currently being represented by them.

Talent Africa also hosts the opportunity to be scouted for and involved in a major musical production. In 2019, we partnered with the South Africa Film and Theatre Academy to put on a musical by the name of "DREAMS".

From the Producers that will bring you the International TV Series "DREAMS" soon, came a brand-new musical phenomenon;

directed, written & produced by Nicho Barnard. The goal was to give young talented individuals a platform to express their talents. DREAMS told the story of hope, passion and dreams and how we must never give up and always fight for what we believe in. It taught us that something worth having is worth fighting for but also that Dreams don't happen through magic. It takes hard work, sweat and determination. With Hit Songs from "The Greatest Showman", "Fame", "Dear Evan Hansen" and so much more, DREAMS left audiences laughing, clapping and inspired.

We have also recently launched a brand-new TV series titled *Talent Africa–The Reality TV Series*.

A Docuseries and glimpse into the journey of young performers as they follow their dreams in Performing Arts through the International Competition - Talent Africa, A Family of Performers. From regional rounds across all 9 provinces of South Africa to the massive national events in both Johannesburg and Port Elizabeth in South Africa with over 3000 participants, all the way through to the International Trip to New York City for Talent America. This 7-part docuseries showcases the journey that talented individuals, from all ages, follows in order to achieve their goals and dreams in the Entertainment and Performing Arts Industries. Competing on International Stages through the International Competition TALENT AFRICA, contestants not only perform in front of esteemed local and international judges but also world-renowned industry professionals and scouts for their shot to fame.

A daring experiment turned into entertainment that enriches lives

They are in our homes, on our screens, constantly speaking to our hearts and minds, keeping us intrigued by the way they present local and international content. MultiChoice's entertainment offering is leading in the living rooms of its viewers, providing exceptional content and great service while creating employment for thousands of people.

The idea was absurd to some and they made no effort hiding their skepticism, while others considered it exciting with much potential. The MultiChoice Group had the vision to be Africa's leading entertainment business. How did such a bold entertainment idea become a reality, with the Group reaching more than 15 million viewers across the continent and operating in 50 countries? CEO of M-Net, Nkateko Mabaso broke it down for BBQ, expanding on Africa's most beloved storyteller.

When M-Net initially launched as Africa's first pay-TV channel in 1985, South Africa was going through its most turbulent political and economic period. Considered

a daring experiment, many were very skeptical of the idea. However, the channel was undeterred and began to broadcast 12 hours a day to a small group of subscribers from its studios in Johannesburg.

What predominantly kept the momentum alive was the grand vision and hunger for success that resided within the group of energetic young entrepreneurs that were in charge. It was their drive and passion to make the business a success that led to their renowned name and reputation as entertainers that inform and empower the communities in which it operates.

Exceptional performance and attention to detail successfully led Mabaso to climb through the ranks of the Group equipped by his background in advertising and marketing. Mabaso joined the group in 2009. Prior to this, he acquired several notable

achievements. He holds a Bachelor of Arts Degree in Marketing; he was among Mail and Guardian's Top 200 Young South Africans in the media category in 2013 and ranked as one of the Top 40 under 40 by Destiny magazine in 2016.

Prior to joining M-Net, he held positions at advertising agencies including The Jupiter Drawing Room and Grey Advertising South Africa, and he was a Project Manager for the Edcon Group. Mabaso constantly brings unique insight into the world of entertainment, by combining his creative thinking skills with his good business sense.

An entertaining journey

Mabaso's nine-year journey at MultiChoice has allowed him to become entrenched, and recognised as a leader, in the world of local entertainment.



Nkateko Mabaso, CEO

Having joined the Group as Marketing Manager for Channel O and Vuzu, Mabaso was a natural choice for the launch of Mzansi Magic in 2013—a truly local South African channel—now one of the Group's most successful channel offerings.

"Mzansi Magic has been an incredible career highlight for me," Mabaso explains. "I believe that Mzansi Magic was instrumental in growing viewership for MultiChoice as the content speaks to the hearts and minds of its viewers, which is why investing in local content is an important component of MultiChoice's strategy. It's been unbelievable watching M-Net, KykNet and Mzansi Magic in South Africa, Africa Magic in Nigeria and many of our other local channels grow to be some of the most-watched channels across Africa."

In 2016, Mabaso was promoted to Group General Manager for M-Net South Africa, and later to CEO of the wider M-Net business where he is also responsible for overseeing Africa Magic (Nigeria), Zambezi Magic (Zambia) and the Maisha Magic (East Africa) channels.

Meeting the demand for local stories

Over the last five years, MultiChoice has refocused its business strategy from procuring mostly international content to driving its local content strategy, especially focusing on consumer needs and responding to consumer consumption behaviour. MultiChoice's local content strategy has positioned the company as Africa's most-loved storyteller. This success is attributed to the Group's focus on creating compelling entertainment content that its viewers resonate with and cannot live without.

African viewers have an affinity to local content in local languages, and so MultiChoice's strategy is to tap into this and produce quality productions that can compete internationally.

"We speak in the viewers' language and reflect their realities while infusing universal themes that make the content of any genre accessible. There is also a thrill in introducing great new stories and characters to our viewers," he says.

"We believe in telling African stories that touch lives, celebrate our continent and have the happy consequence of building great futures. This is why M-Net makes growing Africa's film and TV industry a priority."

Rising to the OTT challenge

Mabaso puts MultiChoice's recipe for success down to the team's ability to tell stories and make decisions with their customers at heart and to continuously strive to remain the leaders in the living rooms of its viewers. Apart from the Group's local content focus, he is part of the team who drive the Group's OTT strategy.

"OTT is a growing trend in the video-entertainment market globally with more and more consumers shifting to on-demand viewing on multiple devices. A key driver

is a convenience for the viewer to choose what and when to watch, which in turn is enabled through faster and more affordable broadband in combination with an increased number of connected devices such as smart TVs, game consoles and smartphones," he explains.

It's bigger than just entertainment

As a hands-on manager, Mabaso is a firm believer in creating economic opportunities. His team are considered entrepreneurs and are encouraged to constantly look for innovative ways to build a culture of accountability and responsibility while growing the business and improving transformation.

Channels such as M-Net have a far greater impact than simply satisfying the entertainment demands of viewers. Over and above this, they play a pivotal role in driving the development of local storytelling talent, an increase in the number of independent production houses across Africa, and fuelling employment and economic growth through local content production.

"It's more than entertainment—it's about the thousands of jobs we've created and the significant investment into Africa's film and TV industry," says Mabaso. "We create great content, but we also contribute to the economies of the countries we operate in. Unlike other entertainment providers, we're rooted in the countries where our customers live."

What he's watching right now

Mabaso is one of the over 15 million people across 50 countries who enjoy the local content provided by MultiChoice and M-Net. So, what is he watching right now? "Power, Game of Thrones, New Amsterdam and The Good Doctor... and my favourite local programme is 'The River.'"

Venturing beyond

Afro-Zonke Projects & Investments stands out from the competition

You have held various positions that entail great responsibility. Can you please tell us more about your background?

On the work or career front, I have worked for a number of companies and industries since 1998 ranging from employment law and industrial relations consulting, automotive manufacturing, mining, chemical manufacturing, food processing and retail.

Who does Afro-Zonke Projects and Investments develop, manufacture and supply chemical solutions?

We provide chemical solutions to a number of industries including mining, manufacturing, water utilities or boards, etc. We also provide toll blending and contract manufacturing for various industries including wholesale and retail. Our customers are across South Africa. We are currently making efforts to enter into the



*Thokozani Mabuya
Business Development & Stakeholder
Relations Director*

- ii. Afro-Zonke LubeOil (Oil & Energy)
- iii. Superdelight (Afro-Zonke Trading)

- e. Diesel Exhaust Fluid (D.E.F.) Line
- ii. Afro-Zonke LubeOil concerns itself with opportunities in the Oil and Energy market.
- iii. Superdelight is an official trading name of Afro-Zonke's trading arm. This includes selling of the products that we manufacture directly to the public.

The above divisions are driven and supported by an energetic and dedicated team that is mainly in our Pinetown, Westmead manufacturing plant.

Your company provides both technical and engineering solutions to various industries. How do you ensure your company delivers quality products?

Consistent with our business model and value proposition, our products start from R&D (our laboratory). That enables us to do requisite quality and specification checks before the product gets into the production lines.

There are also quality checks through the process line.

As the Business Development and Stakeholder Relations Director, what are your daily responsibilities?

My responsibilities involve constantly looking for business opportunities for Afro-Zonke that match our profile and scope. This also involves venturing in areas that are outside our traditional scope. Our primary focus is in chemical manufacturing and almost every industry has some degree of chemical requirements in its operations—whether its cleaning detergents, water purification, manufacturing support chemicals or mineral processing.

Strengthened by our R&D team, we are capable of listening to the unique challenges of our customers and tailor-make a chemical or process solution that is unique to such challenges

SADC market, which we see as a gateway to the rest of our continent.

Please elaborate on Afro-Zonke's three main divisions, particularly explaining their functions?

The Business Model is currently executed through the following divisions;

- i. Afro-Zonke Chemicals

There are process operations or lines that exist in each of the three divisions as follows;

- i. Afro-Zonke Chemicals – Process Lines:
 - a. Liquid Line
 - b. Powder Blending Line
 - c. Specialty Chemicals Line 1 (Viscous Line)
 - d. Specialty Chemicals Line 2 (Non-Viscous Line)



AFROZONKE
CHEMICALS

What is your leadership philosophy?

I believe in a consultative approach. It eliminates surprises, brings most – if not everyone on board. In that way, people are able to rally behind the decision taken.

Your over 19 years' worth of experience cuts across various industries, such as engineering, automotive components manufacturing, retail, chemicals and mining. How did this adequately prepare you for your current role?

In traversing various industries and working with people with different skills and abilities, I have managed to form solid relationship and hopefully gained respect of the people that I have worked with. That is valuable in my current role since it entails, to a large extent, working with people and forming strong reliable networks.

What differentiates Afro-Zonke from its competition?

We are an entrepreneurial organization. The speed of decision making is inherent. We also pride ourselves in the fact that most of our chemical solutions are not off the shelf but custom made. Strengthened by our R&D team, we are capable of listening to the unique challenges of our customers and tailor-make a chemical or process solution that is unique to such challenges.

We also have a strong and passionate team that drives our technical and manufacturing facility.

Our relationship with the Department of Trade and Industry (DTI) of SA gives us courage and strength particularly on both the financial and non-financial support provided. The Black Industrialist division of the DTI assists in introducing us to reputable companies in SA and trade missions beyond SA borders.



Sthembiso Mkhize, Technical Director and Founder

Resilience

Future adaptable, agile and resilient structures could be the key to success in a world characterised by disruptive technology and the intelligent automation and connectedness offered by the Fourth Industrial Revolution (4IR).

The need for businesses to compete in a digitally transformed world is likely to have a significant impact on South Africa's already high rate of unemployment. This means that all businesses should be grappling with the challenge of how to take up the opportunities of the 4IR to improve productivity, efficiencies and drive down costs, whilst retaining employment.

Whilst much of the current debate and discussion about the 4IR is focused on what work will look like by 2030 and the need for re-skilling, little attention has been paid to how the structure of organisations themselves will need to change.

"Organisations need to plan how to transition to this future world of work in a way that minimises disruptive restructuring exercises where everyone re-applies for their jobs.

"Redesigning work and jobs for technology whilst simultaneously providing the

learning opportunities required, may be the greatest challenge for organisations in the transitional decade to 2030," said Deidre Samson of the University of Stellenbosch Business School (USB).

Samson focused on the concept of "structural resilience" in her recent Master of Philosophy (MPhil) degree in Futures Studies at the USB and said the need to remain competitive by driving down costs acts as a driver of structural change. This leads to "organisations announcing layoffs in a cyclical manner as core technology, systems and capabilities change".

The "tectonic disruption" of intermittent restructuring can be avoided by developing structural resilience, using futures methodologies and tools including forecasting and scenarios, to timeously envision future structural changes and the impact on jobs. "Organisations can then change in a prescient manner that allows for ongoing re-skilling, lifelong learning and adaptation," she said.

In an environment of increased breadth and pace of change, she said, organisations would transition from hierarchical to "networked structural arrangements" such as the "exponential organisation" – becoming ecosystems where participants add value, rather than work in a rigid structure defined by employment contracts.

"The exponential organisation has a more permeable boundary with the external world, invites ideas and innovation and embraces unrelenting change as a way of life.

"At its core, it is made up of small, agile, multi-disciplinary teams excellent at solving large complex problems.

"Work can be contingent, remote, outsourced or part of the emerging gig economy of freelance, flexible, on-demand workers. Melding the best of the gig economy with the best of traditional employment brings in diverse, fresh thinking, whilst maintaining institutional wisdom and allowing meaningful innovation", she said.



Samson said the jobs of the future would be reconfigured to take advantage of uniquely human attributes not easily replicated by technology: curiosity, imagination, creativity, social and emotional intelligence, intuition, personal empathy, collaboration, lateral thinking and innovation.

“The opportunity is to reimagine work around solving complex business problems, providing new products and solutions that empathetically meet deeper, rapidly changing customer expectations whilst at the same time optimising costs, increasing flexibility and boosting levels of engagement experienced by those performing work.”

Demand for jobs requiring technological skills is growing exponentially—AP Africa has estimated that global demand for data analysts grew by 372% and for data visualisation skills by more than 2000% between 2012 and 2017.

“The reality is that it is not only jobs but the competencies required that are being disrupted. The 4IR is pushing work boundaries into exciting, yet daunting new territory.

“Artificial intelligence, predictive analytics, robotics and the Internet of Things (IoT) are innovation fields that not only change how consumers expect product and service delivery, but also create new work opportunities whilst eroding traditional ones,” she said.

Jobs are expected to evolve based on core skills and the way value is delivered.

“Skills that can be easily codified, standardised or made routine are the most vulnerable to being automated, while those that require hands-on, situation-specific real-time problem solving are less likely to be.

“The ways that value is delivered will also change the nature of jobs, although not necessarily the core skill required. For example, a university lecturer whose expertise was typically delivered face-to-face, classroom style, may now deliver the same knowledge through online platforms, massive open online courses (MOOCs) or through virtual tutoring using intelligent, adaptive personas that change based on students’ unique learning styles.”

For organisations to prepare for the challenges of 2030, Samson recommends:

1. Rethink and redraw organisational charts to take account of the greater role of gig economy workers, remote employees and outsourced specialists, and represent them visually as part of the organisation. Rather than focusing on functional units with teams of employees, focus the organisational structure on each of the company’s distinctive capabilities and embrace all parties contributing value.
2. Rethink the role of Human Resources as a strategic partner in aligning

more time on strategic insight and people engagement through coaching and mentoring. The span of control of individual managers could increase by removing routine work and automating transactional tasks.

5. Consider a new ‘L structure’ that is potentially flatter and better aligned, where managers have peers with less experience or less complex portfolios report to them for coaching, mentoring and performance enhancement, rather than to a direct manager. This would



Artificial intelligence, predictive analytics, robotics and the Internet of Things (IoT) are innovation fields that not only change how consumers expect product and service delivery, but also create new work opportunities whilst eroding traditional ones

people-related capabilities to strategy execution. The traditional role of HR, focused internally on traditional employment relationships, should cover all people who contribute value to the achievement of the organisation’s goals. The needs of outsourced contractors, consultants or remote workers for engagement, and integration and alignment with the organisation need to become an essential part of HR’s overall peoples’ mandate.

3. Pro-actively map the impact of technology on jobs. Break the boundaries between operations, HR and Information, Communication and Technology (ICT) divisions so they can pro-actively plan for the evolution of jobs and understand the impact on the workforce.
4. Rethink the role of management. Technology may be able to replace many routine aspects of a manager’s job and improve the availability of intelligence and information for decision-making. This will free up managers to spend

increase spans of control for senior managers, enable collaboration and resource sharing.

6. Engage policy makers on formative learning, talent mobility and a new social contract. Factors that enhance competitiveness such as educational innovation and the global mobility of highly-skilled people, are traditionally outside the control of companies. They can however be influenced by engagement at different levels of government. As employment opportunities change and shrink, governments and society need to be ready to deal with the needs of people displaced from jobs or unable to develop the skills required for technology-augmented jobs. As a party to the “social contract”, companies should initiate these conversations about the contribution of people in a “post-work” world, with policy makers. **BBQ**

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The woman transforming the mining sector

Coal will continue to play a crucial role in the South African economy

Mining and perhaps more specifically coal mining has come under a lot of scrutiny over the years. The industry itself can be very volatile but the talk of green and nuclear energy puts added pressure on the industry. Coal is still comfortably covers the majority of South Africa's energy needs and more importantly, it is a huge contributor to the GDP.

Like many industries mining has traditionally been a male dominated industry and still very much is. But change is afoot—not to employ less men but to rather empower more women. Dr. Nombasa Tsengwa has been with Exxaro for 16 years and is currently the Head of Operations for Exxaro Coal. BBQ sat down with her as she spoke about her personal journey, her position at Exxaro and about empowering women within the sector.

While studying Dr Tsengwa says she spent time in the lab and later as a lecturer but as a people's person the lab was a lonely place for her, hence she joined the civil service as a senior official between 2000 and 2003.

"The civil service was a steep learning curve with a lot of people reporting to me where I learned about administration, managing people and politicians, while balancing different stakeholder needs," says Dr. Tsengwa.

In 2003 she joined Kumba Resources, now Exxaro Resources as an invited member of the Executive and with her experience she believed she could be a good effective leader with the opportunity handed to her by Exarro. As a member of the Executive Committee, Dr. Tsengwa is responsible for overseeing coal operations, the functioning of all business units and ventures, and to assist the CEO with the formulation and execution of Exxaro's strategy.

Furthermore she explains, "I have to help manage the growth of the commodity through strategic initiatives, execute mega-projects and have an eye on the marketing and logistics of all our products."

Dr. Tsengwa is steadfast in her belief that coal is vital to South Africa. She is correct when she states that coal is responsible for over 90% of the country's power supply while the GDP benefits greatly. In the economic climate that we currently find ourselves in it is vital to source the cheapest method of power and coal is by some distance the most cost effective.

"South Africa is also a significant and well positioned exporter of coal to emerging economies where coal capacity is being added i.e. South East Asia, India and other African nations. It is our belief that cost competitive coal producers will survive any volatility the market presents in future," claims Dr. Tsengwa.

Job creation is another point that needs considering. In a country where jobs are

scarce the coal mining industry supplies the third most jobs within the mining sector. Surrounding communities are the ones who benefit the most.

So how does it feel to be a woman in a sector so male dominated? Dr. Tsengwa is not too bothered as she has always been in the minority.

"Since early in my career I have always been one woman among men. I learnt that whether you are male or female, only competence, personal discipline, and respect to others will make you a success. However, being the minority in the boardroom you stand out so much that everything you say or do becomes more glaring, so are your mistakes. That's why most women in such positions tend to work much harder than men to earn equal recognition and respect."

Over the years it has become normal for Dr. Tsengwa to be mostly among men in the workplace environment. Fortunately she has been around for many years and does not feel that anyone doubts her ability to do her job. In fact, she recommends that women looking to make it in the industry heed the advice of their male counterparts.

"If you're a woman looking to get into the industry you need to firstly be yourself. Thereafter you must have confidence, discipline and drive high standards of performance. Secondly, get used to working with men and be a good team member. There is much to learn from them, they've been there for longer than us—listen to



Dr. Nombasa Tsengwa, Head of Operations for Exxaro Coal

their lessons and successes. Be fully present in your job at all times, success is not made in the past or future but in this very moment. You need to learn how to put the noise and clutter to one side and focus on what is important now."

Lastly Dr. Tsengwa says that relationships are exceptionally important in the workplace as they come in handy on 'rainy days'.

Most industries have started focussing on empowering women within the workplace and Exxaro is no different. Exxaro pays most attention to their core operational parts and ensure that they have female artisans, miners, mine overseers, shift bosses, production superintendents or managers. According to Dr. Tsengwa, without this core pipeline there will never be female mine managers and future Executive Heads of Coal.

"All the core women I interact with at Exxaro believe it's through experience, growth and results that success is derived."

Dr. Tsengwa is a thinker, a people's person and spends much of the time focussed on the present. She knows what she wants to achieve but hasn't necessarily set the goals.

"I trained myself in mindfulness, focusing more on the present moment rather than dreams. To me it's not about the position I hold, my aspiration is always is to make a difference in the lives of our employees and communities where we operate, while adding value to stakeholder's investments.

"If through my efforts to Exxaro's success leads to prosperity for all, then I would say I am making a huge difference, be it through my present position or the next one."

In closing Dr. Tsengwa talks about her life away from the machines, the mines and the busy day to day schedule. She's an avid long distance runner while a good book and family time are high on her priority list.

Nearing the end of her 16th year at Exxaro Dr. Tsengwa is still grateful to those who gave her the opportunity to grow and add value to a company such as Exxaro's stature. She is just as thankful to her team for their "support and relentless efforts" in making her stay such a success.

SA has generally disappointed at AFCON

This thunderous start at the continental competition left many believing that Bafana Bafana would dominate future competitions. How wrong they were, as Bafana would become weeping boys in most of the AFCON competitions.

In 1998 many people believed Bafana was a force to reckon with as they came second after Egypt which lifted the trophy in Burkina Faso. In 2000, Bafana came third in the continental showpiece, and this marked the beginning of a steady decline which saw the country failing to qualify for the tournament in 2010, 2012 and 2017. In 2015 they were eliminated in the first round of the competition, under the guidance of Shakes Mashaba who was eventually fired as coach.

At AFCON 2019, Bafana struggled as usual, but managed to get to the round of 16 via the back door, by virtue of being one of the best third placed teams. No one gave them a chance when they were drawn against tournament hosts Egypt. However, Orlando Pirates' Thembinkosi Lorch who was playing his first match at the tournament, surprised the Pharaohs with a late strike which sent the hosts packing from the tournament, and Bafana proceeding to the last 8. A great highlight for Bafana in recent years and hopefully a sign of better form approaching.

Bafana's journey was to end in the quarter finals as they were eliminated by their arch rivals, Nigeria who scored a late goal, to break the hearts of Bafana supporters.

Why have Bafana's performance at AFCON generally been disappointing over the years?

Vata Ngobeni, eNCA sports editor believes it is not the national team that is in crisis but rather football in South Africa that has been in decline over the years. "As competitive and financially sound as the PSL is, little focus has been placed on the lower divisions and the development of grassroots football across the country. There are no proper junior football structures in the

country that give an opportunity for most of the junior talent through the age levels to play against each other on a national level," Ngobeni said in an interview.

"At the same time football in the regions is almost dysfunctional which makes it difficult for there to be proper feeder structures and development through pipelines from regional to provincial, national and then professional. Once the development structures and lower leagues under the PSL are in place and functional then it will be



easy for the good talent to come through at PSL and inevitably for the senior national team," said Ngobeni who is also former sports editor of the Pretoria News.

And where did Bafana go wrong at this year's AFCON? Ngobeni said more than just the effort on the field, Bafana were found wanting tactically in their quarterfinal loss against Nigeria. There was heavy criticism for then coach Stuart Baxter's defensive play during the group stages and it proved to be his Achilles when it mattered the most against Nigeria.

"To say that Bafana was lucky to beat hosts Egypt in the round of the last 16 would be stretching it but that game should have convinced Baxter enough that he should change his tactical approach to a more attack based system, especially with the players at his disposal.

"However, one must not place all the blame at Baxter's door and the national federation SAFA must shoulder some of it as they failed to give Baxter and his team enough time and quality opposition ahead of the tournament," Ngobeni said. He said it was evident numerous times in matches that certain departments in the team and the team as a whole were still finding their feet together and a handful of matches together would have been extremely beneficial for the cohesion of the side on the field.

Many people questioned if Stuart Baxter was the right man for the job, and Ngobeni believes he was the right man at the time. "There never seems to be the right man for the Bafana job at any moment in time. Having returned for his second stint and much more of a familiar face to fans and players, Baxter was good enough for the team. Under him there were flashes of brilliance from the team even before the tournament and there was a sense that they were on the cusp of achieving something tangible if they could just click. While Baxter's team couldn't go beyond the quarterfinals, the Englishman had restored some sense of pride for the team and was starting to bring back the respect that South Africa so years for on the continent and once commanded.

Following Baxter's voluntary departure after AFCON 2019, Molefi Ntseki was appointed the new Bafana coach, and Ngobeni says only time will tell if he is the right man to take Bafana back to the top. "As I said before, there never seems to be the right man for the Bafana job at any moment in time," said Ngobeni.

Asked what he believed needs to be done to put Bafana back on the winning track, Ngobeni said SAFA needs to focus a lot on development and grassroots football and making sure that there are proper structures in place to feed the bigger picture. He said provision needs to be made for competitive schools and university football to return and be played across the country.

"Furthermore, serious attention should be given to the leagues below the PSL and making sure that they are up to standard with other leagues around the world. And lastly, it is important that Bafana are coached by a South African who understands and believes in the South African way of football.

"There are enough good local coaches in the country that have proven themselves worthy at PSL and in continental competitions to now be given a fair opportunity to be at the helm of the national team," Ngobeni said.

He said there is a particular type of football that South Africans love and were good at during their time at the peak of African football and with the likes of Pitso Mosimane, Benni McCarthy, Manqoba Mnqithi and Steve Komphela there is no reason why Bafana can't go back to what they are good at and be the best in Africa again.

On why teams from the north have generally dominated AFCON, Ngobeni said it was because they take African football seriously. "Teams that regard the CAF Champions League as the pinnacle in club football on the continent and the AFCON as "the" tournament for national teams will always do well as that is their only target, to be the best on the continent," Ngobeni said. **BBO**

Babington Maravanyika



BafanaBafana

**BAFANA BAFANA
AFCON 2019 SQUAD:**

Goalkeepers

Darren Keet (Wits), Ronwen Williams (SuperSport United), Bruce Bvuma (Kaizer Chiefs)

Defenders

Daniel Cardoso (Kaizer Chiefs), Rivaldo Coetzee (Mamelodi Sundowns), Ramahlwe Mphahlele (Kaizer Chiefs), Thulani Hlatshwayo (Wits), Buhle Mkhwanazi (Wits), Sifiso Hlanti (Wits), Innocent Maela (Orlando Pirates), Thamsanqa Mkhize (Cape Town City)

Midfielders

Bongani Zungu (France, Amiens), Hlompho Kekana (Mamelodi Sundowns), Themba Zwane (Mamelodi Sundowns), Tiyani Mabunda (Mamelodi Sundowns), Dean Furman (SuperSport United), Kamohelo Mokotjo (England, Brentford), Thulani Serero (Netherlands, Vitesse FC), Thembinkosi Lorch (Orlando Pirates), Keagan Dolly (Montpellier, France), Fortune Makaringe (Maritzburg United), Ben Motshwari (Orlando Pirates)

Forwards

Lebo Mothiba (France, Strasbourg), Percy Tau (Belgium, Royal Union Saint), Lars Veldwijk (Netherlands, Sparta Rotterdam), Lebogang Maboe (Mamelodi Sundowns), Sibusiso Vilakazi (Mamelodi Sundowns), Kermit Erasmus (Cape Town City)

Manufacturing better prospects for women

Pamodzi Unique Engineering, a 100% black-owned engineering company with world-class design and manufacturing facilities, has for 28 years supplied companies in a number of sectors in South Africa with their innovative and locally manufactured products.

Committed to growth in Southern Africa and beyond, Pamodzi Unique Engineering is able to offer custom-made products thanks to the company's diverse array of engineering expertise.

"We service the mining, rail and construction sectors primarily. While we do offer our own products to those sectors, we are not limited by these products alone. We are very open to taking on any idea presented to us by a client and, using our design capabilities, come up with a prototype before taking it to market," says Sindisiwe Dlamini, Pamodzi Unique Engineering's CEO.

Pamodzi Unique Engineering is well known for its pump range, particularly the mining industry's workhorse, the Wilflo DD 25 and DD 50 double diaphragm range. These locally designed and manufactured products have been successfully pumping sludge, slurry, water and sewage for more than 35 years.

The company's offering further includes Eco Pumps, Unique Blast Barricades and BES Pantographs. All products are distributed through an extensive network of local and international distributors.

Dlamini first joined Pamodzi in 2003 after serving her articles with Ernst & Young and qualifying as a Chartered Accountant. Working her way up the corporate ladder from group accountant to group Chief Financial Officer, Dlamini played a significant role in the acquisition of Unique Engineering by Pamodzi Group, who is celebrating their 40-year anniversary this year.

"I started my career at Tongaat-Hulett Sugar as an accountant after completing my B. Com degree, and this was my first taste of the manufacturing sector. I also worked as a Tax Auditor for the South African Revenue Services (SARS) and completed the Strategic Leadership program from the Gordon's Institute of Business Sciences (GIBS)," she says.



Sindisiwe Dlamini, Pamodzi Unique Engineering's CEO



"This is my second year as CEO, and it has been an exciting opportunity for me. The timing of this move was perfect; I felt I needed a change, an exciting challenge. I'm not an engineer, and this is a new world to me, but I don't regret my choice to take up this position."

She has also served on the boards and audit and risk committees of various organisations, including Altech IT, Marine Products and African Women Chartered Accountants. She currently serves on the board of Pamodzi Group and Anglo American Inyosi Coal. Throughout her career, Dlamini has always been determined to overcome any obstacle that may come her way, especially when it comes to gender.

"One situation comes to mind. It was when I served as a board member for a company, and there were no ladies' rooms on the same floor as the boardroom, so I would have to go downstairs, and often I would end up missing out on crucial parts of the meetings," she says.

"We also recently placed female apprentices with an engineering company, and there were no ladies' changing facilities. I think we are getting there, and we are closing the gap, but it will take more women in these kinds of positions to ensure that our male counterparts understand the need to create the appropriate facilities. That said, I think our biggest challenge is often our own fear, and the more fear we impose this on ourselves, the less likely we are to succeed. Once you overcome that fear, you are in a better position to overcome these challenges."

At Pamodzi Unique Engineering, women empowerment starts with the recruitment process, where there is a firm focus on black women in terms of new opportunities and upliftment.

"What we find is that these young women often need to be mentored, and we believe in giving them meaningful work rather than fancy titles with no real responsibilities. I think it's important to give them a chance to test their capabilities, but also to hold their hand and guide them through. How do you know if they are ready if you don't allow them to try? It is vital that we encourage women to believe in themselves," she says.

"And if I had to share some advice, it would be to just go for it. You shouldn't allow yourself to be sidetracked by what people perceive a particular sector to be. Believe that you can do it, and know that there will be support. There will be ups and downs, but you get up, dust yourself off, and ask for help when you need it."

The leadership at Pamodzi Unique Engineering is also passionate about the skills development of the company's employees, regularly promoting learning and education through employee bursaries to ensure that they are able to further their studies.

Artisan Recognition of Prior Learning (ARPL) is just one of the opportunities available, assisting employees in qualifying

as tradesmen through strategic partnerships with the relevant FET colleges.

The company has also offered many unemployed youth apprenticeships in fitting and turning, welding and electrical trade, and the company has permanently employed those who have passed their trades.

"We also offer in-service training to engineering students—both mechanical and industrial—who have completed their S4 subjects and are needing practical experience in order to qualify. These students come from institutions in Gauteng and Kwa-Zulu Natal," says Dlamini.

Pamodzi Unique Engineering also has several learnership programmes for people with disabilities to assist in ensuring that they are employable.

Looking ahead, Dlamini would like to create an innovation hub for young engineers to experiment and create exciting new inventions without fear of failure.

"I see great value in giving young engineers the space to try new things and come up with new ideas. This would be a place for them to experiment because I find that when it comes to the youth in our country, they often have ideas, but they don't pursue them for fear that they may fail. It is important for me to have a platform where people can explore these ideas without fear of failure and where they will not be punished or penalised," she says.

"If we can harness the power of these young and inquisitive minds, I believe that we will go far, growing into an institution of excellence and innovation. That is more of a long-term goal, so, for now, I think we need to concentrate on making sure that we are ready for the Fourth Industrial Revolution. Our workforce needs to be aware that these changes don't mean that they will lose their jobs. Instead, they will be equipped to understand the new opportunities 4IR presents," she says.

She also hopes to increase the value of the company and triple the size. Pamodzi Unique Engineering currently boasts a turnover of about R120 million and employs over 170 people. It is with great appreciation that Dlamini claims the acquisition would not have been possible without the assistance of NEF funding.

"But what we have noticed is that funding is always a challenge. Government and financial institutions must create platforms for people in business to share their frustrations and experiences around funding challenges. A lack of funding can hinder growth, and you can only access opportunities if you have the right resources. Through this platform, we could share critical information with the banks. They are risk-averse, of course, but from an operational point of view, we might also be able to assist in mitigating the risk. In this way, we are able to secure their monies while still growing our business," concludes Dlamini.

Water is life

Instilling the intrinsic value that *water is life* is at the heart of Umgeni Water CEO Thami Hlongwa's vision for the utility

Initially head hunted from the private sector to join the department of Cooperative Government and Traditional Affairs before joining Umgeni Water as CFO in 2013, Hlongwa is at the forefront of driving the water utility's vision to be a soundly governed organisation that prioritises increasing sustainable water supply to satisfy development needs in the region.

A chartered accountant by profession, Hlongwa gave up working in his own business to join the public sector after earlier making the leap from pursuing a career with Deloitte.

Capital-intensive projects prepare for the future

Now as CEO, Hlongwa is committed to not only crunching the numbers but to ensuring there is a holistic approach to expanding the utility's infrastructure to cater for the region's growing water needs, while educating citizens on the importance of water for life.

When he joined Umgeni Water, the organisation had just embarked on a capital-intensive projects drive and handed him a mandate to redefine its value proposition to municipal customers.

"Umgeni Water was previously spending R200 to R300 million a year in on capital expenditure and the year I joined we spent R600 million.

"For the last few years we have spent more than R1 billion a year on capital infrastructure, although we had to cut back last year because of the drought," he said.

Umgeni Water's current operating expenditure is more than R2-billion a year and its capital expenditure is R9-billion for the period 2019 to 2024.

The utility's current major projects include the construction of the R4.2-billion lower Umkomazi dam near Sappi Saiccor on the South Coast and the R26-billion uMkomasi project, which will include construction of the large Smithfield Dam in Bulwer in the KZN Midlands in conjunction with the Department of Water and Sanitation and the Trans Caledon Tunnel Authority. The dam wall will be 81 meters high and it will have 251 million m³ capacity.

"Both projects contribute to maintaining and sustaining growth within the N3 corridor of eThekweni, which is currently supplied partly by Midmar, but once the project comes online we will take eThekweni off Midmar," he said.

The project will free up about 60% of Midmar's capacity which will then be available for the greater Pietermaritzburg N3 corridor and the Illembere region."

The lower uMkhomazi project includes the construction of the new Ngwadini Dam on the land under the chieftancy of Inkosi Bele of KwaQiko Traditional Council, and treatment works to supply the southern regions of eThekweni Municipality as well as the Northern region of Ugu Municipality. It will have 15,7 million m³ capacity and a 46.6m dam wall.

"These projects mean that the N2 and N3 corridor will be taken care of for the next 20 to 25 years" he said.

The new Smithfield Dam will add an additional 625 million litres of water a day into the system, a roughly 60% increase in current supply capacity for eThekweni



Thami Hlongwa, CEO

Municipality from the 910 to 980 million litres per day. An estimated three million people will be served by the new dam systems through the Western Aqueduct from Hillcrest to Phoenix, Inanda, KwaMashu. Almost 12 000 jobs will be created during construction of the upper uMkhomazi project and 3000 long-term jobs, including those in secondary economies derived from the dam, which may include a hydro power plant, will be created. The dam will be able to generate the same amount of power as the Lesotho Highlands Water Project, which produces 86 MW of power per day, supplying electricity to the whole of Lesotho.

Hlongwa said both projects were complex and required vast environmental assessments and were currently in the EIA phase. It's expected that construction on the Smithfield Dam will begin in 2022.

"Construction of the lower uMkomazi project should start early next year and we are hoping to start to go out on tender in October 2019 because we have finalised the design," he said.

The manufacturing sector is a heavy water consumer and long term plans could also include desalination of sea water to supply industries operating on the coast of eThekweni.

Catering for rapid consumption growth

A major challenge facing water planning is the burgeoning informal settlements in eThekweni Municipality, which makes it difficult to plan for supplying the ever growing population that erects informal and formal houses without any municipal plans.

"A classic case is we built a treatment plant in Maphumulo. We built a treatment plant with capacity of 6 million litres a day which the community would only start taking the maximum of in 2023 and we planned to double the plant to 12 million litres in 2021, which is the maximum that can be extracted from the river.

"But today we are already supplying nine million litres a day—we had to put in a package plant—because people came and built big structures and illegally connected themselves causing leaks and a state of chaos," he said.

Other pipeline construction projects create between 600 and 1 000 jobs per project. One new R2,6-billion project will pipe water from Midmar, through Umshwati to Maphumulo, while a R1,7-billion lower Tugela pipeline project to supply Ballito and Stanger, reducing pressure on Hazelmere Dam, was recently completed.

Umgeni Water is also committed to SMME development with its enterprise development programme that seeks to provide business skills to emerging contractors.

Some 35 to 50 entrepreneurs will be selected out of around 600 applicants in 2019 to join the three year programme.

Get water trending, prepare for drought

Apart from planning for the region's future water needs, Hlongwa and his team also take seriously the responsibility to drive home the message that water is a crucial resource for life and every business sector on the planet.

"People have a mindset of thinking water comes from rain but the water does not go from the rain to your tap, something needs to take it from the river to your tap. We have undermined the importance of the water sector for such a long time that we have ended up with a situation that it is not given the equivalent priority that one gets with electricity and roads. Water is taken for granted," he said.

"There is a lot of education that needs to take place in communities to help people understand water is a finite resource. It's also the norm for people to pollute rivers. This affects the quality and also the quantity of water because less production is achieved," he said.

Umgeni Water has established a Catchment Management Unit to protect this sensitive ecological infrastructure.

"We would have survived the recent drought without restrictions had our rivers been properly managed. A simple thing like alien weed takes a lot of water that would have been available downstream for use," he said.

Hlongwa added that the most recent drought in from 2014-2016 was the worst in 200 years.

"We learned a lot of lessons and the best thing we can do is to equip ourselves. The impact of a catastrophe is caused by unpreparedness for the drought because no matter how bad the catastrophe is, if you are prepared you can limit the impact," he said.

The unit includes a new educational division with a mobile unit that will from March

2020 travel to communities to educate people about the water cycle and water treatment and the importance of preventing pollution and managing catchments.

"We need to make water a fashionable topic because right now Eskom, iPhone and Android are fashionable but water just is not," he said.

Umgeni Water also has a partnership with the Duzi Umgeni Conservation Trust (DUCT) to which it provides R2 million a year for water research.

Innovative and Enabled Growth

"People love Umgeni Water, they don't leave. The average service period is almost 25 years, so we place a lot of emphasis on the young professionals in the organisation to prepare them for future leadership roles and also because their creative minds come up with solutions," he said.

Under the theme "innovative and enabled growth" the organisation has, as part of its short-term goals, established nine working groups led by young professionals to focus on issues ranging from ecological integrity and the protection of rivers to new water treatment technologies and cyber security.

"We need to exploit new technologies but at the same time protect ourselves from cyber security threats. There is lot of technology available such as to detect water leaks, water treatment technology and infrared technology through satellite imaging that can identify organisms up to 40 meters underground. We need to collect our data and use it to inform our future outlook," he said.

Hlongwa and his board's long-term goal is to put water as a sector squarely on the map.

"Water is life and because we undervalue water, we undervalue the future life of individuals. We need to understand the importance of water and that it presents a range of economic development and growth opportunities at an individual human development level and at a global development scale," he said.

Marvelous mana...

African Bush Camps blends the thrill of being in the wild with a bit of luxury for an unforgettable camping/safari experience.



There was a low rumble of elephants. You could almost feel the air vibrating with the sound. The herd approached the waterhole, splashing into the water. One large male attempted full immersion by lying on his side and ducking his head underwater. This was a family, with a tiny baby in tow. The baby was trying hard to join in with the 'teenagers' and would disappear underwater for extended periods of time.

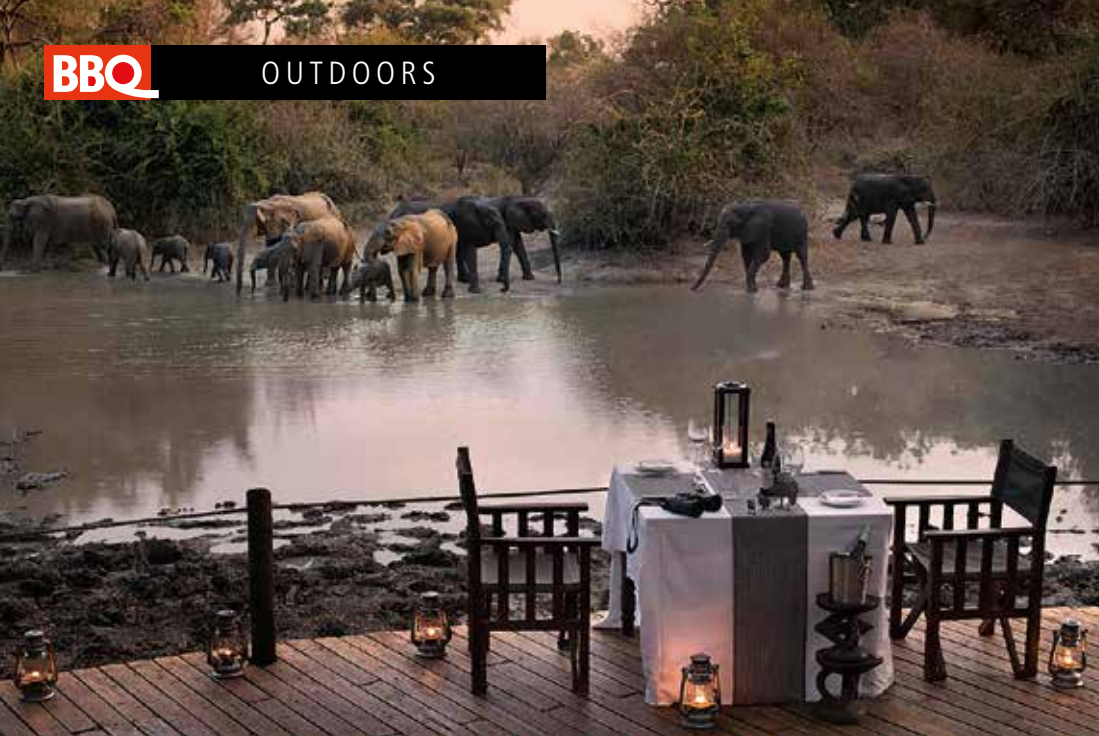
Each time I would start to become alarmed and wonder if the baby would ever resurface, a tiny trunk would appear, like a snorkel, just above the waterline. The two teenagers were almost completely immersed and I wondered how on earth the baby was managing to tread water for so long. Then, tired of the game, the elephants

stood up and I realised they'd only been in knee-deep water. I did, however, also notice that the baby, at full height, only reached his playmates' knees!

We were at African Bush Camps' Kanga Camp in Mana Pools National Park, Zimbabwe—a World Heritage Site of incredible wilderness and beauty, home to more than 12,000 elephants, which were definitely going to be one of the highlights of our stay. After a delectable dinner overlooking the same waterhole that the elephants had been using as their swimming pool, we retired to bed. In the middle of the night we were abruptly woken up by what sounded like an elephant with chronic irritable bowel syndrome rearranging the furniture on our verandah. Peering out into the dark, we could see nothing. We never did get to the bottom of what caused the

midnight commotion, and when we got up in the morning all the furniture appeared to be where we had left it. A smear of mud on one corner of the verandah did, however, provide a clue that perhaps it had been used as a convenient elephant 'scratching post' under cover of darkness.

Mana Pools is a 219,600ha wildlife conservation area, National Park and World Heritage Site in northern Zimbabwe, situated along the lower stretches of the Zambezi River. The river has, over time, gradually changed its course, leaving in its wake river channels, oxbow lakes and seasonal pools that are surrounded by forests of winter thorn, mahogany, wild fig, ebony and baobab trees. Mana is the Shona (local language) word for 'four' and within the park, the abandoned river channels have created four large pools, giving



the park its name. All this water provides an abundance of vegetation, attracting a wealth of wildlife. In the dry season, the shady glades beneath the trees are filled with concentrations of wildlife: herds of impala, eland, elephant, zebra, buffalo, waterbuck and kudu.

These populations provide plentiful supply of prey for predators and scavengers. There are several sizeable prides of lion, as well as populations of leopard and hyena. Mana Pools is also a stronghold for African wild dog, sometimes called painted wolves.

Situated in one of the remotest parts of Mana Pools National Park, 15km from the Zambezi River, Kanga Camp combines luxury with seclusion, with a hint of raw wilderness thrown in for good measure. Kanga Camp was, however, just a pit stop on our way deeper into Mana Pools, but it was not the last we would see of elephants.

Next stop on the agenda was Zambezi Expeditions, another of African Bush Camps' beautiful locations, this time perched on the banks of the river, with the magnificent backdrop of Zambia and the Zambezi Escarpment across the water. Zambezi Expeditions is one of the regular haunts of Boswell, an elephant famous in the area, who is known for his tendency to stand on his hind legs when reaching for succulent-looking branches and fruit that would otherwise be out of reach. We had a couple of close encounters with Boswell during our stay, once when we were on foot

and he was mere metres away and once while we were on the river.

The Zambezi River at Mana Pools is wide and dotted with islands. Over 350 bird species flourish here, from Goliath herons, cormorants, storks and kingfishers to spur-winged geese, brilliantly coloured bee-eaters and magnificent black and white fish eagles. Hippos warm themselves on the river's edge in the morning sun, and share submerged sandbanks with silent crocodiles. The silhouettes of elephants and buffalo are visible wading in the shallows and feeding on the banks.

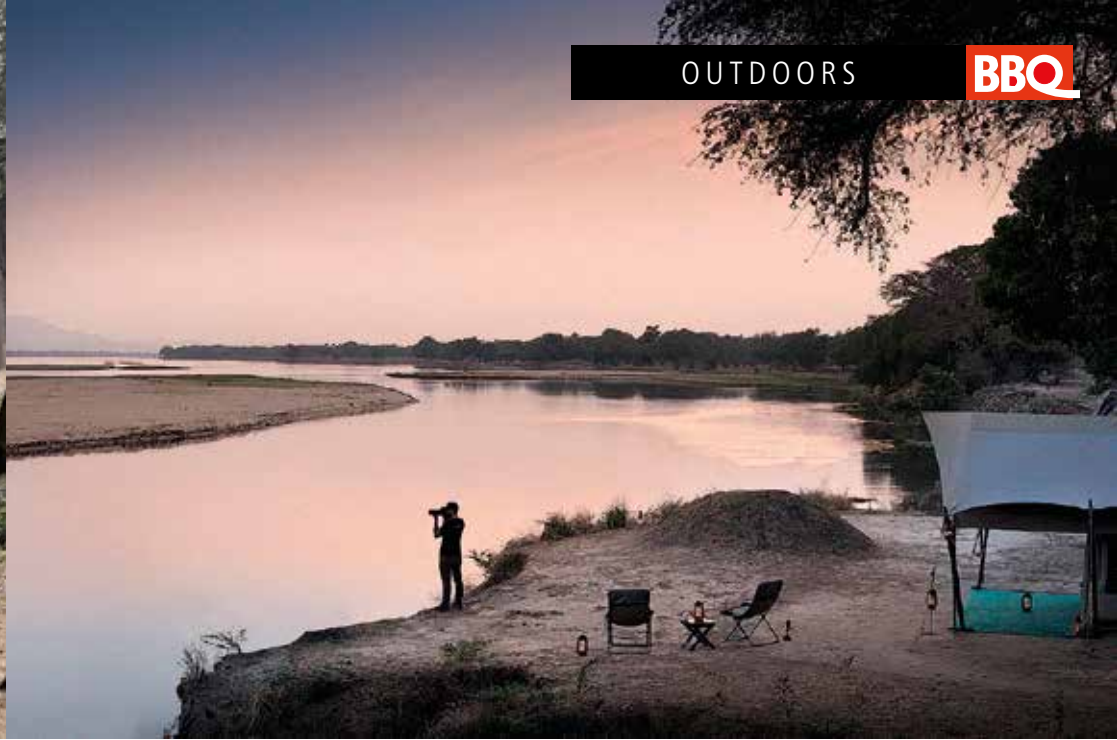
Driving out from Zambezi Expeditions, we stumbled upon a pack of 16 wild dogs. They lay napping in a shady depression, camouflaged in their mottled coats. Aside from the occasional flick of a tail, the pack lay motionless. We were transfixed. As the sun sank lower in the sky, one by one the dogs woke up, yawned and stretched. Getting to their feet, they exchanged elaborate greetings, whimpering as they sniffed, smelt and licked one another. The dogs became livelier and, in preparation for their evening hunt, they evacuated their digestive systems. It suddenly became apparent what the 20 to 30 hooded vultures we'd seen 'lurking in the wings' had been waiting for: I watched in horror as they squabbled over and made quick work of the dogs' 'deposits'. There was a light-hearted atmosphere among the pack of wild dogs – they pranced around, making half-hearted, playful attempts to

catch the still-lurking vultures. Then, with playtime over, it was time to get to work. We watched as they readied themselves for the night's hunt. A hyena appeared on the scene, obviously intending to follow the dogs and hoping to cash in on their hard work and score himself a free meal.

Breakfast at Zambezi Expeditions is an atmospheric experience. We sat around the campfire, holding cups of tea or coffee, as the sun came up. Forty or 50 impala were grazing on the riverbank below as the world woke up around us. We chatted about the hyena calls we had heard in the night and were told how, earlier that morning, when reporting for duty, the chef had found hyena tracks circling the kitchen tent, which, luckily for us, had been well secured against the midnight marauders.

After breakfast, it was time for a walk. Wildlife in Mana Pools is very relaxed about people on foot. As we drove to a suitable point to start our walk, we came across several lions, including one sauntering past the park's headquarters and another traversing through the official park campsite. I was glad I wasn't going to be sleeping in one of the campers' flimsy-looking, two-person tents. Leaving the lions behind, we parked the vehicle and set off on foot with our guides, one bearing our tea supplies and the other a gun.

During the rainy season, most of the big game animals move away from the river and into the escarpment. They start



returning to the riverine areas around April as the pans in the bush dry up. As the year progresses, increasingly large herds of elephants and buffaloes are seen, as well as kudu, waterbuck, zebra, impala and more. The last rainy season, however, rainfall had been a sporadic and disappointing. Wildlife was already starting to make an appearance by the river, months earlier than usual, searching for water and food. We spent several hours on foot in the park that morning getting a real taste of its wildness and rugged beauty.

That afternoon we decided on a change of pace and took to canoes. It was the camp's first canoe trip of the season. The shallow waters and unexpected sandbanks, combined with a few detours to avoid territorial hippos, made for a few bursts of adrenaline. A herd of waterbuck, unfazed by our presence, leapt across the channel immediately in front of our canoes, some almost over our heads, heading from the riverbank to a tiny island. As we approached a camp, Boswell, the elephant, suddenly loomed large over us, grazing on an island in the river. Looking up at him from below, we had a very different perspective of this rather enormous elephant. As we drifted past, almost below him, he could easily have reached out with the tip of his trunk and touched us. We ended our canoe trip with spectacular sandbank sundowners. Alighting from the canoes, we were relieved of our paddles and drinks

were pressed firmly into our hands. We sat watching the vibrant colours of the sunset streaking across the water.

The third camp on our itinerary was the brand-new Nyamatusi, and it was here that we felt like we had really landed in the lap of luxury. The camp had only been a few weeks. It's located in an area of the Mana Pools where previously visitors needed a permit to gain access. It's now accessible to camp visitors only. We pretty much had this remote part of the park to ourselves.

From our beds we could see Zambia's Lower Zambezi National Park on the opposite bank. The looming, tree-covered escarpment looked like the folds of a bedspread draped over the legs of a sleeping giant. A morning walk took us very close to a dozing lion. We were rather keen to 'let sleeping lions lie', but a hippo trotting past, heading to the river, startled it out of its slumber. Catching a whiff of us on the wind, the lion hastily disappeared from sight. A honeyguide flew overhead and for more than a kilometre persistently endeavoured to get us to follow him, but his repeated attempts were in vain. We saw the wild dogs again, after what had clearly been a successful hunt. They lay resting in the shade, with blood-smeared faces and bloated tummies. We returned to our camp in time for our own lunch and siesta. In a fitting touch of symmetry, having started our trip with elephants, we spent our final afternoon watching

elephants in the distance, patrolling the opposite bank of the river.

On our final night in Mana Pools, rather unexpectedly, the heavens opened and when we woke up the next morning, it was to a world transformed. The clear blue sky had vanished and in its place was mist. It was still drizzling when we walked across to the breakfast area. Birds were singing, celebrating the unexpected moisture. Antelopes were looking damp and slightly bewildered, but had their heads down, happily munching. The last rains in the park had fallen four months earlier, and everyone thought that the rainy season had passed the park by. While the drought conditions had meant it would be a bumper season for predators, with all their prey being concentrated along the river, the rain falling now, when the wet season would normally be coming to a close, could make quite a difference in the park dynamics in the months ahead. For us, though, it meant a very muddy and slippery drive out. The black cotton soil had absorbed the rain like a sponge and seemed reluctant to let us leave, gripping tight to our wheels and sending us skidding and sliding. Giving us one final adventure.

Sarah was hosted at African Bush Camps' three locations in Mana Pools National Park: Kanga Camp, Zambezi Expeditions and their brand-new camp, Nyamatusi. **BBO**

Sarah Kingdom

Toyota Hilux Legend 50 4x4-Legendary Style and Performance

Toyota Hilux Legend 50 4x4 with unrivalled performance takes on the toughest terrain with ease



I clearly remember back in the 1970's when I was a young representative working for a petrol company, Toyota launched the Hilux. In those days "bakkies" were not popular, except as workhorses and certainly it was many years before Double Cabs and Extended Cabs were even though about.

Toyota was however always the leader of the pack and sales reflected the popularity of the brand. From 4x2 single cab workhorses to the top of the range 4x4 double cabs the iconic Hilux brand has always been the leader. The original Hilux was introduced in 1969 followed over the years by the likes of Legend 35, Legend 40 in 2004 and Legend 45 in 2014.

Now we are celebrating 50 years of quality and innovation with the Legend 50-a very different vehicle for the original, but never the less following firmly in the footsteps of the first Hilux models.

We tested the Hilux DC 2.8GD-6 4x4 Legend 50 A/T. At first glance the bold aggressive design

leaps out at you. The grille is blacked out with the stylised fog-lamp surrounds. The LED headlamps incorporating daytime running lights complete the picture with the Legend 50 branding offset to the left. The side profile of the Hilux includes black side protective mouldings on both the Extended and Double cab variants, whilst the chrome exterior mirrors and door handles along with black side steps are included. The Legend 50 badging and a heavy duty tonneau cover along with the roof rails, black rear bumper and smoked tail lamps complete the rugged good looks of the vehicle. The Legend 50 also has 18 in alloy wheels with 265-60 R18 all-terrain tyres.

The black leather trim, along with the stylish instrument cluster including a 4.2-inch Multi-information display with controls on the steering wheel - allow the driver to control audio, compass, navigation prompts as well as trip info and fuel consumption. All in all, the interior whilst offering a rugged all-encompassing off-road feel, would be equally at home in a luxury passenger car. The Multi-media display also offers a touch screen with USB, Bluetooth and Aux interfaces. A reverse camera is also included ensuring safe reversing and parking.

Power wise there is nothing that can touch the Hilux. Advanced 4x4 features ensure a surefooted attitude to even the most extreme off road conditions. With 450Nm of torque at 1600-2400 r/min, the 2.8 GD-6 Turbo Diesel linked to a 6-speed automatic transmission, offers incredible performance. The Power is rated at 130kw @ 3400r/min. Safety wise the Hilux Legend 50 offers active and passive safety features including driver and passenger knee and curtain airbags as well as ABS, VSC, EBD, Brake Assist and Hill start assist. All features designed for optimum safety.

Although the Hilux Legend 50 is classified as a Light Commercial Vehicle, the advanced features ensure that this vehicle can be used in multiple roles including, 4x4 off-road adventures as well as normal day-to-day family use. The Hilux Legend 50 has a 3 year/100 000km warranty, as well as a 9 services/90 000km service plan as standard. The model we tested, the Hilux DC 2.8GD-6 4x4 Legend 50 A/T is priced at R668 800. **BBQ**

John Elford



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