

# Leadership

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**Cyril Ramaphosa**

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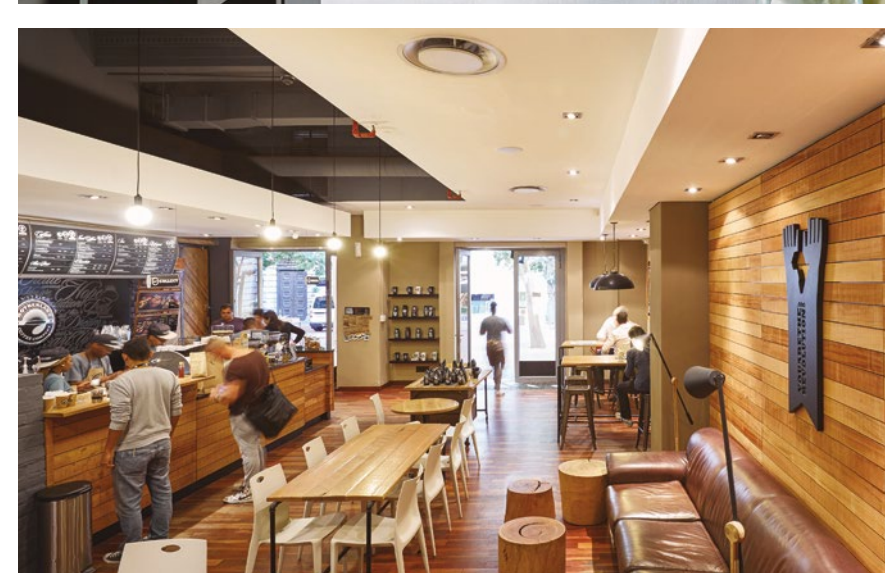
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and controlled environment. This solution is specifically targeted to sub-sectors of the Skills Development element which forms part of the BEE codes. This initiative enables LFP Training to target the EAP targets of client's requirements and recruit in accordance to exact targets such as disabled learners and unemployed learners.

The off-site simulator can be adapted to any industry and allows us to optimise client spend by accessing relevant Government rebates and tailoring learnerships to suit needs and objectives, whilst simultaneously adhering to the BEE Codes of Good Conduct.

### LFP Campus – Online Learnership Platform:

The LFP Campus is an online learnership platform that makes it possible for clients to gain substantial points towards their Skills Development spend in-line with the BEE Codes of Good Conduct. This popular offering avoids downtime and loss of productivity as well as learner freedom thanks to an online offering which can be undertaken outside of working hours.

LFP Training has not only aligned its online initiative to the BEE Codes of Good Conduct but has also made it possible for clients to do so at a fraction of the cost,

all whilst being eligible for Government initiatives such as Tax Rebates, youth subsidies and other grants.

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The election of President Cyril Ramaphosa has brought renewed hope and energy to the country and, with his vast business acumen, many view him as the leader who will steer South Africa towards a prosperous, transformed nation.

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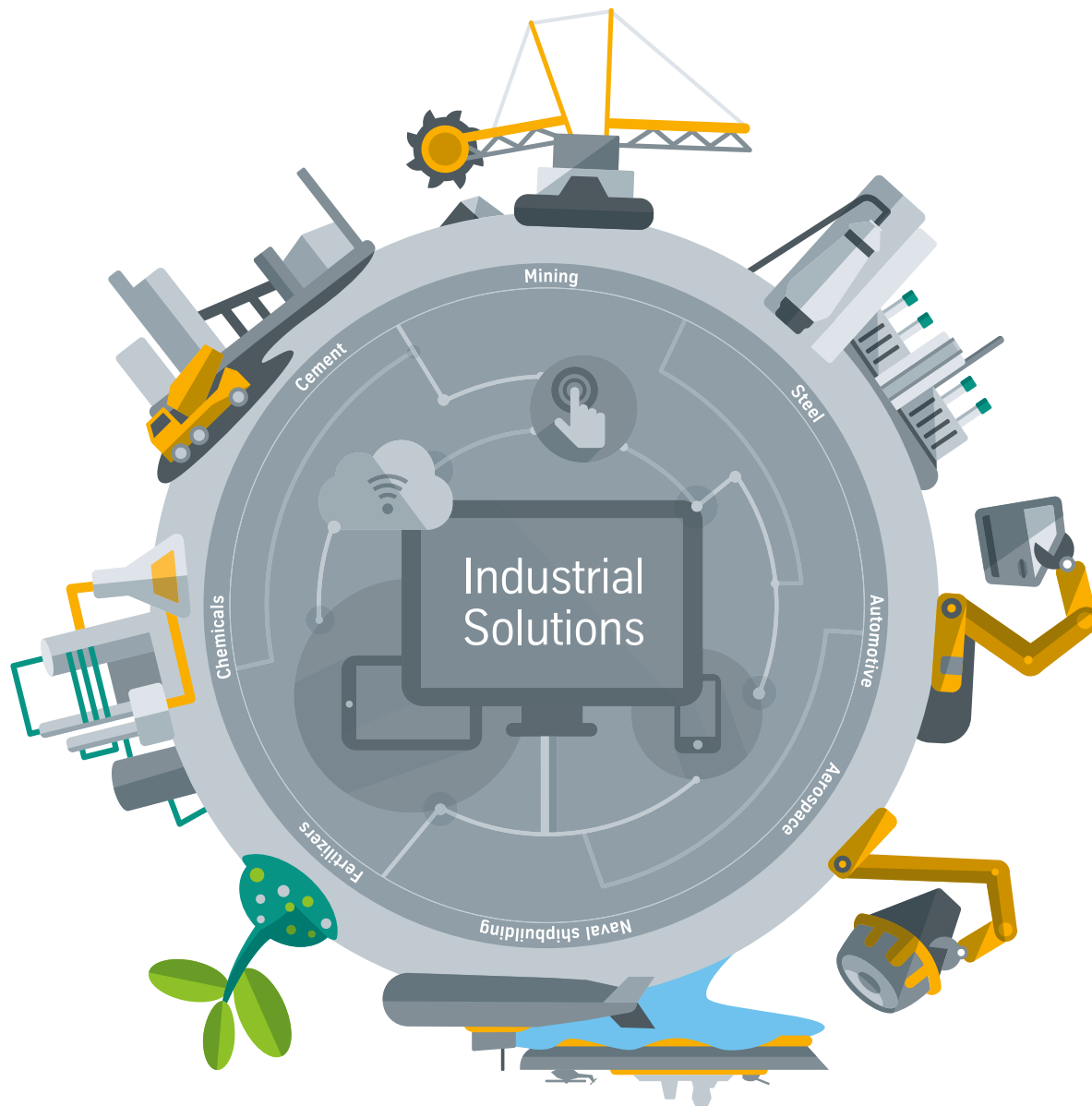
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# Leadership

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# Leadership

## The keys to sound leadership in the ICT industry

I believe the future of business efficiency lies in connecting people. Sadly, not all businesses have access to resources or technology that enables them to compete with the big guys, and it's this barrier to entry that is failing them.

An idea or business model is only as good as the systems that drive it and in today's business climate, the systems that are leading the way are the ones using efficient technology and virtual collaboration.

Leadership recognises that everyone has a right to live with a big vision, whether you're a start-up or an established business. Technology will move on, we are in the Fourth Industrial Revolution and the growth is significant.

I believe that it is one of the great joys of leadership in this industry—the opportunity to play a part in seeing the vision of technology become a reality, and empowering others with this technology. There are immense possibilities for the future of ICT, within the minds of people are great ideas that will revolutionise the industry, however, an encouraging leader constantly looks to the future for both people and planet.

A recent trip to Dubai really put this into perspective for me. The city is a dynamic innovation hub, a bridge between east and west, a pioneer in technology innovation and early adoption, which make theoretical technology a mass-consumption reality.

In just a few decades, the city has reinvented itself from a quiet fishing port to a global investment hub and leading travel destination, now renowned for its record-setting skyline, driverless metro and man-made islands. Its comprehensive government investments in digital innovation to advance key social, economic, governance and environmental indicators, means this incredible transformation will only gain pace in coming years.

High performing ICT organisations and leaders of the future will be those who position themselves at the centre of the digital ecosystem. They are those who take control, making sure that they are at the heart of disruption.

They also lead through encouragement, creating a world of big-spirited, big-hearted people who, in turn, lift their leader higher. They see the very best in other people and spur them onward and upward through an unwavering belief in the potential of those around them.

## Foreword



DAMIAN MICHAEL  
Founder and Managing Director  
of Innovo Networks

The National Energy Regulator (NERSA) makes a valuable contribution to the socio-economic development and prosperity of the people of South Africa, by regulating the energy industry in accordance with government laws, policies, standards and international best practices in support of sustainable development.

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*Fungai Sibanda  
Part-Time Regulator  
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# Leadership

## The power of human intellect can uncover the secrets of our world

Once upon a time, there was a famous scientist named Galileo Galilei. He led groundbreaking research around the motion of the earth in relation to the sun. It is also known that he was tried by the Inquisition and forced to recant his teachings. In recent days, we have witnessed the extraordinary technical achievements of Elon Musk. The Economist has reported Elon Musk's mission "to make humanity an interplanetary species ...by providing it with the means to build a civilisation on Mars". Galileo and Elon are the epitomes of the power of human intellect and how it can uncover the secrets of the world and reshape the universe as we know it.

In recent times, the power of human intellect has been at the core of the wealth of a nation. The wealth of our nation is primary and, most significantly, its people, in particular—talented leaders, intellectuals, practitioners and innovators who are in the engine room, propelling the country forward. No matter how rich and well-endowed the society is, if the country lacks the human capital and talents required to nurture its wealth, it is a doomed society. Oil riches, precious metals, arable land and fish in the sea are all wealth that requires human capital to cultivate for the benefit of the nation.

South Africa has new President Cyril Ramaphosa. According to Bill Nasson, "It is he, far more than Mbeki, who must surely be the truly elusive enigma among the mandarins of the post-1994 South Africa."

The Cape Media team congratulates Mr Ramaphosa on his Presidency and calls upon him to unleash the power of his human intellect to take South Africa to greater heights.

The budget was tabled in parliament and has signalled tough times for the country and the economy. The rising deficit and concomitant rising debts are suggesting a mood of fiscal insouciance, which is rather troubling. A cocktail of fluctuating business cycles, fiscal largesse, slow growth and the rating agencies hovering like hawks would test the mettle of the President and his Cabinet, including the policymakers in parliament. It is now, more than ever before, that a talented and skilled leadership must emerge and re-industrialise the economy along the Fourth and Fifth Industrial Revolutions.

It is indeed a pleasure and privilege to join the distinguished family of the Cape Media Corporation, the Leadership magazine and its readers, during these exciting yet challenging times in our country and the world.

## Publisher's Note



THABO OWEN MOKWENA  
Publisher



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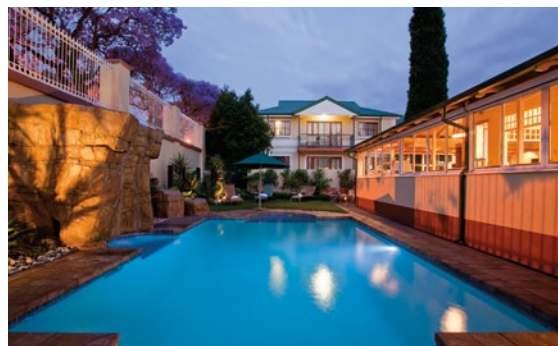
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# Leadership

## Hope is in the air

Welcome to another edition of South Africa's favourite business-to-business monthly. We've hardly had time to take a breath since the last time we touched base and now, there's a positive political change in the air. Are we gearing up for an economic upswing in 2018?

If anybody can lead us into greater prosperity and lessen the frightening unemployment rates, it's the new head honcho, Cyril Rhamaphosa, with his vast business acumen history, including directorships at Standard Bank, the Bidvest Group, Macsteel Holdings, Alexander Forbes, SAB Miller and MTN to name a few during his impressive business career, who is en route to amassing a net worth in the region of R6.4-billion.

However, South Africa is facing down a budget deficit that is pushing R100 billion if nothing is done in the coming years to stop the rot. I remember clearly, under the astute guidance of former Finance Minister, Trevor Manuel, every effort was made to keep the deficit down to zero. Somewhere along the line, that spendthrift outlook was abandoned for a more laissez-faire approach to spending and human resource management.

Let's hope that the new regime can cut out a lot of the dead weight in the public sector, which, alone, would do a lot in bringing our debt down and lessening potential tax hikes. South Africa does not want to end up in a situation like the United States is facing, with its deficit outstripping GDP as debt skyrockets.

What is more positive about the happenings of the last month is that they have proved that South Africa still has a strong democracy and our legal system is healthy. There are a few examples of peaceful, non-violent changes of power in Africa, so the country as a whole and the ANC should receive credit for that.

Hopefully, we are seeing a shift on the continent as a whole. As democracy and economic emancipation take seed, we are seeing a new era of African leaders taking centre stage. You could argue that humans, in general, are looking for more non-violent solutions than in years gone by. Countries' borders, on the whole, are better respected by the superpowers who, before the social media revolution, could get away with a lot more.

What our new president has shown is that most South Africans just want to get on with life, get a job and live in relative harmony with each other if they are given the opportunity. I think a lot of the hatred between different groups of people is fuel by the media and political agendas. Sadly, bad news sells better than good news.

But the good news is that hope is in the air for a brighter, transparent future for all South Africans to enjoy.

Finally, apologies to S'onqoba Maseko for the byline error in her Thought Leader article in the February edition, thank you for the contribution.

## Editor's Note



A handwritten signature in black ink, appearing to read 'Greg Simpson'.

GREG SIMPSON  
Editor

*Maslow*

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# Mr President: Cyril Ramaphosa

## Cometh the hour, cometh the man

**C**yril Ramaphosa's election as President has elicited a wave of optimism amongst South Africans who are hungry for a change after nine years of economic stagnation and corruption scandals. South Africans are yearning for a new leader in whom they can place their dwindling trust.

As fate will have it, cometh the hour cometh the man, and it's none other than Cyril Ramaphosa. He faces, what can be described as a herculean battle, to win the public and investor support.

Analysts described the ANC's choice of leader in December as a turning point for the country, not just the party. Now, Ramaphosa is in charge of both.

Fifty-four million South Africans, and many others across the continent and the world, will shrewdly be watching his every pronouncement to determine whether the future will bring new hope or the continued disappointment that South Africans have become accustomed to.

The role of the president is one that bears many challenges, as South Africa



remains a country with enormous resources, great wealth and immense opportunity, but also vast inequality and poverty. Despite the immense efforts made to build homes and supply basic services to millions of people, successive ANC governments have been unable to meet expectations. After the parlia-

will demonstrate his seriousness about rooting out corruption and fighting state capture. He has declared that his government is committed to “policy certainty and consistency”.

Many have agreed that one of the first major tasks for Ramaphosa will be to unite the ANC before the campaign for the 2019

ideological disputes, that have split the ANC, remain largely unresolved.

### Second Coming

In the words of the world-acclaimed poet, W.B. Yeats in *The Second Coming*, he remarks, “*The ceremony of innocence is drowned; The best lack all conviction, while the worst are full of passionate intensity. Surely some revelation is at hand; Surely the Second Coming is at hand.*”

These words succinctly describe the second coming of Mr Cyril Ramaphosa and his ascension to the highest office in the country. Ramaphosa is believed to have been Mandela’s preference for succession, however, it did not materialise as intended. The rise of Ramaphosa only affirms the wishes of Mandela and the qualities he saw in him.

Following the first fully democratic elections in 1994, Ramaphosa became a member of parliament and was elected as the chairperson of its Constitutional Assembly on 24 May 1994, playing a key position in the government of national unity. His background in law made

“The patience to be able to listen to people and deal with their problems, I think I learnt from my father”

mentary vote, Ramaphosa addressed the nation, declaring, “Our intent is to continue to improve the lives of our people.”

Hailing a “new dawn”, a day after his inauguration, President Ramaphosa has promised to fight corruption, which had weakened the state-owned enterprises in Africa’s most industrialised economy, and to streamline the Cabinet.

Newly-elected President Ramaphosa is under tremendous pressure to appoint a Cabinet that

General Elections gets underway. While the organisation’s political dominance remains fundamentally unthreatened by opposition parties, the ANC must limit its losses—recent municipal polls saw serious setbacks—and avoid being forced into a coalition government. The undertaking will not be an effortless one, as to achieve this, the disaffected followers of Zuma will need to be co-opted, or marginalised—even though many remain in positions of power—and



The National Union of Mineworkers Gen. Secy. Cyril Ramaphosa attending the 2nd annual COSATU Congress

him a valuable asset when drawing up the New Constitution of South Africa.

However, after he lost a closely fought race with Thabo Mbeki to become President of South Africa, he resigned from his political positions in early 1997 and moved to the private sector.

Then President Nelson Mandela—who reportedly backed him for the top job—thanked Ramaphosa for his contribution to the ANC and the struggle, “His role on the national executive committee and as Secretary-General of the ANC remains unchanged. On behalf of the entire National Executive Committee, I wish to take this opportunity to commend my comrade and colleague, Cyril Ramaphosa for the important contribution he has made in building our organisation, the ANC, in the nation-building effort for reconstruction and development. I’m confident that all of his strengths will continue to grow from his immense leadership qualities.”

Ramaphosa added: “Mr President, my role on the National Executive Committee and as Secretary-General of the ANC remains unchanged, no doubt these matters will be discussed further and it will be worked out exactly what type of involvement I have in the organisation and in the private sector.”

True to form, if fortune is the arbiter of half the things we do, leaving the other half to be controlled by ourselves, Ramaphosa has skillfully turned his fortunes around.

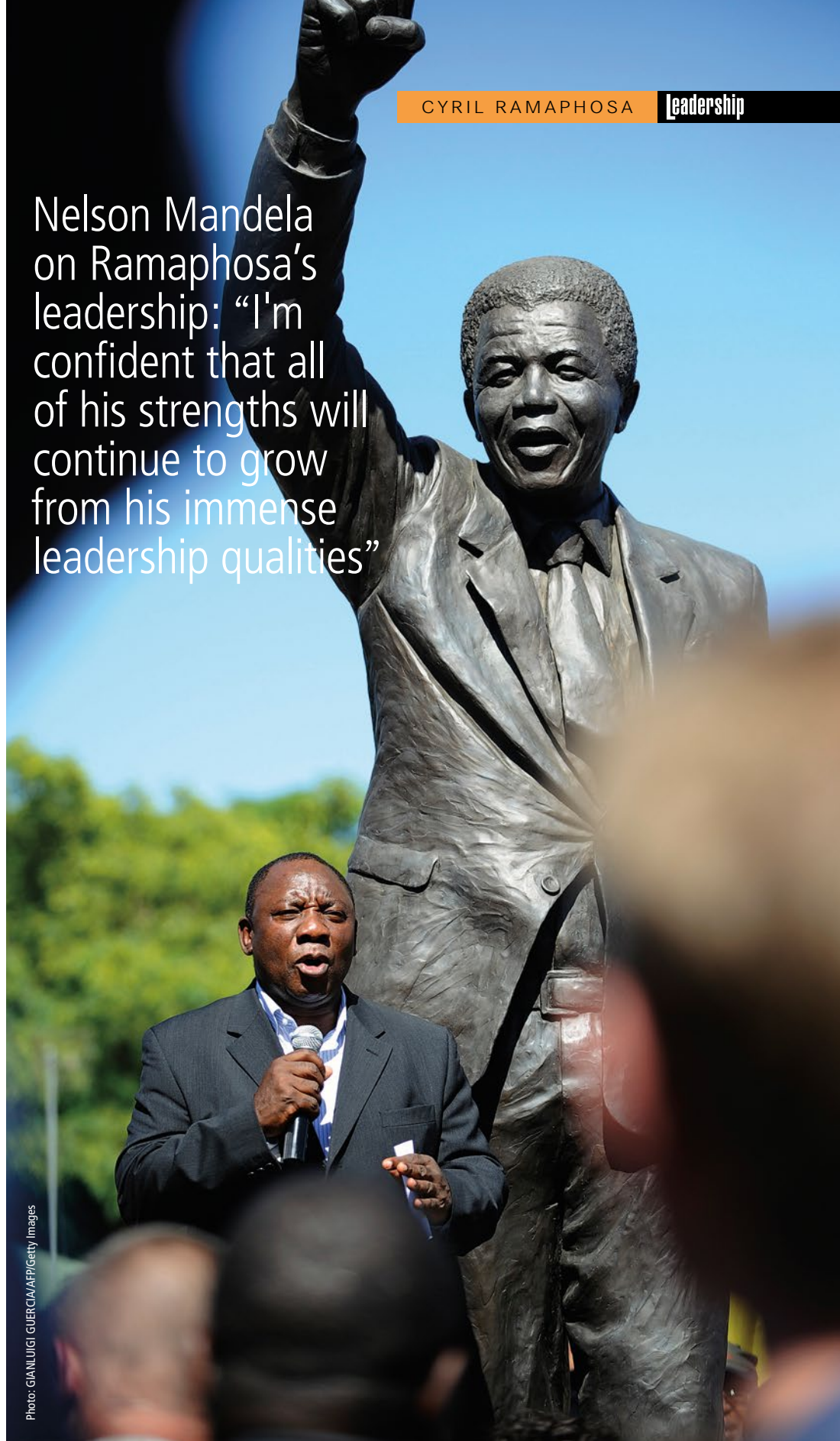
President Ramaphosa’s ascension to power was no walk in the park. The contest in the ANC was robust and, in some instances, contaminated with greed and corruption. In his letter to the Prince, Machiavelli advises the Prince that “one must be a fox in order to recognise traps, and a lion to frighten off wolves”. Will Ramaphosa heed the advice of Machiavelli? Not to do so, portends a pernicious term of office.

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

The trust deficit presents a double-edged sword conundrum for the President. The public trashing of the ANC leaders and the alleged corruption and capture will come back to bite the ANC in the 2019 election. To ignore the explicit acts of corruption is also not an option.

Nelson Mandela on Ramaphosa’s leadership: “I’m confident that all of his strengths will continue to grow from his immense leadership qualities”

Photo: GIANLUIGI GUERCIJA/APP/Getty Images



Therefore, leading up to the 2019 elections, a careful assessment of the political capital that will leverage the 2019 election is the moot point.

The political capital of the ANC for the forthcoming elections lies with President Ramaphosa. What is key for him is that he must be a unifier who will rebuild the ANC and marshal the confidence of South Africans.

#### The economy

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

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

In his speech, President Ramaphosa spoke of attending to many initiatives of growth and

opportunity such as job creation, youth employment, rural economic stimulation and industrial hubs, and made the promise to address the dysfunctional mining charter, encourage small

**“We are determined to build a society defined by decency and integrity, that does not tolerate the plunder of public resources”**

business incubation, expand agriculture and tourism, and address crime.

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

stabilise our debt and restore our state-owned enterprises to health,” said Ramaphosa.

Shortly after Ramaphosa started his address, the South African rand surged, trading near its

three-year best. Financial markets have rallied since Ramaphosa took over from Zuma as the ANC's leader in December, as investors warmed to his covenant to pursue overseas investment.

#### Politics—a long walk to freedom

Ramaphosa accompanied released ANC political prisoners to Lusaka, Zambia in early 1990 and served as chairman of the historic National



Photo: Media24/Gallo Images/Getty Images

*President Nelson Mandela signs a document with Cyril Ramaphosa at his side.*



Photo: RODGER BOSCH/WAFP/Getty Images

South Africa's new president Cyril Ramaphosa (R) is sworn into office by South Africa's Chief Justice Mogoeng Mogoeng (L) after being elected by the Members of Parliament on February 15, 2018.

Reception committee, which co-ordinated arrangements for the release of Nelson Mandela and the subsequent welcome rallies within South Africa.

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

Ramaphosa was present at the ANC's march on Bisho the following year, when Ciskei troops fired on the crowd, killing 24 and wounding 2 000. A group of marchers led by Deputy Defence Minister Ronnie Kasrils, who tried to leave the stadium through a gap in the fence, were fired on by soldiers hidden in shrubs and behind mounds of earth.

Ramaphosa said, "The shooting started without any warning. The shooting was widespread and was aimed at the marchers who had moved out of the stadium. There was terror and panic. The gap in the stadium fence and the deployment of the soldiers suggest there

was an ambush set for the people who chose to move out of the stadium. There is no other explanation."

A high-level negotiator by trade, subsequent to his election as the ANC's Secretary-General in 1991, he became Head of the Negotiation Team of the ANC, negotiating the end of Apartheid with the National Party (NP) government and the iconic release of Nelson Mandela from prison after 29 years.

Mandela recalled the meeting at his cottage before his release: "A number of comrades from the Reception Committee, including Cyril Ramaphosa and Trevor Manuel, were at the house bright and early. I wanted initially to address the people of Paarl, who had been very kind to me during my incarceration, but the reception committee was adamant that that would not be a good idea."

Ramaphosa's colleague at COSATU during his Union struggles, Jay Naidoo reportedly added: "Out of sight, you could hear the roar of more crowds, curious, joyful and impatient. We were extremely nervous about his safety as the state had abandoned the responsibility for Mandela's security and we had to act as his

only bodyguards. Madiba and Winnie had been seated in a modest sedan, the best car we could organise, which belonged to someone Trevor Manuel knew and was driven by a Cape Town activist called Sonto. Cyril, Valli [Moosa] and I were piled into Trevor's beaten-up Toyota."

Ramaphosa in the business world

During his two decades within the private sector, Ramaphosa held executive positions on numerous JSE-listed companies where he built his wealth to become one of the more successful businessmen in South Africa.

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

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

The success of the Shanduka Group confirmed Ramaphosa as a skilled negotiator and dealmaker. These traits were learnt during his



Photo: ANNA ZIEMINSKI/AFP/Getty Images

*Cyril Ramaphosa (sitting R), Chairman of the Constitutional Assembly (CA), and Leon Wessels, deputy chairperson (L) and members of parliament, sign copies of the amended constitution in Parliament, on October 11, 1996, in Cape Town*

time in politics as a Labour Negotiator, and he successfully carried them out in his business interests. Despite all the success during his business ventures, there was also some controversy. In 2011, Lonmin, a mining company in which Ramaphosa was the Non-Executive Chairman, was involved in an unprotected strike by mineworkers. This eventually led to what is now known as the Marikana Massacre—a strike that left 34 mineworkers dead at the hands of the police.

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

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

In 2012, former President Jacob Zuma appointed Ramaphosa as his deputy, after he was elected as Vice-President within the ANC structures. This led to Ramaphosa resigning from most of his private-sector positions in order to avoid a conflict of interest. It was largely felt that Ramaphosa's business acumen would stand the country in good stead whilst being second in charge.

#### **Trade union leader**

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

He recalls how it all began at its 30th Anniversary in 2015: "COSATU has a wonderful tradition of being true to the values of workers, being militant and bolstering the Liberation Movement. Today, South Africa's democracy is where it is, in part, due to the contribution made by working people through the union. It has helped strengthen the liberation forces in our country, and it is for that reason that it continues to occupy a special place in the hearts of ordinary people."

In July 1986, after the declaration of the state of emergency, Ramaphosa went into hiding after the security police swoops on the homes and offices of the political activists. He travelled to the United Kingdom and appeared with NUM President, James Motlatsi, at a conference of the British National Union Mineworkers. He was later refused a passport to travel to Britain in

1987, but when he became the recipient of the Olof Palme prize, he was permitted to travel to Stockholm to receive it.

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

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

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

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

"We are all called upon and enjoined to heal the divisions and the pain of the past. And this is a collective task. It is not a task of the ANC

alone; it is our task as a nation. It belongs to all of us," he said.

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

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

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

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

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

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

*Thabo Owen Mokwena*



Shortly after Ramaphosa started his SONA address, the South African rand surged, trading near its three-year best

Photo: Moeletsi Mabe/Sunday Times/Gallo Images/Getty Images



Photo composite: Brent Meder

# Defining the Zuma years

Though Jacob Zuma was no saint when he ascended to the presidency, he managed to convince most observers that he was a man more sinned against than one who was sinning

**I**t did not take long for President Zuma to transform in the public's eyes into the typical 'Big Man' African leader, driven by corruption.

He managed to cling to power for so long by centralising and personalising power, using cadre deployment, the quintessential tool in the Big Man's bag of tricks. Thus, he packed the security services, public services, including parliament, and, of course, the ANC itself, with loyalist cronies who were willing to support him with their last breath.

By the time he left office on Valentine's Day this year, Zuma's negative legacy was so widespread and so profound, it had become structural and affected both the economy and society.

Mteto Nyati, Chief Executive of Altron, the JSE-listed ICT group, is of the opinion that Zuma's departure and the succession of President Cyril Ramaphosa to the office could only be a good thing.

"There can only be positive changes in South Africa under the new leadership of President Cyril Ramaphosa—he is principled, transcends race, tribe, colour and has cross-cultural appeal. With the new government under President Ramaphosa, we hope that business will be engaged with policies through organisations such as Business Leadership South Africa (BLSA) and the CEOs Initiative.

"We believe the ICT sector is the catalyst for the South African economy and hope the

new government will take a decisive look at ICT policies.

"Through education, South Africa will have a strong pool of skilled people who can drive our economy and boost its growth. President Ramaphosa is already involved in this effort through his foundation and we would hope to see how this thinking will translate into action in the government under his leadership," he said.

In a brief interview with Deanne Chatterton, the CEO of Instinctif Partners, an international business communications consultancy with offices in South Africa, I asked how business, the government and civil society could work together to move forward in restoring Brand SA and she responded, in part, by saying, "Businesses, the government, labour and civil society need to acknowledge that they each have a vital role to play in positively influencing our future but equally, they need to recognise that collaborative efforts are a critical ingredient to achieving success. Brand SA needs some early wins that will re-energise us as a nation and motivate us to actively support initiatives that contribute to socio-economic empowerment (stimulating employment is one such example). We need our leaders to ensure that their actions mirror their words and we need leaders who put the needs of the country ahead of their own."

Zuma may have left and been replaced by Ramaphosa but was celebration premature? "As a society, we must not underestimate the enormous challenge President Cyril Ramaphosa has in front of him. His rapid rise to the presidency

is in no way a small feat and yes, we certainly need to take a moment to acknowledge this incredible watershed moment and to wish him well in his new role," she said.

She added, "We might also want to breathe a sigh of relief that the possibility of a future of growth and unity now has a chance to seed. Arguably, we, as South Africans, have lost a decade under the leadership of Zuma. Restoration cannot happen overnight and to expect the impossible will only set us all up for disappointment. President Ramaphosa's focus on unity within the ANC, the restoration of ethics and transparency in our political structures, and the installation of good governance and competent leaders in our SOEs is commendable."

Dave Elzas, the CEO of the Geneva Management Group—a leading provider of fiduciary services to the financial services industry in South Africa—said it would not be an easy task to overcome the setbacks of the Zuma years, however, "A business-friendly, effective government focussed on delivery is most certainly likely to move South Africa back in the right direction."

"In recent years, the slow economic growth that has characterised the South African economy has certainly stunted the country, both economically and socially. The slow growth happened at times when there was considerably more buoyancy in other parts of the world, and so it cannot be attributed to a general decline in the world's economy. The inference is then, that



*Mteto Nyati*



*Dave Elzas*



*Grant Field*

the Zuma regime had a significantly negative impact on the economic fortunes of the country; for this reason alone, his removal from office is to be welcomed," he said.

Agreeing with Nyati, Joff van Reenen, Director and Lead Auctioneer of bespoke property sales house, the High Street Auction Company said, "The swearing in of Cyril Ramaphosa as the South African President heralds the start of the country's economic turnaround."

He added, "There's no doubt the change in leadership will prompt a surge of investor confidence, both domestically and internationally.

"One only has to look at the movement of the currency over the past couple of days to get a real sense of the more upbeat mood and we believe this is sustainable, considering Ramaphosa's business-orientated background and his understanding that stability and economic growth are paramount for South Africa right now."

Also feeling hopeful about the changes in the presidency is the South African Local Government Association (SALGA) who, in a statement given after the swearing-in of President Ramaphosa, said it expected the new leader to "infuse new energy and point towards new alternative solutions to help deal decisively with the escalating debt owed to municipalities, as well as the outstanding municipal debt to Eskom, and the issue of municipalities battling to afford to pay for bulk water supply".

Karl Westvig, CEO of Retail Capital—a firm which provides businesses with an alternative funding solution to traditional small business loans—said the change in leadership was reflected by optimism in the SME business sector, saying, "It's been incredible to witness the rise of civil society, the strength of the justice system and the robust institutions that have contributed to the change in leadership in South Africa. As a funder of the SME market, we have witnessed firsthand the negative influence of the previous leadership and then also the dramatic positive and optimistic shift post the election of Cyril Ramaphosa as the president of the ANC."

Westvig added, "Under the Jacob Zuma regime, we saw slowing GDP growth, a depreciating rand and an incredibly pessimistic outlook for the country, which, in turn, led to a downturn in consumer confidence and, ultimately, poor performance in the SME sector specifically. We sometimes forget that the owners of these



*Jacob Zuma addressing the nation after the ruling African National Congress (ANC) party instructed him to immediately resign. (Photo: PHILL MAGAKOE/AFP/Getty Images)*

businesses are directly dependant on their profitability to feed their families and also hire people and feed their families. As a major contributor to the SA economy, a poor performance leads to job losses, never mind job creation.

"We could see a consumer-led and business-led recovery of the economy and they apply their cash resources to local investment and purchases."

Indeed, the president said some very seductive things during his State of the Nation Address a day after his swearing-in to office, and as Westvig said, "South Africa is now on a path of expansion with more confidence in the leadership—as long as the decisions as to the make-up of the extended leadership team is for competent individuals with the best interest of the country at heart."

Meanwhile, Michael Bolliger, an analyst at the UBS Wealth Management's Chief Investment Office, is of the opinion that while the good times for the economy are just around the corner, we should approach cautiously.

In an analysis written with colleagues at the UBS Wealth Management's Chief Investment Office, Bolliger said, "The resignation of President Zuma will likely brighten the country's reform outlook, given ANC President Cyril Ramaphosa's commitment to a growth-stimulating macro policy.

"Zuma's exit may be followed by a cabinet reshuffle, greater efforts for fiscal consolidation and further governance changes at state-owned enterprises.

"This should lower the probability of a rating downgrade by Moody's in March, although the risks remain considerable."

Continuing with the note of caution, Grant Field, the CEO of FedGroup, South Africa's leading independent financial services provider said, "There is no doubt that recent political developments have had a positive effect on the country's collective psyche but it would be wrong to see the departure of President Zuma as the end of an era. Rather, it is part of the unfolding landscape of our young democracy.

"There is much cause for optimism, as we look forward to a clampdown on corruption and the implementation of a sound fiscal policy. These measures will no doubt provide a significant boost to our economy but this is not a time for civil society to become complacent. Businesses have an important role to play in forging a way forward and if our past is to be our teacher, one of the most important lessons from recent history is that bad things can happen if good people do nothing." ▲

*Mwangi Githahu*

# Alan Knott-Craig Jr and the power of focus

Why the entrepreneur is resolutely focused on  
delivering free Internet to every South African



**T**here is a reason Alan Knott-Craig Jr has named his Wi-Fi business HeroTel. Without any irony, he wants to be a hero. In a tech world saturated with a sense of inward focus, this sense of purpose is refreshing.

“We started in 2014 and our mission is to be the lowest cost data network in South Africa. We are still insignificant in the big scheme of things, but we have great partners and are growing fast. Growing fast is a privilege and fun,” he enthuses.

HeroTel views its mission primarily as a social cause. Free and fast Internet is the prerequisite for a growing and civilised modern nation—an essential to saving our economy from its current low growth trap.

#### Don't Panic

In that regard, Knott-Craig remains ever hopeful. In fact, he has written the book on South African optimism, a few of them in fact, with titles such as Don't Panic; Really, Don't Panic; and Moeie Stres Nie.

He maintains that South Africa, with its burgeoning first world infrastructure and its third world sense of frontier and opportunity, remains a value proposition for those willing to take risks and profit out of chaos.

This, ultimately, is the impetus behind his big push to provide Wi-Fi to every South African.

Perhaps best known for taking the helm at Mxit, by means of his investment house, World of Avatar, and then being edged out by his partners as the start-up failed to make the leap to smartphones, Knott-Craig has since been focused on wireless broadband.

Initially, after the scars of the Mxit saga, he moved into the non-profit sector in an intriguing collaboration with the Tshwane

municipality. Entitled Project Isizwe, the venture aims to provide free Wi-Fi to citizens of the nation's capital.

The project has since provided over a thousand free Internet zones, allowing over three million users to connect to the Internet. Expansion is underway, replicating the model in the Western Cape and throughout the country.

Knott-Craig felt it safer to leave Project Isizwe to his more risk-averse partners as he looks to make a play for shaking up the profit sector of broadband data. Thus, he now devotes his time to a second project, which aims to consolidate Wireless Internet Service Providers (WISPs) in alliances as partners or franchisees in order to create a major national broadband provider.

HeroTel focuses on the large sector of the market operating outside the realm of 3G or LTE and fibre data.

The aim is to bridge the proverbial last mile between households and small businesses and big infrastructure by means of broadband, through utilising the existing WISPs in a collaboration, which would allow smaller service providers all the advantages of both the consolidated economy of scale, as well as the decentralisation of a local, hands-on service provider.

#### Being a hero

The “hero” branding relates back to that original impulse behind Project Isizwe: Knott-Craig wants to “save” the small Internet user from our current “suppression of connectivity”.

“In my opinion, Internet access is akin to water and electricity. You simply can't call yourself a civilised society unless you strive to give all your citizens water and electricity. One day, people will look back with incredulity that the Internet was not freely available,” he says.

Although South Africa continues a massive roll-out of data infrastructure daily, Knott-Craig

believes that the data demand will only ever increase.

“Every day brings more fibre and more Wi-Fi, but we still have enormous growth potential. I would estimate fibre market penetration at less than 20%. Even once we reach 100% there will be growth. People can never have enough data. The only constraints are speed and cost. The hero strategy is to maximise speed and minimise cost so that we can profitably satisfy the infinite demand for data,” he explains.

#### The imminent Internet of things

One of the reasons for the endless increases in data consumption is a global movement toward an Internet of things (IoT) as opposed to the current, simpler model of an Internet of people. However, simply put, South African data is currently far too expensive to make this step. “Today, we have the Internet of people. Everyone in the world is connected. Tomorrow, we will have the Internet of things. Everything in the world will be connected. Cars, tractors, dogs, cameras, batteries, solar panels, clothes, everything.

“So, the average businessperson needs to ask himself, ‘How will I conduct my business if every asset and person were connected in real time?’ But it's not something to stress about. IoT is many years away because the cost of data is too expensive. Hopefully, HeroTel can one day provide a network for this type of thing that makes applications affordable,” Knott-Craig says.

But it is this kind of aspirational thinking that may provide the economy with the energy required to unleash a new wave of smart green industrialisation based on the digital economy.


“Once we have a critical mass of South Africans online, we will unlock the enormous entrepreneurial and educational potential of the Internet, and our economy will receive a significant growth boost. That day will not arrive until the majority of South Africans have free Internet access. Cheap is not good enough. It must be free and fast,” he explains.

And not being good enough in this regard is simply unacceptable in Knott-Craig's purview. Without a new wave of connectivity, the economy simply won't grow fast enough for South Africa to maintain or rejuvenate its coherence as a stable nation-state.

Knott-Craig wants to pull this lever: “The economy needs to grow faster. The single biggest untapped lever for South Africa is

#### Did you know?

Fiber-optic communication is a method of transmitting information from one place to another by sending pulses of light through an optical fiber. The light forms an electromagnetic carrier wave that is modulated to carry information. Fiber is preferred over electrical cabling when high bandwidth, long distance, or immunity to electromagnetic interference are required. First developed in the 1970s, fiber-optics have revolutionized the telecommunications industry and have played a major role in the advent of the Information Age. Because of its advantages over electrical transmission, optical fibers have largely replaced copper wire communications in core networks in the developed world.



“So, the average businessperson needs to ask himself, ‘How will I conduct my business if every asset and person were connected in real time?’”

Internet access. Less than 30% of South Africans truly have access to the Internet because the vast majority simply can't afford 3G or LTE at R1 per megabyte.

“The World Bank estimates that for every 10% of broadband penetration, you have a 1.28% GDP growth. If we provide free Internet to the 70% unconnected South Africans, that equates to a 10% GDP growth. That's big.

“The answer is not to further regulate telecommunication companies. It's much simpler. Government-funded public Wi-Fi within walking distance of every South African...”

And with HeroFtel to fill in the gaps of the public provision, needless to say.

In short, the connectivity of things and people provided by Wi-Fi can help spark a culture of enterprise, which will allow for things like non-delivery of school textbooks to become a business prospect rather than a crippling failure. At the heart of such a hope is the belief that entrepreneurs can make a profit while providing game-changing services to the societies in which they operate. Heroes can make a profit.

### **Really, Don't Panic—rather stay focused**

Such an ideal requires a certain kind of work ethic. After the lessons of Mxit and some of the baggage of entering the business and telecommunications world just as your father was

remaking it, Knott-Craig carries some of the scars of being an entrepreneur.

The Mxit affair had the potential to define his career. After taking time out in the United States, however, he came back determined to maximise South Africa's opportunities.

He has also had to fight against the perception of being a so-called “trust-fund kid”.

It is true that his father and namesake is one of the most successful businesspeople of our country's current era, responsible for Vodacom's meteoric rise upon the wave of a mobile revolution.

What is less known is that before Vodacom, Knott-Craig Senior worked for the Post Office and Telkom, and his family grew up in a non-descript home in a non-descript Pretoria suburb, where Knott-Craig Junior went to a government school with a very low profile.

He acknowledges that he has been ambivalent about being the son of his father in a business sense, but has found peace in treating it as a kind of advantageous externality.

“My dad is a business legend and I am privileged to have his name and to have learnt at his knee over the years. There have been many benefits and I am very grateful for all of them. There is some downside too, mostly in my own head. Over the years, I have realised that being born to successful parents is akin to being born with

an IQ of 150 or being able to run 100 metres in less than 10 seconds. It's a lucky break. Don't shy away from it. Make the most of it,” he says.

The chief lessons he says he has learnt from his life thus far is the deep and abiding importance of being focused. In that regard, he offers some advice, which is deeply counter-cultural to his industry and generation.

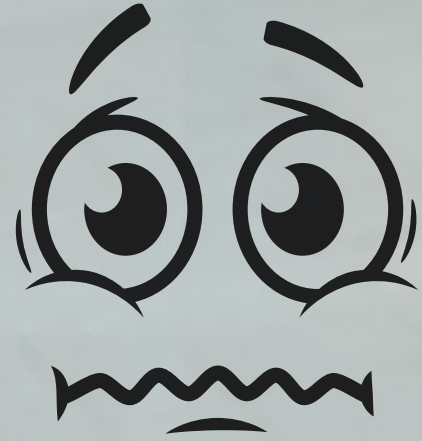
“The way to focus is to remove distractions. Stay in a quiet town. Get married (escape the distractions of constantly searching for love). Live simply. No fancy cars or houses. Keep your personal overheads low. An expensive lifestyle is a distraction,” he says.

This, in turn, fuels and is fuelled by an overarching sense of purpose.

“I have a purpose. My purpose is to make the Internet free and to somehow make a profit at the same time. It's not easy but it's worthwhile and it gets me out of bed in the morning. It's also great to have partners I trust and like. Life is too short to hang out with folks you don't like,” he says.

Purpose and focus. In entrepreneurs like Knott-Craig, these virtues may be the catalysts for a fresh wave of innovation and growth in the South African economy. ▲

*Chris Waldburger*  
*chriswaldburger.com*



# Corporate scandals are bad for everybody

**When we have high-profile corporate scandals like Steinhoff and the associated frenzy that affected companies like Capitec and Aspen, every person in the country is affected. Shareholders and bondholders lose billions while pensioners and unit trust investors also take losses.**

**T**hese losses and increased speculation unsettled the entire stock market. These are just the short-term effects; the longer-term damage will only be felt in the months and years ahead.

## **Investor confidence**

In the aftermath of a corporate scandal, private investors who are not that familiar with stock markets and the risks of investing will start to question why they have money in shares. They will be wondering if their money would not be safer in cash deposits, residential property or under the mattress. In a country with shocking savings rates, this is a real blow to economic growth. If we had a better savings rate, there would be more money to be invested in companies that could employ more people. This would place less strain on social grants etc. Anything that damages investor confidence and reduces the willingness of people to save for the long-term is destructive to our economy.

## **Auditors questioned**

The audit profession has taken a series of blows over the last two years. Fundamental questions need to be asked about the role of the profession and the ability of auditors to monitor large entities. In 2008, we became familiar with the phrase “too big to fail” as justification for the United States Government bailing out large financial companies like the American International Group (AIG). One must ask if multi-nationals are becoming too big to monitor? Is it possible for the directors of these

companies to know what is happening within the business and can they trust the information provided by the internal finance department, internal audit and external auditors? The example of Steinhoff would indicate that size is the enemy of transparent financials.

In addition, the role of accounting standards (not my area of expertise) must be questioned. This quote is taken from [www.ifrs.org](http://www.ifrs.org), “And IFRS Standards contribute to economic efficiency by helping investors to identify opportunities and risks across the world, thus improving capital allocation. For businesses, the use of a single trusted accounting language lowers the cost of capital and reduces international reporting costs”. I must admit I laughed out loud when reading this, I would love to see the person who wrote this drivel explain how IFRS helped Steinhoff investors identify the risks of their investment.

Furthermore, we have yet to see a high-profile sanction of an accountant for the corruption that has taken place within SOEs over the last eight years. I cannot recall any disciplinary action taken by the Independent Regulatory Board for Auditors (IRBA) where people have been barred or sanctioned for the corruption within SOEs. It seems that they are only investigating now, what have they been doing for the last eight years?

## **A bloody nose for asset management**

Steinhoff has also given the asset management industry a bloody nose. It is only natural for investors to ask the highly paid fund managers who bought Steinhoff how they missed the lies told by management. I have sympathy for asset managers because their mistakes will always seem



obvious with hindsight, but it does show how difficult it is to be a stock picker. Private investors who don't feel capable of choosing specific shares themselves will naturally wonder if there is any benefit in paying fees to asset managers after this type of incident.

#### **Excess regulation that stifles business**

It is nearly inevitable that regulators will look at the Steinhoff debacle and try to determine how they can tighten and increase regulation to prevent this incident from happening again. This will lead to increased compliance costs, higher audit fees, more complexity in reporting and even less clarity to investors. Ultimately, investors carry the cost of the regulation as they bear the brunt of increased regulatory costs. As we have seen in the case of Steinhoff, increased regulation is not always the answer. Perhaps it is time to consider how to simplify auditing and accounting so that more people can understand what is going on.

#### **Beware the short seller baring gifts**

Late in 2017, just after Steinhoff's auditors announced they would not sign off their financials, a little-known group, called Viceroy, published a research report on Steinhoff. In summary, it claimed to expose Steinhoff's accounting practices as fraudulent and this caused the share price to collapse. One of the big criticisms levelled at Viceroy was that they were anonymous and never spoke to management and, therefore, some of their opinions were inaccurate. The critics were largely ignored after the Steinhoff CEO resigned, which seemed to validate Viceroy's research and

methods. However, Viceroy's subsequent actions have raised suspicions about their methods. It is difficult to determine what good was done by them telling the markets that they were researching another company in South Africa after their Steinhoff report went public. This announcement only raised anxiety levels and made our market fertile ground for short sellers to create panic by publishing half-truths and unresearched opinions on any company that superficially compared with Steinhoff.

Share prices of a few companies collapsed as they were targeted by ruthless speculators who created panic by claiming they had identified Viceroy's next target. When Viceroy eventually published their report (on Capitec), it was filled with very poor research, highly emotive language and showed a limited understanding of the South African banking environment. It has been speculated that Viceroy has close links to well-funded hedge funds that might be using Viceroy to manipulate markets in their favour.

#### **Keep calm and carry on**

When markets become frantic, it is always best to remain calm, keep saving and investing your money. Try to ignore the media hype that causes us to make bad financial decisions. It is important to remember that patient investors have profited handsomely from their investments, despite market crashes, corporate scandals and lousy politicians. ▲

*Warren Ingram,  
Executive Director at Galileo Capital*

# The Cape Town water crisis in focus

Despite the declining agricultural usage contributing significantly to the postponing of the day the taps run dry—from mid-April to mid-May—Cape Town's water crisis continues

An overview of a dry area in Theewaterkloof dam on February 8, 2018 in Villiersdorp about 100 kilometers outside Cape Town. The dam is the biggest around Cape Town and it has a capacity of 480 million litres, providing most of the water for the 4 million inhabitants of Cape Town.



**A**nnouncing the postponement of the event popularly known as Day Zero in February, Deputy Mayor Ian Nielson, a professional Hydrological Engineer by trade with a Master's degree in engineering, explained that despite this partial reprieve, thanks to the agricultural sector, there has been no significant decrease in urban use. He said as such, the city will continue to impose and maintain Level 6B water restrictions. This means that all Capetonians must continue to use no more than 50 litres per person per day to stretch available supplies.

Nielson said in a statement, "Many of the agricultural users in the Western Cape supply system, from where the city also draws its water, have used up the water allocated to them as per agreement with the national department of water sanitation." He added that agricultural usage was, therefore, likely to drop significantly in the following weeks.

According to the Deputy Mayor, the agricultural sector is currently drawing about 30% of the water in the supply and this should fall to approximately 15% in March and 10% in April. However, he pointed out, "The city does not have any control over agricultural releases, so this is the best estimate we can make with the information at hand."

Meanwhile, the City of Cape Town's Health Department has increased the list of springs designated for sampling amid the growing popularity of such springs as a water source.

A statement from the city, said: "This initiative is but one of several key interventions to safeguard the public in a time of increased reliance on alternative water sources such as springs, boreholes, well points and grey water."

Nevertheless, according to the city, "The only source of safe drinking water remains the municipal water provided through the city's reticulation system. The water is sampled from formal sampling points across the city on a weekly basis and analysed at the city's accredited Scientific Services laboratory."

Springs and water streams do not form part of the city's water reticulation system and are not monitored and controlled for drinking water standards. Until now, only 10 springs, located among residential areas, have been sampled once a month but more sites are being added to the list. However, the testing only includes

microbiological tests for disease-forming agents such as E. coli. City Health is erecting warning signs at all of the sites to highlight that the water quality cannot be guaranteed as safe to drink.

The City of Cape Town put out a message warning consumers that "borehole water is not suitable for drinking or cooking". The city also advises against connecting a borehole water tank to the plumbing system in the home as it could result in a backflow that risks contaminating the city's drinking water system.

As more people dip into alternative water sources to augment their consumption needs amid the drought crisis, the city's Health Department has cautioned about the dos and don'ts and ramped up its response to mitigate potential health risks. For instance, less flushing

**"In drought situations, one usually sees an increase in the transmission of bacterial and viral infections"**

poses a risk for the city's sewage system and this could result in increased disease transmission.

Speaking on the John Maytham show on Cape Talk, Epidemiologist and community health expert, Dr Jo Barnes said: "When you flush the toilet very infrequently, the ratio of solids to water is different. Minimal household flushing can cause sedimentation, which will soon result in blocked pipes. Fairly soon, some of the pipes will clog up and, in turn, cause sewage spillage."

Dr Barnes explained, "Exposed human waste in the summer heat will attract flies and may leave locals more susceptible to diseases." She advised that families use disinfectant solutions in their toilets, bathrooms and on household surfaces as frequently as possible.

According to Professor Marc Mendelson who heads up the University of Cape Town's infectious diseases division, "In drought situations, one usually sees an increase in the transmission

of bacterial and viral infections through food and waterborne processes? Also, if people wash their hands less, the worry is that we'll begin to see more diarrhoeal disease in particular."

At the same time, medical experts are warning that Cape Town's drought could fuel the growing resistance to common antibiotics as more people are expected to become sick when normal hygiene practices are pushed aside in the name of saving water—resulting in more antibiotics being dispensed.

Meanwhile, Mayoral committee member for Safety and Security and Social Services, JP Smith has assured Capetonians that: "Strategic commercial areas, high-density areas with a significant risk of the increased burden of disease, such as informal settlements, and critical services, such as hospitals, old age homes, prisons, hospitals, fire stations, police stations, clinics, children homes, where possible, will continue to receive drinking water through normal channels."

In addition to the dire water shortage, the hot, dry, and windy period leading up to the winter rainy season poses a major fire risk for homeowners. Cape Town's vulnerability to a fire risk in the face of its water crisis is illustrated starkly by the wildfires that ravaged the Knysna area in the Western Cape in June last year, which saw at least 600 homes destroyed, 10 000 people displaced and property damage estimated at R4 billion to R6 billion.

ASP Fire CEO, Michael Van Niekerk offered advice to Cape Town residents of areas that are particularly vulnerable to potentially devastating brush fires, such as Simon's Town and Noordhoek, on how to fireproof their homes against a potential disaster, suggesting that homeowners in these areas undertake a critical inspection of their residences in order to mitigate any potential fire risk. "Factors that are going to cause your house to go up in flames in the event of a fire breaking out are obviously dry vegetation, leaves and debris in the guttering and long grass. These are easy ways for fires to propagate," he said.

Therefore, it is essential that homeowners ensure that their outdoors housekeeping is in order. "Ensure that the grass around your home is mown properly. If there is a firebreak nearby, do not rely on the city council to maintain it, as their resources are also limited, but keep an eye on it to ensure it provides adequate protection," Van Niekerk urged.



Photo: Morgana Wingard/Getty Images

*Police are now controlling Newlands Spring and limiting water collectors to carrying one 25 liter container at a time. Policemen guarding the entrance to the spring respectfully ask people to leave their extra containers at the entrance. People walk to the spring, fill a container, walk it back to their car, walk back to the spring with an empty container, then join the queue again and repeat. Diminishing water supplies may lead to the taps being turned off for the four million inhabitants of Cape Town on April 16, 2018, known locally as Day Zero. (Photo by Morgana Wingard/Getty Images)*

At the same time, there have been a number of innovations from both the private and the public sectors to try to help solve the crisis.

For instance, with regards to the city's elderly and infirm denizens who may not be able to collect water for themselves, one company, Amdec, has taken proactive steps to create water-saving initiatives, which ensure that retirees at its Evergreen retirement developments are catered for.

"Water consumption is already managed on Evergreen properties, with a focus on rain and grey water harvesting and water-wise gardens," said Cobus Bedeker, Development Director of Evergreen Lifestyle Retirement Villages. One of its latest projects is the development of Val de Vie Evergreen near Paarl—the largest retirement estate in South Africa. The development went off the grid in early December 2017.

"We're very fortunate to be in a position where there will be no 'Day Zero' at Val de Vie," said Marketing Director, Ryk Neethling. "We have been working proactively with the Drakenstein municipality on this project, which will free up municipal water resources for the

community at large that would normally have been channelled to the 1 500 homes on the estate," he added.

The entire estate taps into the water-saving features already in place on the estate, including a water purification plant to utilise the underground aquifer and move away from reliance on municipal water. All new homes are being fitted with plumbing for grey water systems, along with general water-saving measures across the estate.

Water usage on the estate, including the Pearl Valley Jack Nicklaus Signature Golf Course has been reduced by more than 50%.

Another group with a stake in the water crisis is the Water Institute of South Africa (WISA). From June 24 to 27, WISA will be hosting its biennial conference and exhibition at the CTICC at which they will be discussing "past, existing and future water resource challenges" and hoping to promote "collaboration, cooperation and integration within the water sector".

Jason Mingo, the WISA 2018 Technical Committee Chair and Project Manager said, "It is not so much about new innovations that WISA is bringing but how we as a professional body

support existing initiatives and provide advice, as required, to those entities responsible for seeing Cape Town and the broader Western Cape through this drought."

Mingo explained, "The drought is a factor of continued decreasing rainfall over a period of three consecutive years, leading to an unprecedented drought disaster, being experienced by Cape Town. The magnitude of such a disaster, however, has placed Cape Town on the international stage when it comes to its response, meaning there is very little experience globally when it comes to managing such a situation."

He concluded: "The vulnerability of existing water planning models and mechanisms has been exposed. What is critical now is the response, not only in the short term but in the medium to long term as well. As part of the conference theme of 'Breaking barriers, Connecting ideas', the conference seeks to promote a more integrated approach as to how the water sector shifts from master plumbers to master planners." ▲

*Mwangi Githahu*

# The cutting edge of engineering

**The engineering space has never been more dynamic with the advent of advanced technologies, the Internet of things (IoT), artificial intelligence (AI) and changing mindsets towards collaboration with communities making it an attractive space for top young achievers to explore**

One of the global powerhouses in the pursuit of excellence in mining has been the German multi-national, thyssenkrupp, which has had an office in South Africa since 1959 and continues to push the boundaries of what is possible.

The conglomerate has around 158 000 employees in nearly 79 countries who work with passion and technological expertise to develop high-quality products and intelligent

industrial processes and services for sustainable progress.

One of thyssenkrupp's five business areas, namely Industrial Solutions is a world leader for planning, construction and service in the field of industrial plants and systems. Together with their customers, they develop solutions at the highest technological level and deliver efficiency, reliability and sustainability throughout the entire lifecycle of each project anywhere in the world.

With a long history in South Africa, it is little wonder they have a South African regional CEO for Sub-Saharan Africa in the form of Thabo Molekoa, who brings 17 years of engineering experience and a Master's degree in business to the table.

It is also refreshing to see more black CEOs taking key positions in mining, as the old guard is slowly being replaced by a dynamic group of upwardly mobile individuals from a variety of cultural backgrounds and skill sets.





While at the 2018 Mining Indaba in Cape Town, the likeable Molekoa began by outlining his impressions of Africa's largest mining conference, which has enjoyed a more upbeat sentiment on the back of some positive news in the industry.

"It's very good, we're seeing a much more improved optimism from last year, certainly we know that that's a precursor to a good investment cycle, and we're also seeing that a lot more investors are upbeat, they're starting to relook at some of the projects, so overall, a good successful Mining Indaba," he says.

#### Tech boom

Much of the talk at the Indaba revolved around the Fourth Industrial Revolution, which has already been taking place in the mining sector for some time, with Australia boosting near fully autonomous mines and with driverless trucks and underground robots making mining in deeper areas more reliable, safe and profitable in the long run. Machines can go where humans fear to tread, due to the tremendous heat and rock fall dangers of deep mining.

Molekoa is excited about the changes and looking forward to the many possibilities that advanced technology might bring.

"It's actually an interesting, exciting development and there are two different discussions

at the moment. One is the movement around two trends, industrialisation and urbanisation, but within that, there's always a bottom pillar, which is that of digitalisation and technology. And at thyssenkrupp, we have embraced the entire movement of Industry 4.0, where we're starting to see a connection between the different equipments—they speak to each other.

"From the mining perspective it's firstly the safety element that gets improved, and obviously the achievement of greater efficiencies

and from a predictive maintenance perspective you get a lot more reliability, a lot more availability to improve throughput.

"The way we see it at the moment, in the next, I would say 10 years or so, we will see a lot more growth within the digital space. That's what propels some of the innovations we do, for instance, seeing and knowing that the elevator is going to have a problem before it does? So if

equipment fails, it's going to fail in the next 48 hours, then you can plan resources accordingly," he enthuses.

#### Elevator of the future

thyssenkrupp has been at the forefront of elevator technology for many years and has recently developed a ropeless elevator that can go not only up and down but also sideways and utilises less space. So, instead of having one long elevator shaft, it is split up in the small individual shafts allowing for more options and manoeuvrability, and the ability to build horizontal shafts.

"It has always been unthinkable to have an elevator move horizontally but we discovered how—it's one of our exciting innovations. Actually our elevator "Multi" has been recognised by Time magazine as one of the top 25 inventions of 2017. Then, in the automotive space, we're already testing around the self-driving cars, 'How cars using data from cameras and radar devices in place of drivers can be made safe?', 'What are the technologies that are required to support that: from the steering components to how your software is supposed to respond when there is no driver behind the wheel?'

I am also passionate about energy. "We're advancing the discussion on how do we store energy. The share of renewables in energy production is increasing, while costs are falling. The irregular nature of the supply of renewable energies means efficient storage technologies are needed because electricity consumers depend

**"It has always been unthinkable to have an elevator move horizontally but we discovered how"**

upon a consistent supply. South Africa had a successful run of renewable projects, especially on wind and solar, but we know that they are facing some challenges, especially during peak hours of consumption and also around grid stability. Our solution for the stable supply of energy is the use of Smart Energy Storage Systems which can close the supply gaps. Our Redox flow batteries, currently being piloted,

are scalable in terms of storage and output and can therefore be adapted to the relevant needs. In this way several hundred megawatt hours of energy can be efficiently stored and immediately provided when required," he says.

### The Achilles heel of the renewable energy sector

Energy storage has always been the major issue holding the renewable energy sector back, and thyssenkrupp has the answer in the form of electro-chemical energy storage. Interestingly, it takes up less amount of space as traditional batteries for the same capacity and lasts much longer. A traditional battery will often be useless in under five years, while the electro-chemical battery's tank only needs to be cleaned every 10-15 years, and can still carry on thereafter, making it a more environmentally friendly option according to the company.

"Yes, it's really simple—around taking electrical energy and converting it to electro-chemical energy and storing it. When you want to increase capacity, you merely increase the

number of your storage tanks, as to how much you can store, , whereas with the batteries, we know that there's a limitation in terms of size and that batteries will need replacing after some time," Molekoa says.

### Going off-grid

With electricity supply being unreliable in rural areas where some of the richest deposits can be found, many mining companies are taking out the guesswork and bringing a full suite of energy options onsite to avoid outages.

Molekoa says, "Mining companies are talking to us about it—this is why we are having a session here, because it really becomes important when you find a remote village in a mining community that you also provide power to them and for your own operation, at a competitive pricing and flexibility.

"So, we see some of our solutions as fit-for-purpose and we're receiving a lot of positive responses from mining attendees here , they have even stretched our view of the applicability of the Redox flow batteries to look a bit further

than what we are talking about and using it in those remote places, to also store energy that they can supply to the rest of the community, which is excellent and really fits into the whole agenda around industrialisation in rural areas, which also helps in terms of their societal responsibilities when they get to those parts of the region. This tends to come with are jobs, obviously, but at the same time, it allows them a greater reliability on clean power," he explains.

### Collaboration is key

Collaboration was another defining talking point at the Mining Indaba, with a greater dialogue between the community and big businesses being fostered of late. In years gone by, companies would go into an area and help themselves to the natural resources and not pay enough attention to the social and environmental problems that are left behind. In 2018, finally, companies are seeing that the holistic chain between the company and community is vital for sustainability to have fertile grounds to flourish.



*Dr. Ing. Heinrich Hiesinger in the driving simulator for autonomous driving*

“We’re starting to get to a point where we are forced to collaborate, there are a lot of dynamics that are pushing those things through. And if you’re not a responsible business, that could backfire if the community doesn’t support you. We are seeing a lot more collaboration, we’re still at the starting stage, because we don’t quite have the essence of what it is that we’re going to collaborate on but at least everybody is willing to sit around the table and say, ‘Actually, there must be a better way of doing business’, so I’m saying we do see some examples coming through in different parts of the world,” Molekoa says.

### Skills development

Skills development is critical for any business operating in the cutting-edge engineer space, where change is always in the air and design technology continues to morph.

Molekoa puts a high price on developing his staff to achieve their full potential.

“Absolutely, recently we were talking to the panel about African industrialisation and the core of what it is—it’s not whether we can, it’s a question of how do we do it? We need to talk about a sustainable industrialisation because

South Africa is going through de-industrialisation and one of the main reasons is primarily because of the skills factor. We were focused on getting industrialised but we haven’t been building enough relevant skills capacity for us to sustain those improvements, so the breakthroughs that we talk about technologically at the moment, we’ve got very few skills that can play in that space, or that can programme or code or operate these machines.

“We have to start talking about what are the necessary skills needed while we are actually driving the whole industrialisation process. As thyssenkrupp, we have taken the view that we will build relevant skills based initially on the equipment and technology we have. We’re also planning the establishment of technical training centres across Sub-Saharan Africa, mainly in Ghana, Zambia and South Africa. These will be based on successful and game-changing dual education system used by the Germans i.e. a combination of theory and practical at the workplace.” he explains.

### Research and development

Innovation is vital to any business’ ability to stay ahead in a highly competitive global

market, and they spend a substantial amount of euros to stay on the cutting edge.


“Globally, thyssenkrupp spent around 800 million on research and development, that’s anything from improving your current technologies to develop new solutions on, energy storage or green steel, for example,” he explains.

Green steel, you may ask? Molekoa elaborates.

“This is our Carbon2Chem project. The objective of this project is to convert steel mill gases into base chemicals – including CO<sub>2</sub> contained in them. This means that greenhouse gas is no longer emitted into the atmosphere. And the energy required for conversion comes from the renewable sources. The process gases from a steel mill become raw materials for the chemical industry” he says.

Meanwhile, thyssenkrupp has a growing footprint in Africa and is looking to take advantage of the flourishing mining economies of the region.

“We see a lot more of a commodity-driven type of growth. Obviously, we’re trying to back that up with a few industries that will support that. We see West Africa as a very important region for us, to such an extent we opened last year a new office in Accra, Ghana. We are also



“We’re piloting a chemical battery storage, which is a smarter way of storing energy electronically”



“Globally, thyssenkrupp spent something like 800 million on research and development across the business area, that’s anything from improving your crushing technology, energy storage and green steel, for example”

confident about the region. Centrally, there is Zambia and the next one will obviously be in the East of Africa. So, Ethiopia, Tanzania and Kenya are quite good countries to be looking at, but we always look at how to best tackle a specific region and better serve our customers because then you can leverage from the size of that region to make the economics work.

#### Is transformation on track?

As one of the few but growing number of black CEOs in South Africa, Molekoa gives his take on the pace of transformation, which has been sluggish in some sectors.

“It’s slow, but different sectors and different companies are trying different approaches. I also see a growing interest engage on the topic, maybe not translating into knowing what exactly to do but certainly, you start to see a bit of a push, especially at the senior levels, to say we need a much more representative leadership team.

“We need a much more diverse leadership because thinking the same does not actually get us anywhere—we need to actually balance it. The intent is there, my personal feeling is the intent is probably much stronger than before, with a few symbolic areas coming through, but

we’ve got a long way to go, given that it is over 20 years since the new democracy,” he says.

#### Mine of the future, today

In the Pilbara sites, Australia, they’ve got mines that are close to being fully autonomous with driverless cars and so forth. Molekoa is confident that South Africa is not that far behind the Aussies in terms of innovation, and we might be seeing the mine of the future in South Africa sooner, rather than later.

“I don’t think we’re that far behind, South Africa has always been a leading country in terms of mining, we used to share a lot with Australia and I know, given the depths of some of the gold mines, I see it as the next focus that needs to happen if we are to sustain our mining efforts and also reduce the fatalities.

“When you are sending people more than three kilometres down, it comes with a lot of heavy costs and risks in terms of potential fatalities, but at the same time it gets expensive, so you have to find a much better way to extract the minerals and stay competitive. The drivers are there already, it’s a question of finding the right solutions and having a better debate around how do we actually get these technologies in. You can go to much greater depths, and get

efficiencies you didn’t have before and hopefully, we could get more minerals out and revive the economy,” Molekoa explains.

#### Role models

The CEO concludes by highlighting some of the standouts from the mining industry and beyond who have been positive influences in his life and helped to shape the way he approaches leadership.

“I tend to focus on specific traits that people has in order to enhance my leadership model and style. If you look at it from a mining perspective, you have somebody like Sipho Nkosi the former CEO of Exxaro and how we build that company to what it is today. Then, from other segments, I find our Group CEO, Dr Heinrich Hiesinger in terms of the visionary view around turning a 200 year old German thyssenkrupp company into a global diversified industrial technology company and being able to sway and motivate everyone to follow that vision—that’s something I admire. And then also locally, you find the likes of Bonang Mohale and Thuli Madonsela on ethical leadership and balancing of politics in their roles. he concludes. ▲

*Gregory Simpson*



# Premier Hotels: an empire is built

Nearly three decades ago, Samuel Nassimov arrived in South Africa to meet with some of the suppliers and distributors of his business, which he ran from Israel. This “visit” became permanent once the opportunity of his dreams presented itself.



Life wasn't easy for Nassimov, especially not in his early years—moving from Russia (formerly known as the Soviet Union), he had to adjust to a new culture and language in Israel. Fortunately, he learnt the language and managed to work in the hospitality industry as a chef but soon enough, he started his own business, which eventually led him to South Africa.

The hospitality sector was always in his blood, and the opportunity to purchase an old rundown hotel in East London could not be turned down. A risk, yes, a risk worth taking, yes, but it didn't always seem that way. During the refurbishment of his first hotel, he suffered massive losses—in one instance, the hotel was flooded and on another occasion, a fire broke out.

“I was down for a few days and I did think of just packing the project up, wondering if it was really worth it, but I had great staff back then, and some of them are still with me today—I knew I had to persevere if I wanted to achieve my dream of running a hotel,” explains Nassimov.

If it wasn't for the accent with which Nassimov speaks, and perhaps his surname, you could be forgiven for thinking he is a fully-fledged South African. Having a braai and watching rugby is one of his favourite pastimes—he has even followed the Springboks on some tours. Braai and

rugby—not something one automatically associates with Russia but, approaching 30 years in our beautiful country, Nassimov has learnt the rules of the game and enjoys it because it is “fast and action-packed”.

#### The Head Office

Nassimov now owns and runs one of South Africa's premier (the name says it all) hotel groups, Premier Hotels. Unlike many other major hotel groups, Nassimov set up base in East London, where he started his first few projects.

However, growth continued and reached a national level, and while the Premier Hotels Head Office remained in East London since inception, the time for a change has arrived.

The love Nassimov has for the city of East London is evident when he speaks about it, but the groups' growth has meant he needs to be closer to the business hubs in a bigger city and

thus, the decision has been taken to move their Head Office down to Cape Town.

#### Expansion

The moving of the Head Office has not stopped Nassimov from further expansion or investment either. In recent years, they have moved away from being solely hotel based to purchasing, investing and renovating resorts.

“We recently acquired Cutty Sark Hotel on the South Coast, which has been running for around 50 years, and which we are now redesigning and upgrading—this property has great potential. We are looking at an upgrade to around 270 rooms, but there is the opportunity for a mini golf course and tennis court and, because part of the estuary falls on the property, there is also the opportunity for canoeing or a kids programme on the water,” says Nassimov.

Further to the Cutty Sark property, Nassimov expects to invest around R15 million into their White River property, Premier Hotel The Winkler, whilst also expanding the Knysna Resort, among others.

But Nassimov is keen to stress that the project he is most excited about is, indeed, their new property in Umhlanga. By the time this edition of the magazine is in circulation, the ground on this property is likely to have been broken already with the development of two hotels.

The one will be a 128-room 4+ star hotel with a pool, parking area, bar and a conference centre, which will be able to host between 400-500 delegates.

#### Differentiating hotels

The other will be a 3-star hotel with around 190 rooms and a conference centre, which will be able to host 415 delegates.

Another interesting change to the Premier Hotels brand is that they are now distinguishing between their 3- and 4-star hotels. While the 3-star hotels are still very much under the Premier brand, it is important to them that customers can distinguish between what they are to expect.

Thus, they have launched the Splendid Inn brand for the 3-star hotels. Clientele will now know whether they are visiting a 3+ or 4+ star hotel, and what to expect in terms of services.

Nassimov explains that they don't want to “confuse clients with the different level of the hotels”, thus the restructure.





*Premier Resort Cutty Sark in Scottburgh, a charming bay situated on the south bank of the Mpambanyoni River (Photo: Paul Karnstedt)*

Another new innovation that will come to fruition in the coming years will be the Express Inn by Premier.

“Our Premier Hotels and Splendid Inn’s are only differentiated by the star rating—they both still offer very similar services in terms of breakfast, washing, conference facilities, etc., but with Express Inn, the services will be more limited.

“As an example, there will be no conference facilities, but rather large boardrooms for meetings, breakfast will still be full English but dinner will be simpler, like burgers or fish and chips.

“It will have a younger, funkier look and feel to it, not like the classic feel of our Premier and Splendid Inn brands,” explains Nassimov.

### Education

While business is flourishing at Premier, new ventures are being entered into and developments are going up at the rate of knots, there is also a far more human side to the brand. In any environment around South Africa, education is key, and skills development is high on all agendas.

For numerous years now, Premier Hotels has embarked on an education programme for its employees, however, that has now been advanced.

“We have created the Premier Employees Education Trust Fund, and a certain amount of our income goes into it to enhance the education of our staff. We start with the employees and once they are done, we will move down and start getting their children involved. We also now enrol in-house training with a qualification for a university.

“For example, we will do a one-year orientation training programme with the University

of Johannesburg and once the staff has passed that, we will enrol them in a three-year programme. They will do their practical with us and theory at the university—we send them to Johannesburg for six weeks and we pay for their accommodation, food and education there.

“The plan is that perhaps by 2019, all our staff will have some sort of higher education qualification. The idea behind this is that without education, the hospitality sector cannot operate—you need educated people who understand the hospitality industry,” Nassimov explains.

While the hospitality sector is exceptionally competitive, especially here in South Africa, where a smile on your face or a helpful hand can make a difference as to whether someone returns to your hotel or not, it is quite pleasing to hear about the work done behind the scenes to get staff beyond the pure basics and into university.

### Conventions

As competitive as the hospitality and tourism sector is, there are far more layers to it. As Nassimov explains, “One gets business tourism, holidaymakers and incentive conference tourists, and a large amount of effort is being put into the latter.”

In East London, Premier owns and runs the East London International Convention Centre (ELICC). It is a magnificent venue with great views, but he explains that the majority of conferences they have there are for non-governmental organisations (NGOs) and the government.

Now, they are working on increasing the number of private company conventions across the board at all their hotels—one look at

the facilities on offer and something tells me it won’t be a struggle.

Many businesses rely heavily on conventions because it is not only for the hotel—if people are spending a few days in the area, it is good for the local economy and as per Premier’s model, as far as possible, they try to use SMMEs for outsourcing work.

As we delve deeper into the history of the city, Nassimov explains that, despite not being in East London yet, he has been told that in the 60s and 70s, the city was a premier holiday spot for locals, but by the time he arrived, it was in a depressive state. Despite that, he has made a great success of his hotels there and would love to welcome business conventions to once again put East London on the map.

“Around 40% of the revenue comes from groups and conventions, so it is quite a substantial amount,” claims Nassimov.

### Conclusion

What is evident from spending more than an hour with Samuel Nassimov is that he is very much a ‘people first’ type of person. He trusts those who work around him to perform their duties and in so doing, he overshot his dream of owning a hotel and, instead, he now runs one of the most successful hotel groups within South Africa and perhaps in years to come, outside too.

As we finish our discussion and I depart through the front foyer of the Premier Hotel Cape Town, I hear Nassimov communicate with a staff member in Xhosa and I’m left to wonder, how South African is this man from Russia? Of course, there’s the braai and rugby, too! ▲

*Ralph Staniforth*

*Red Bull has become the first of Formula One's top three teams to lift the covers off its new-look car, and it really does stand out:*

**“Some years it's difficult for the casual viewer to differentiate the new car from the old. That isn't going to be a problem this time around.”**

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*President Cyril Ramaphosa puts Cabinet ministers on blast during his State of the Nation Address (SONA), saying:*

**“Growth, development and transformation depend on a strong and capable state.”**

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*Kevin Anderson expresses his happiness in reaching No 9 in the latest ATP tour rankings on Twitter:*

**“Incredible feeling to reach a new career-high ranking. #9. Happy to celebrate my @NewYorkOpen win with my team, family and friends. Thanks to all the fans for your support and nice messages.”**

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*Musi Maimane, DA Leader, thinks that Ramaphosa should reduce the bloated government departments and fire certain ministers to save billions of rand:*

**“Mr President, if you want to undo the damage of state capture, then we must acknowledge those who led us there in the first place. It is critical that the structure and size of the state are optimally suited to meet the needs of the people and ensure the most efficient allocation of public resources. We will, therefore, initiate a process to review the configuration, number and size of national government departments.”**

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*Ivan Gazidis, Chief Executive of Arsenal, said after the club announced its biggest-ever sponsorship deal worth a reported £200 million, that:*

**“Our shirt partnership is the longest-running in the Premier League and one of the longest relationships in world sport. This mutual commitment is testimony to the strength and depth of our unique relationship.”**

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*Mike Mabuyakhulu, the convenor of the ANC in KwaZulu-Natal has said that calls from members to nominate former president Jacob Zuma as the party's Provincial Chairman were in the minority:*

**“I don't know how you can take one of the senior leaders who has served in almost all of the senior positions and reduce him into a provincial leader. We regard that as the views of some comrades, but again, it was not a popular view. If it was said, it was said by one or two.”**

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*Ndalo Pictures, a new subsidiary company of media icon, Khanyi Dhlomo's Ndalo Media is bringing hit TV show, Project Runway, to South Africa:*

**“South Africa has impressive design talent that is absolutely ready for an international show like this. It's engaging, informative, enlightening and entertaining. It's about talent, about mentorship, opportunity, and pushing creativity past all boundaries ... we're incredibly proud to be able to bring this show to our shores.”**

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*Jackson Mthembu, African National Congress (ANC) Chief Whip, hits the right note at President Cyril Ramaphosa's inaugural address:*

**“It's through the spirit of ongoing engagements on critical matters that we shall be a nation. The ANC commits to the people of South Africa that we will isolate and root out corrupt tendencies in the public and private sectors.”**

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*William Joughin, Chairman of SRK Consulting (SA), when speaking as part of the Mining Indaba's Mining 2050 (Technology & Innovation) stream, highlighted the growing value of big data in improving both strategic and engineering decisions in mining:*

**“Larger quantities of better and more reliable data—combined with specialised and in-depth engineering experience—are a real step-change in our ability to understand and manage project risk. Today's technology gives us the power to collect and analyse data in previously unimaginable quantities—and with remarkable benefits.”**

# Leadership

FOCUS



SPECIAL ADVERTISING SECTION

# Leadership

## FOCUS



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# Transformation through mentorship

In a country facing what is commonly termed a ‘crisis of leadership’, the value of aspirational leadership models for future generations takes on an even greater importance. This is the true power of mentorship—to deliver not just a public service but to create a significant social intervention.

**W**ith this fundamental point in mind, Redefine Properties proudly sponsors The Mentorship Challenge—with Marc Wainer, a weekly television show that unpacks the notion of social upliftment through mentorship. The show is supported by a microsite ([www.mentorshipchallenge.co.za](http://www.mentorshipchallenge.co.za)), where mentors and mentees make contact and schedule time together. Stories of collaboration and mentorship are incorporated into each episode.

After launching in October 2017 on CNBC (DStv Channel 410), the show, hosted by the inimitable Marc Wainer, Executive Chairman of Redefine Properties, has explored the topic of mentorship, providing an unparalleled, enabling platform for top leaders to create a legacy through shaping the journeys of the budding business trailblazers of tomorrow.

Marc is the perfect host, as he embodies the idea that, even when faced with few resources or having walked a less than orthodox path, one can succeed. And then some! In a country where so many eager youngsters simply don’t have access to resources, raw talent, sheer guts and the guiding hand of a leadership guru can carve a path out of poverty to success.

Since putting out the call to leaders across the spectrum in South Africa to volunteer their time and share their experience, the response has been overwhelming. The commitment of the passionate leaders, creatives and trendsetters that we have in such abundance in this country has been demonstrated repeatedly since last October. Their willingness to donate hours of their valuable time to grooming and guiding future leaders has been overwhelming. The list of leadership luminaries, both endless and diverse, includes sculptors, fashionistas, artists, philanthropists and business moguls. Mentoring participants have generously pledged time to pay it forward and share the invaluable lessons that only a lifetime of leadership can confer. And, they’ve challenged other industry titans to join the cause and proliferate the mentorship hours, so that Redefine has an ongoing, rich resource of masterclasses—through one-on-one sessions available to all aspiring South Africans—that will endure for generations to come.

But The Mentorship Challenge delivers something invaluable for mentors too—an opportunity to give back and make a difference. Thought leaders and captains of industry often work within narrow organisational constraints, inwardly focused on steering the organisation towards growth and sustainability. The Mentorship Challenge remedies this—by taking entrepreneurial insight beyond the boardroom to a place where bright



*Vuyiswa Mutsgekwane*

young minds meet seasoned leadership legends in an exchange of ideas and perspectives. The Mentorship Challenge provides the perfect platform for thought leaders to share those nuggets of wisdom, insights and lessons learnt on the path to success that you won’t find in any business manual.

At Redefine Properties, a JSE Top 40 Index-listed Real Estate Investment Trust, they have an ongoing commitment to deliver sustained value to all their stakeholders. Their people-centric strategy is what sets them apart in the property industry. Accordingly, The Mentorship Challenge is a perfect fit for Redefine, as it demonstrates just how people-centricity translates into social upliftment.

The Mentorship Challenge is a true embodiment of Redefine’s brand positioning—‘We’re not landlords. We’re people.’—and their commitment to sustainable social initiatives. They believe The Mentorship Challenge will continue to serve as a catalyst towards creating a culture of mentorship in corporate South Africa, where the mentorship hours accrued will proliferate into an ongoing resource available to all aspiring bright young minds of tomorrow, no matter their background.

Redefine, therefore, invites mentors and mentees across the country to take up the challenge, and sign up to either pledge or register for personal mentorship sessions. Be the ripple in the pond, and help them to drive The Mentorship Challenge to 10 000 powerful hours. ▲

# An industry leader: Lindy Mbatha

CrossCheck is a boutique credit and information bureau in accordance with the National Credit Act 2005 and operates within the National Credit Regulator. Lindy Mbatha, the only black female CEO in the credit bureau industry, shares how the company has successfully mastered the art of leveraging its experience and unique data sets to benefit clients across industry sectors.



**Please tell us more about the company's history, formation and the importance of its role?**

CrossCheck Information Bureau (Pty) Ltd was established in 1997 under the name Micro Lenders Credit Bureau (Pty) Ltd. Since then, the introduction of new management and improved processes led to the increase in competitive

value, making CrossCheck an industry leader. Crosscheck primarily focuses on data analytics, which services the public and private sectors. Our role is very important as we impact strategic decisions through business intelligence reports. The niche was to extend far beyond the traditional data bureau functionalities.

**What is the company's vision as well as its mandate and how does it strive towards successfully achieving both?**

Our vision is to be clearly distinguishable from our competitors through unique service offerings, hosting capabilities and targeted clientele. Our main objective is to become a partner of choice in addressing public sector data challenges.

We aim to enhance our customer's decision process from account acquisition, account management and collection stages, by providing the reliable information through various delivery mechanisms.

CrossCheck will design and develop decision solutions that meet sector-specific needs. Above all, we value being part of the solution to many data-related challenges in the public sector as well as related sectors.

**How has CrossCheck built its solid reputation as a leading public sector data analytics specialist?**

CrossCheck has built a reputation on consistency and the ability to do huge projects within budget and with minimal hustle. Our focus is on doing all the things we are good at, and doing

them well. We have a unique ability to analyse and extract information over multiple platforms and data sources to create a singular view of customer information inclusive of property information, business interest, employer information, full contact information and possible relatives etc.

We also maintain a culture of learning, which allows us to evolve and meet our clients at all levels.

**What are your core service offerings and in which ways do they serve as a value-add to your clients?**

Our core service offering is data analytics in so far as it assists with strategic decision-making. Data enrichment is the backbone of what we do.

The most immediate value-add is ensuring that our clients look at data as it impacts compliance, service delivery and supports the overall performance of the finance department in a municipality.

CrossCheck's services include the development of customised reports, designed to simplify the speedy interpretation and analysis of large datasets. This, in turn, delivers improved revenue enhancement as a result of informed decision-making, based on relevant and improved data.

We believe in listening to our clients and customising reports to suit their needs. Our services include indigent management, supply chain management risk, compliance and advisory, revenue enhancement, training and assessing the status quo of the municipalities.

**What would you regard your competitive advantage to be within the industry?**

Our in-depth knowledge of the local government as well as our years of experience working with municipalities from the small rural areas to metros in the big city has certainly given us an edge over our competitors.

When CrossCheck was formed, it positioned itself as the only bureau in the country to specialise in assisting municipalities with optimising their revenue recovery through purified data.

Our services include indigent management, supply chain management risk, compliance and advisory, revenue enhancement, training and assessing the status quo of the municipalities

**Please could you tell us about some of the sector-specific software applications your company develops and applies?**

Our software is customised to meet the specific needs of the industry. It is web-based, which makes it easy to integrate into any existing system used by the client. We have developed tracing tools, which allow our customers to trace debtors without an ID number/company registration number. We continuously strive to bring about incremental advances in technology and the processes of our clients to maximise our product potential and client potential.

**Tell us more about your educational and career history—what set you on your current path? And which aspects of your role as CEO do you most enjoy?**

My career journey started at Nedbank Corporate. I then moved to Nedbank Retail where I was responsible for stakeholder management. After working at Nedbank for a number of years, I left the banking industry in 2011 in order to challenge myself. I joined VVM Attorneys, a

debt collection firm, where I was responsible for client relationship management. I then moved to CrossCheck as a Sales Manager and was later appointed as Sales Director. I am now a shareholder and the CEO of the company.

What I enjoy most is being at the forefront and determining the strategic direction of the company.

I enjoy learning from the members of the board and shareholders. I have a unique opportunity to take CrossCheck to even greater heights and I intend to do just that.

**What were some of the greatest challenges you faced during the course of your career, particularly in terms of being a woman in a position of leadership?**

The stereotype that women face as leaders is still a reality in 2018. Women experience this on a daily basis in various forms and on various scales. Yes, there needs to be a paradigm shift of epic proportions.

But since becoming a leader myself, I realise that the battle has to be won internally first. It's very difficult to convince the world of your worth when you don't understand it. I now know that I do not need to lead like a man to be respected, I do not need to be masculine in my approach in order to be perceived as being effective. I now know that I need to be present, inspire, account and represent but most importantly, get results. I'm not here to change the world but rather be an influencer and a motivation to those around me.

Hopefully, if enough women influence and motivate, the world will change their view of women leaders.

**What would you regard as some of your greatest triumphs and successes?**

My greatest triumph has been in finetuning our offerings for the market. We are excellent at what we do and this is the reputation I have managed to entrench.

We operate in a highly regulated environment and our clients do not always comprehend the impact of changes in legislation, for example, to their status quo.

This is where we come in.

Also, one of my notable successes has also been ensuring the consistent quality of our services, despite changes in various elements, both internally and externally. Our customer confidence remains the same.

**What do you regard as good, effective leadership and what does it take to be a great leader?**

Leadership is effective when the team you lead is motivated, inspired, loyal and understands the vision, and is buying into it effortlessly because they each know they are critical and their contribution to the overall success of the organisation is appreciated.

A good leader needs to have an ability to bring out the talent in others and unleash their utmost potential. I believe in a quiet, strong and grounded leadership.

**What are some of the most crucial leadership lessons you have learnt during the course of your career?**

I have learnt that in order to be truly successful at something, you must love what you do, you must obsess over it and let it consume you. Lead by example and never be satisfied with the mediocre. You must constantly push for bigger and better.

I've learnt the importance of surrounding myself with the right calibre of people.

People who are prepared to challenge me and demand the best from their leader because they offer her their very best.

I have also learnt to lead with passion rather than fear. This is the only way that trust is created and confidence is inspired in my team. ▲

# A calling is answered

Financial planning was a natural fit for her inherent personality, says Advocate Shirly Hyland, Director of the School of Financial Planning Law – University of the Free State

**D**escribing herself as someone who always liked to plan ahead, whether it was in terms of her personal or professional life, Hyland initially studied law and gravitated towards financial planning—a vocation that suited her well.

She believes that everything in life set her on her current career path and prepared her for her role, including all the people she has worked with in the past.

“I believe that you should learn from everyone you work with. Whether it is a good lesson or a lesson in what not to do, make sure that you learn from the people around you,” she says, adding that while you cannot always choose who you work with, you can choose who you identify as your mentors.

“I have learnt from some fantastic people who I have had the privilege of working with,” she elaborates.

Coming from a family of entrepreneurs, the passion seemed to be in her blood.

“It was an environment where you constantly needed to make sure you knew where your competitor was and where they were on their way to, what the new trends were—and the risks and opportunities related to it,” she says.

It was her love for the industry and her passion to see it improve that drew her to her current position as Director.

“We have come a far way from the idea of an insurance broker selling a product to clients with a calculation done on the back of the till slip (or cigarette box), but there is still so much to achieve to make sure that our industry becomes a professional environment that can be equated to any other professional industry,” she says.

Hyland is primarily responsible for the running of the school—this entails the day-to-day management responsibilities that include human resources, physical resources and staff management.

From a more strategic point, however, she also ensures that the school offers the best programmes available and that they maintain the edge above their competitors, identify new opportunities, stay in contact with industry membership bodies and ensure that, from a legislative point, they are operating within the ambit of the law and institutional regulations.

## Finding inspiration

Knowing that their clients are in a position to improve the industry is what motivates and inspires her daily, says Hyland.



“If we train and educate a good product, that good product goes out into the industry and can make a difference in the life of every person they come in contact with.

“Financial literacy—not to even mention financial planning—is severely lacking in South Africa. If we are able to ensure that the products we send out into the world can change the way people see and how they work with money, then we are slowly making the world a better place,” she enthuses.

## Overcoming challenges

According to Hyland, the biggest challenge she faces on a daily basis is the resistance to change, which astonishes her.



“I am astounded that, in a world that changes so drastically from one day to the next, there are still people in this world—both young and old—who resist change,” she says.

And then, as a woman in a position of leadership, she experienced her fair share of difficulties in the beginning but she did not allow them to deter her.

“As they say, when the going gets tough, the tough get going. I refused to justify myself to anyone but I was adamant to allow my actions—my standard of work, my abilities, the application of my mind—to do the talking for me. And well, the rest is now history,” she says.

In her experience, however, the structure of emerging leaders, senior management and executive leadership has not transformed enough in terms of women leaders.

“We don’t see enough women in leadership roles and that is a fact. Women are as capable as men, however, women often choose a different path that is not seen as conducive to the demands of a traditional leadership, managerial or executive position. Thus, over and above the need to empower women, we also need to rethink the workplace and the environment in which executives, managers and leaders operate,” Hyland explains.

### Triumphs and successes

While Hyland has accomplished much during her impressive career, she describes the school’s graduate programme that sees young graduates find good employment within a mentorship firm as one of the greatest successes, saying it has yielded some fantastic results.

“The team who run this under the guidance of Dr Alsemgeest and Me Moshe-Bereng can be incredibly proud of the opportunities that this creates,” she adds.

Additionally, she is also immensely proud of the school’s Recognition of Prior Learning programme.

“This allows persons who have experienced barriers—personal or financial—in life that prohibited them from perusing formal studies to gain access to postgraduate studies at the school.

“Students who would otherwise never have had the opportunity to acquire a tertiary education are placed in a position to be given admission to the University of the Free State,” she enthuses.

With any higher education platform, research plays a vital role. Currently, the school offers three unique programmes and is the longest-serving education provider of the Postgraduate Diploma in Financial Planning and, thus, Hyland says the school’s education factor is sound.

In terms of future goals, however, Hyland says, they have some strides to make in terms of research.

“The school has recently established a unit that will focus on financial planning and financial literacy research. The aim is that this unit becomes a unit that industry—both locally and internationally—turns to in order to conduct research into aspects of financial planning and financial literacy that needs clarity and development,” she explains.

### A question of leadership

While Hyland believes that not everyone is cut out to be a Nelson Mandela or a Martin Luther King Jr., this “is okay, because the world cannot handle that much greatness all the time.

“Making a difference in your immediate environment is already a contribution that would not otherwise have been there. Small changes can snowball and reach many people,” she says, adding that being a good leader does not mean you are the most liked or most popular person, it means that you need to ensure what needs to be done gets done.

“This often entails making difficult decisions, taking risks and being the bad guy. What distinguishes a great leader from a good leader is doing all the above and still maintaining some level of compassion, humility and humanity,” she says.

During the course of her career, Hyland has learnt many crucial leadership lessons, both positive and negative.

While she notes that people are complicated and some have little to no sense of loyalty, it is something you must learn to deal with.

“Never take a person’s word—as soon as you have completed the conversation, send an email and confirm what was discussed.

“As a woman, don’t try to justify your existence through words—put your shoulder to the wheel and prove your worth where it matters: to yourself first and then to anyone else who really matters,” she explains.

Honesty, compassion, humility and humanity go a very long way, she says. “There is no leader without a team—cherish your team, give credit where credit is due and be part of the team,” she adds.

Additionally, she has come to understand the importance of getting a hobby. “Have an outlet. You cannot pour from an empty glass—if you don’t take time to rejuvenate yourself, you won’t have capacity for the people and challenges around you,” she says.

### People of influence and inspiration

There are many people who inspired Hyland throughout her life.

“From a business and finance point of view, I can mention a few, but on a personal note, I take my influence from those I truly know and who are close to me,” she explains.

In a personal capacity, she praises Dr Marius Botha for his generosity, attention to detail, always being willing to assist and teach where he can, for his non-judgmental approach to people and for always having more to give, as well as Anton Swanepoel for his unwavering ethical approach to life and the industry and for being an absolute gentlemen and treating people with humanity, and being honest in the kindest manner.

She also looks up to Warren Buffet for his less-is-more approach to finances and investing, and Richard Branson for his risk-taking and his love for life and people.

Within the local sphere, she credits Tokyo Sexwhale for his ability to identify opportunities, Richard Maponya for finding opportunities that benefited not only himself but his wider community and Adrian Gore for his innovation. ▲



# Addressing South Africa's youth unemployment crisis

Here is an alarming statistic: youth unemployment in South Africa today stands at over 45%; the highest since this cohort was first measured in 2008. Is there a solution?

**Y**es, insists Marc Lubner, CEO of Afrika Tikkun. This is something he has been passionate about since his family first started Afrika Tikkun in 1994. Under his guidance, the organisation has undergone several transformations, and he is about to lead it through its most significant change yet—to shift from a development organisation that serves the needs they believe are suited to the community, to one that marries the needs of the community with the needs of their donors.

It's a change he believes is entirely necessary, given today's economic climate. "Afrika Tikkun's primary goal has always been to try to address the issue of youth unemployment," he explains, adding that the organisation adopted a unique Cradle-to-Career model to help it do just this.

As the strategy suggests, the organisation's first involvement with beneficiaries starts when they are very young, at community-based Early Childhood Development centres. From there, children are encouraged to continue with Afrika Tikkun every day after school where they are developed as leaders, to fulfil their potential in every aspect of their lives. After school, if they are not successful in gaining access to tertiary education, Afrika Tikkun offers skills development courses, which, crucially, equip them not only with technical skills but also social insights. "This is the real point of differentiation," says Lubner. "We're aware that it's one thing to help a graduate secure a job, but it's quite another to ensure they keep it and add value to the organisation," he adds.

The problem here is that while many graduates of skills development programmes have the same technical proficiency as their peers raised in more privileged suburbs, they lack the nous that helps them get to grips with the basics of workplace culture. This is where Afrika Tikkun's proposition has always been at its most compelling: equipping township graduates with vital social skills.



*Tintswalo was supported by Afrika Tikkun to obtain a bursary to study Business Administration at the Maharishi Institute*

The organisation's support doesn't end there, however. Cognisant of the growing pressure facing corporates in terms of transformation, it set up the Afrika Tikkun Investment Trust as a vehicle for BEE ownership transactions. The funds generated through these transactions are used in the development of skills programmes in the charity arm of Afrika Tikkun—and in this way, the Trust helps with another aspect of transformation—to create a pool of skilled graduates, which will boost employment equity figures. The activity of placing graduates into jobs is implemented by the third arm of Afrika Tikkun—Afrika Tikkun Services, an enterprise development entity specialising in skills development and placement.

It's a closed loop that makes a lot of sense—so why the change in approach to their donors? "We identified the need to listen more attentively to our clients; to find out what they really need in terms of staffing,"



*Afrika Tikkun provides over 700 000 nutritious meals, lunchboxes and food parcels every year*



*Afrika Tikkun's Child and Youth Development programme develops children throughout their school years*



**Afrika Tikkun**  
Developing Young People  
from Cradle to Career

not about persuading corporates to donate to skills development because it's a nice-to-have. Rather, we are thinking and operating as a commercially-minded entity, competing with any other HR provider consulting to a corporate client whilst still performing as a non-for profit motivated by getting youth employed." The emphasis, therefore, is on understanding a

Lubner says. He notes that the NPO environment is becoming increasingly challenging: at a time when many corporates are trying to prevent job losses, donations to charities are compromised, no matter how worthy the cause. What's more, the future of our township graduates can hardly be guaranteed in this economic climate. "Our model was effective in a context of economic growth. It is less well-suited to our current market of zero or low economic growth," Lubner observes.

He adds that the NPOs that will survive these difficult circumstances are those that prove they're able to do more than simply provide a feel-good glow and a few extras for beneficiaries. Successful NGOs will have to offer tangible benefits to corporate clients, which will ensure their sustainability—hence the decision to implement a structure which is noticeably more corporate in nature.

Central to this, according to Lubner, is the alignment of the management of all three Afrika Tikkun operations, so that they are united according to a common goal and purpose. This has been bolstered by the appointment of key senior executives, whose expertise lies in instilling corporate disciplines in the organisation. This change is being supported by Chief Financial Officer, Jevin Cassel and Chief Operations Officer, Birgit Vijverberg.

Appointed in 2017, Cassel brings with him 15 years' experience in audit, financial management, project management and management consulting. Cassel has made a mark at several of the world's leading financial institutions, including JP Morgan Chase and BNP Paribas in London. Moving back to South Africa in 2009, he worked as Head of Decision Support: Project Management Office at Standard Bank before moving on to the CAF Group, where he was appointed Financial Director.

Afrika Tikkun's newly-appointed Chief Operations Officer, Birgit Vijverberg, brings a unique blend of skills honed in the development sphere. Her involvement at the Umsobomvu Youth Development Agency, working first as a Programme Manager of several initiatives and then as Manager: Skills Development, dovetails perfectly with Afrika Tikkun's mandate to create a workplace-ready pool of youth.

These individuals will add further competence to the already experienced executive team; including Onyi Nwaneri, a Human Rights Lawyer, and an operating team in the townships of highly-qualified general managers; Siphon Mamize, Patricia Ledwaba, Manny Mhlanga, Nehwoh Belinda Geh and Lizo Madinga. Together, these General Managers manage a staff of close to 550 individuals, the majority of whom are recruited from their communities for their grassroots expertise. They are professionalised and developed in an ongoing way to create a uniquely empowered workforce with a strong sense of ownership and investment.

This powerhouse staff ensures that Afrika Tikkun is able to operate on a fresh footing, says Lubner: "In our new guise, Afrika Tikkun is

client's precise needs in terms of recruitment and ensuring these needs are answered down to the last detail.

This process has already started: the new structure was decided on after much research and deliberation, which included asking corporate clients what their HR and BBBEE needs are. The organisation built on this by hosting internal strategy meetings as well as a workshop, attended by board members and donors, to ensure that a spectrum of stakeholder views are included in the new organisational structure. "It's all about becoming more customer-focused. We have realised the need to operate as any other business; at all times aware that we have to service customer needs," he explains.

Lubner's understanding of the necessity of this new focus has been built by his grasp of another dynamic: the fact that in corporate South Africa, growth is readily applauded. This is no major revelation, but what is interesting is that NPOs that achieve the same growth are perceived as too-well funded and frowned upon. "It seems that there are different criteria in place for judging the successes of NPOs and corporates," Lubner points out. He likens the double standard, which applies to flourishing charities to "tall poppy syndrome".

"It's as if stakeholders believe that there is a limit on the funds which may be accrued by a charity. "Once they have exceeded this amount, there's a suspicion that 'extra' funds are being used inefficiently," he says. In reality, he notes that there is no such thing as "sufficient" funds. "The truth is that there is a huge and growing number of people who require developmental support. Moreover, their needs are growing, too," he explains. Add to this the difficulty created by strapped corporates reluctant to give donations, and it's easy to see why Lubner opted to take his organisation in a new direction, generating enterprise development fees, and dividend income.

By repositioning Afrika Tikkun, Lubner is looking forward to seeing the organisation judged according to the same criteria used to evaluate the success of commercial enterprises. It's nothing more than common sense, he says: "Ultimately, we're all after the same thing: we need to create a tangible difference in our communities. A corporate might achieve this by selling more product in order to make better profits; we also want to grow, as growth gives us the security of knowing we can cover our operating costs and ensure we are able to better serve beneficiaries—and more of them." The best tool in terms of evaluating the organisation's prowess, he continues, is the success of individuals placed within corporate clients.

"Our message is this: there is nothing to safeguard charities from the change that is sweeping through our environments. Corporates have adapted to a new way of doing business; one that is more accountable and responsive. And we cannot afford to be any different. We're simply making the change of mindset now," Lubner concludes. ▲

# Modern-day living built on traditional values

A place where people, not cars, are the focal point, Steyn City offers its residents an unprecedented quality of life

**N**amed one of South Africa's top lifestyle estates in the AfrAsia Bank and New World Wealth's rating of the country's best developments, the facilities at this upmarket lifestyle resort north of Fourways are among the best in the country. These include a world-class equestrian centre, an independent school, a championship golf course, skate park, mountain bike trail, as well as tennis and outdoor gyms, swimming pool and acres of landscaped parklands.

Steyn City features both residential and commercial properties, with an extensive network of pedestrianised pathways and cycle tracks to link homes with the numerous parks and surrounding dense woodland areas. Currently, under construction, the city centre development will provide both upmarket apartments and convenience retail offerings to meet residents' day-to-day needs.

Inspired by the structure and layout of Hyde Park in London, which allows Londoners to move around freely outdoors, Steyn City was the brainchild of South African insurance entrepreneur and billionaire, Douw Steyn, and Giuseppe Plumari, the CEO of Steyn City.

"Ten years in the making, we spent a lot of time looking at what would be the most important factor in developing a residential lifestyle resort, one that was like no other, especially when it came to lifestyle. During these brainstorming sessions, we quickly came to realise just how much the traffic impacts our lives on our roads. What we wanted was an uncompromising lifestyle resort, one that was inspired by our own childhood memories of playing on suburban streets," Plumari says.

"With the golf course, stables and soccer fields, we also aim to cater for every sports

interest, and as the development progresses, we will add new facilities, and it will be the varying interests of our residents that will open new opportunities for new facilities in future," he adds.

Despite its upmarket image, Plumari is passionate about making sure that Steyn City opens its door to everyone, offering an inclusive and



*Giuseppe Plumari*

open environment that caters to everyone from single mothers to retirees to young families, with options ranging from apartment living to luxury residences.

"And regardless of whether you live in a one-bedroom apartment or a luxury home, you have access to the same facilities. Children will be able to mix with other children from all backgrounds, making sure that Steyn City is in no way elitist," he says.

Another exciting addition to the Parkland Residence is the Steyn City School, a completely independent world-class educational facility. Opened in January of this year, the school features an early years centre, primary and the first grades of college campuses. There are 23 classrooms, each of which will accommodate 25 pupils, and teaching assistants will be introduced to the younger grades.

All classrooms have outside verandas and are equipped with air conditioning, television sets and fibre connectivity. Other facilities include a state-of-the-art science laboratory, music and art rooms, as well as a tuck shop and school shop, and a media centre. From a sporting perspective, the school will offer two sports fields, a cricket oval and pavilion, an indoor aquatic centre and three multi-courts. Pupils attending the school will have access to all of Steyn City's outstanding facilities, and the surrounding indigenous paradise.

"The school has proved to be super successful since it opened, with initial enrolment far exceeding our expectation. We have 200 students enrolled in the school, ranging from Grade 000 to Grade 9. It's not often that new schools open with this kind of infrastructure in place. I also believe that having the school in the lifestyle resort will change the way these children grow up. Unlike 50 years ago, you see both parents working. I felt as though a lot of soul had gone from community living. We're trying to bring back a time where kids go fishing with their friends after school or play in the park. And parents can rest easy knowing that their children are safe," he enthuses.

Building one of South Africa's most sought-after developments does, however, come with its own set of challenges and according to Plumari, there were numerous issues that needed to be solved before the development could go ahead.



**STEYN CITY**  
PARKLAND RESIDENCE

“The roads in this area were already absolutely gridlocked and traffic wasn’t moving. We also needed to address the stormwater and sewage infrastructure. The development would have been a non-starter without fixing those issues and it was through many different public-private partnerships that we were able to upgrade the roads, water and sewage, to make sure the development was not left wanting for anything from an infrastructure point of view,” Plumari says.

Situated north of Fourways between Dainfern and Diepsloot, the land was also once home to the Zevenfontein informal settlement. About 20 000 citizens of Zevenfontein were relocated to the nearby Cosmo City and Diepsloot.

“We worked with the government to move the Zevenfontein residents to permanent RDP homes in Cosmo City and they were fantastic in accommodating the bulk of the community. Some of the people who were once living on this land now work here.

A part of our policy was opening a labour desk, which is manned by the surrounding communities. In excess of 12 000 workers have gone

through this desk and received employment and it’s policies like these that have ensured a great relationship with these communities. We assist them where we can and run a number of programmes to empower and upskill people in the area,” he adds.

Plumari also feels that the day-to-day operations of the local municipalities can sometimes prove to be a hindrance to property developers across the country, where there is a lack of capacity to deal with every aspect of the challenges that a big city, like Johannesburg, brings. This, he says, results in unprecedented delays to a development.

“It does bring some huge risk for developers, as well as unnecessary inefficiencies. Hopefully, going forward, things will rectify themselves because, at the end of the day, time is money. There is also a skills shortage in the building sector. A lot of the talent has moved overseas and I hope that those people will find their way back to South Africa as the political landscape continues to change,” he explains.

Named Business Person of the Year at the Nedbank Business Excellence Awards 2017,

an event hosted by the Italian-South Africa Chamber of Commerce and Industries last year, Plumari is driven by his sheer passion for every aspect of property development, from the challenges of pulling a deal together to the creativity that development requires.

“The result of all those efforts are cast in stone, and they can be viewed every time you go past your development. I started my career from very humble beginnings, starting with building garden walls, and then homes, luxury homes and later, more extensive developments. Today, I’m here at Steyn City and I’m still absolutely passionate about the creative side of things. I also think my ability to identify the right tracks of land in the right areas has helped but, ultimately, I’ve spent my life building just one brick on top of another, culminating in where I am today,” Plumari says.

A hands-on leader with an eye for detail, Plumari’s open door policy sees him dealing with everyone involved in Steyn City on a regular basis, a policy he is especially proud of.

“One of the biggest lessons I’ve learned in life is to never stop learning. I have an open door policy for everyone, providing a space to bring differences and challenges to the fore, and I try to deal with them in the most practical way,” he says.

“Steyn City will certainly see me through to the end of my career and this is by no means the end but just the beginning of what it is ultimately going to be,” Plumari concludes. ▲



*Cycling past the 9th green*



*Safe environment for children to play*

# Making business mobile

SYSPRO, a global provider of user-friendly, adaptive enterprise resource planning (ERP) software designed to simplify and streamline complex business processes, offers their customers a solution that is both highly scalable and quickly deployed—be it on the premises, in the cloud, or accessed via a mobile device



*Mark Wilson, SYSPRO Africa's Managing Director*

“Established in 1978, we have quite an impressive track record. We started off with just one contract to manufacture software for a factory and 40 years later, we have grown into a global brand with 15 000 customers across five continents and over 60 countries. We’ve recently launched our latest expansion into Kenya and aside from a steady focus on Africa, we also service North America, Europe, Asia and Australia. SYSPRO offers its customers the longest-standing industry ERP solutions, we have worked hard to establish a foundation where our customers have the freedom to experience the latest greatest technology in their applicable area, making sure they know they can work with us, no matter the complexity of their business transaction processes,” says Mark Wilson, SYSPRO Africa’s Managing Director.

Data accuracy is vital to the success of any business and, ultimately, leads to increased business efficiencies. In this regard, ERP software could prove to be an essential tool, providing users with information needed to effectively manage business processes, connect that information to every part of the organisation and then provide insights to help improve the way things are done.

“At SYSPRO, we build core solutions to suit different business needs. It is, however, important to have a base solution that is trustworthy and reliable, also offering powerful features that are able to extend beyond the office ERP environment, namely mobile sales or service teams, website integration and shop front Point of Sale. These different solutions are usually built on an understanding of the client’s business process and that includes using organisation modelling and workflow management to ensure that the client benefits from the true value of the ERP software implemented,” he says.

“Each company is, therefore, unique and each solution speaks to their business requirements. We also offer the SYSPRO Espresso mobility ERP platform, which gives SYSPRO users access to the system away from their desk. With this cloud-based ERP, we offer companies who don’t have access to hardware all of the same benefits of ERP software. This product also comes with security built in, preventing unauthorised access and ensuring proper authentication is in place,” he adds

### Taking African business to the cloud

In Africa, businesses are becoming increasingly reliant on solutions that provide accurate, easily accessible information to help make key and strategic decisions for their business. For this reason, cloud-based solutions are becoming more popular and SYSPRO Africa has been quick to seize this new opportunity.

“There is a growing interest in cloud-based software in Africa and we are finding that many regions outside South Africa are becoming early adopters of both cloud and mobility solutions, Kenya in particular.

“Because of this, our strategy of cloud and mobility first, we are able to build solutions that address the many infrastructure issues that still prevail.

“There are many data centres and many start-ups embracing the cloud, building their business on this new foundation and using it to help find unique ways to solve any challenges they may face along the way. An example of this would be using cloud software to check stock limits in warehousing without having to go to the premises in person,” says Wilson.

“Cloud is becoming a permanent feature of today’s IT landscape and by providing fully managed ERP systems in the cloud, we are setting up to meet the future requirements of our customers, who are looking to gain agility and flexibility. They want to move away from the burden of IT to focus on their core business.

Our cloud service provides a constant user experience, for both the end user and system user alike, and with the company not having to worry about architecture, where things are operating from or where they are located, this solution also offers them peace of mind. Cloud

offers users access anytime, anywhere and at any time, provided you have Internet capability, and Africans see the benefit of that,” he says.

### Data security is a top priority

According to Wilson, at least 50% of software hacks happen inside a company or organisation, making security a top priority for business owners who want to protect their data and even their company resources.

“With ERP systems, it becomes critical for them to be secure at all times and it becomes an important part of your business strategy to protect yourself from both internal and external risks. Our solution incorporates a number of facilities to prevent unauthorised access, from simple security measures from login authorisation to passwords, and access levels configured per operator against different programmes, transactions, activities and fields. The various levels defined by the client provide internal controls and an appropriate delegation of authority,” he explains.

Ensuring their software is future-proof, SYSPRO systems are ready to embrace Industry 4.0 standards, taking into account the interconnectedness of machines and artificial intelligence (AI) and making it their responsibility to optimise their clients’ businesses and improve efficiency.

“If we do this, we will future-proof their investment in ERP software and deliver real business value and a competitive advantage, especially as we are transitioning from a system of record to a system of engagement when it comes to managing business processes. SYSPRO 8 is a perfect example of thinking forward and future-proofing our business,” Wilson says.

SYSPRO 8 is a dual user-interface offering, allowing for companies to selectively deploy either the Windows client or the web-based solution at their discretion. The primary advantage of this dual interface is business continuity and a smooth transition for users. Accessible on any platform, from anywhere, it is both simplified and engaging software that allows companies to use the software on the web or their desktop selectively.

“A big part of our vision is to provide both expected and unexpected innovations—new

products that continue to deliver value and real-world benefits to our customers, keeping them relevant in a dynamic marketplace,” he says.

### The new face of SYSPRO Africa

Mark Wilson was appointed as the new Managing Director for Africa in January 2017. He boasts over 20 years of professional experience within the IT industry, having held various executive roles, including Financial Director, Managing Director and Vice President positions in the Middle East, India and Africa.

“I have gained valuable experience in dealing with both local and global markets, specifically in Africa, India and the Middle East. I really do enjoy building strategies and putting those plans into place. But in order for me to deliver on those strategies, it is also important for me to make sure I surround myself with the right people, with the right attributes, to make it happen,” says Wilson.

He also believes that in life, there needs to be a good balance between a person’s work life and a good supportive family and, impressively, he has managed to find that balance.

“I have been able to do both, especially when you look at the unique opportunities I’ve been afforded, where I have been lucky enough to take on new challenges in different parts of the world, and I have a family who is willing to go on these adventures with me,” he says.

“To me, a good leader brings motivation to the team, improving morale and as a result, enjoying improved co-operation within your management team. Improved job performance is another by-product of this management strategy, with the added benefit of both reduced absenteeism and employee turnover. I’m a strong believer in a customer-centric approach and the importance of recognising customer-specific needs.

“Put that leadership style into practice and add customer focus, and I think you have a winning formula. My strategy in business is just as straightforward—plan, plan and persevere.

“It’s also important to keep an eye on market conditions, but follow this recipe and you’ll tend to both achieve results and meet shareholder expectations,” he concludes. ▲

The Health Professions Council of South Africa (HPCSA) is a statutory body established by the Health Professions Act, 56 of 1974 (as amended).

The HPCSA is committed to protecting the public and guiding the professions. In order to safeguard the public and indirectly the professions, registration in terms of the Act is a prerequisite for practising any of the health professions registerable with Council.

The HPCSA has a mandate to regulate the healthcare professions in the country in aspects pertaining to education, training and registration, professional conduct and ethical behavior, ensuring Continuing Professional Development (CPD) and fostering compliance with healthcare standards.



## Vision

Quality and Equitable Healthcare for All

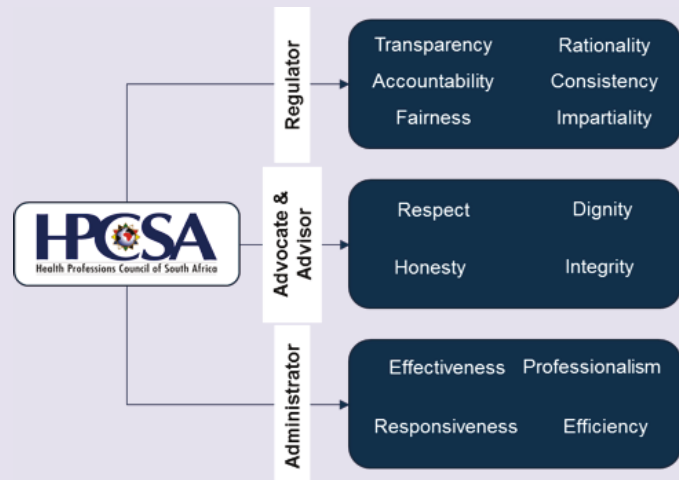
## Mission

To enhance the quality of healthcare for all by developing strategic policy frameworks for effective and efficient co-ordination and guidance of the professions through:

- Setting contextually relevant healthcare training and practice standards for registered professions
- Ensuring compliance with standards
- Fostering on-going professional development and competence
- Protecting the public in matters involving the rendering of health services
- Public and stakeholder engagement
- Upholding and maintaining ethical and professional standards within the health professions

## Values

In fulfilling its roles of regulator, guide & advocate and administrator, the HPCSA holds the following values central to its functioning



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## 2018/19 annual fee renewal

The annual registration renewal period is upon us. Practitioners will be receiving email notifications in the first week of March 2018, reminding them of the annual fee renewal. It is essential that email and mobile number details are updated with the HPCSA to ensure you receive the reminder.

### **Payment of the 2018 annual fee in South Africa — the Online Renewal and Payment Portal**

Council launched an Online Renewal Portal in March 2017 to enable practitioners to renew annual fees online. The HPCSA urges practitioners to visit the online portal and create an account before renewal starts. Their call centre agents are on standby to assist with this process and they may be reached on 012 338 9300 or 012 338 9301.

Once you have gone through the renewal process online, including making the appropriate payment, you will be able to view and/or print your electronic "QR coded" proof of renewal for 2018/19. The printout you make or keep on your mobile device is official proof of renewal that has replaced the previous physical practitioner card.

### **Exemptions from payment of the 2018/19 annual fee**

Should you no longer be practising your profession due to ill health, you may be exempted from the payment of the 2018 annual fee. A medical report, issued by a registered medical practitioner, must accompany such an application, which should reach the Council's offices before 1 April 2018.

Exemption from paying the annual fee may be granted from the year in which you turn 71, if you turn 71 before 1 April 2018, except for practitioners registered with the Professional Boards for Environmental Health Practitioners, Medical Technologist, Radiography and Clinical Technology, Dietetics and Nutritionists, who may be granted exemption from the year in which you turn 66, if you turn 66 before 1 April 2018.

### **Voluntary erasure**

A written application for voluntary erasure under section 19(1)(c) of the Act must be received by Council on or before 31 March 2018 and 2018/19 annual membership fees will not be due and payable upon the successful finalisation of the application by Council.

### **Allocation of monies received from the practitioner**

Monies received from practitioners will be allocated against the oldest debt first. Therefore, it is important that the practitioner uses the Online Renewals portal to ensure there are no other monies due and payable.

### **Erasure from the relevant register due to non-payment of 2018/19 Annual fees**

The non-payment or partial payment of 2018/19 annual fees will result in a registered person being suspended from the register and the need for restoration, which, in all cases attracts a penalty fee.



# Growing the agricultural sector

The North West Province has established an Agrifund as a strategic vehicle to grow the sector, and the future of aspiring and emerging farmers and those involved in small-scale agricultural initiatives in this rural province looks bright

**T**his comes after the Department of Rural, Environment and Agricultural Development established the North West Agrifund (NWAf), working in partnership with the Office of the Premier and the North West Development Corporation (NWDC) as an implementing agency.

The collaborative efforts for the implementation of the North West Agrifund seek to undo the injustices of the past where the state subsidy to farmers was removed, and that resulted in employment levels decreasing in the agricultural sector.

These challenges meant that the agricultural sector and agricultural financing programme were open to more risks and challenges such as limited access to resources (i.e. funds, markets, technical skills and business support).

NWAF is mandated to provide funding to farmers in respect of agricultural development with a particular emphasis on previously disadvantaged individuals who cannot access funding from the commercial banks. The fund



*Premier SOR Mahumapelo and MEC Manketsi Thape unveiling the plaque to mark the historic opening of the North West Agrifund (NWAf)*

will provide blended financial supportive services to emerging farmers and promote, assist and encourage the agricultural development of

the province's human resources and its social, economic, financial and physical infrastructure.

This state-owned fund will further facilitate investment in rural and agricultural development, providing and encouraging the provision of opportunities for persons from disadvantaged communities to enter and participate in the agricultural industry in the province.

The agrifund will also plan, execute, finance and monitor the implementation of agricultural development projects and programmes in the province.

## **Realising national development plan goals**

The Agrifund as a strategic vehicle by the Department of Rural, Environment and

What MEC Manketsi Thape says about North West Agrifund: "South Africa's current socio-economic predicament is firmly rooted in its past and requires measures that will change the historic imposition of inequality and economic disenfranchisement. The national development plan acknowledges that transforming our economy also means changing the patterns of ownership and control.

"So, as a province, we need a bolder and clearer approach in order to ensure that our economic targets are reached through agriculture, taking into consideration the declaration of this sector at the apex of our economy. NWAf serves as one of the most efficient vehicles for the economic development. This fund is at the centre of the province's transformation to bring real and lasting progress to the lives of our people."



*The North West Department of Rural, Environment and Agricultural Development MEC, Manketsi Thape explaining the mandate of the fund to aspiring farmers of the province*



and commercial agriculture. It will stratify its loan portfolio into three business centres: the subsistence farmers' fund, smallholder farmers' fund and commercial farmers' fund; the business centre focusing on the subsistence farmers' fund and smallholder farmers' fund will provide loans to emerging farmers matched with government grants for the future of the farmers to be viable; and the third business centre will provide 100% loan finance to commercial farmers.

The fund will form partnerships with other entities to expand its envelope in financing agriculture and supporting farmers. These include commercial banks, local, regional and international development finance institutions, co-operatives (old and the creation of new co-ops), the Department of Rural Development

and Land Reform (DRDLR), provincial departments and other institutions in the agricultural sector to extend its reach in financing agriculture, supporting emerging farmers and promoting agricultural, pastoral, agro-economic and rural development while ensuring the promotion and structuring of related enterprises in the North West Province.

For the fund to meet the needs and expectations of aspiring farmers of the Bokone Bophirima Province, it has the latest technology and the necessary resources as well as the latest operating business model, which puts emphasis on bringing new players into the mainstream of the agricultural sector as a priority. ▲

*For more information, contact NWAf at: 018 389 5111*

Agricultural Development in the province will accelerate the economic growth of the entire province and resolve the triple challenge of the unemployment, poverty and inequality faced by the province and the rest of the country.

Access to financial support for emerging and aspiring farmers will result in increased food production.

**Sustainability**

The agrifund will issue bills that have a liquid asset status for financing agricultural cooperatives, which should assist in establishing new agricultural cooperatives, improve the understanding of the agricultural sector, promote food security as well as agricultural enterprises

What Premier Supra Mahumapelo says about North West Agrifund: "While we have made significant strides in economic growth and in poverty reduction, much remains to be done. The goal is clear—to eradicate poverty and create more inclusive socio-economic development. "To do so, the province needs to promote growth that creates jobs and provides economic opportunities for all. The government has invested considerably in agriculture to create a favourable and supportive environment for the farming community, particularly subsistence and smallholder producers. Such support services, including finance and marketing, have not sufficiently focused on commercialising black producers. "The support has been through various national and provincial government departments and agricultural development agencies with limited coordination. NWAf will provide financial resources and blended financial supportive services to emerging farmers across the North West Province. "The blended finance is the strategic use of development finance for the mobilisation of additional commercial finance towards the sustainable development goals."



*The North West Agrifund is set to advance an agricultural revitalisation programme*



*The North West Agrifund's newly appointed staff*

# Going green

Zeroth Energy provides affordable, clean renewable energy to the masses through the rental and financing of renewable energy systems



*Francois van Heerden, Zeroth Energy's Director*

**A**pproaching its third anniversary, the company began as a one-man band in 2016, consulting with businesses on how they could become green-focussed, says Francois van Heerden, Zeroth Energy's Director.

Thereafter, their founder, JaCo Venter identified a massive challenge for the 'right supplier' to find the 'right client', thus, also fundamentally making renewable energy accessible to the mass market simultaneously.

The company provided small businesses and business-minded individuals the opportunity to open their own 'Energy Brokerage' and, importantly, for them to have access to renewable energy solutions on any scale.

"This gathered great momentum, and the Zeroth team has now increased to seven directors working around the clock in order to grow the business to 120 partner brokers across South Africa and Namibia by June 2018," Van Heerden explains.

### **The importance of green energy**

Zeroth Energy services a range of customers, including commercial and industrial buildings, sectional titles schemes, schools, mines and agriculture.

They also incorporate a range of financial solutions into their offering such as asset financing and rent-to-own models, which allow for no upfront costs for going green.

In our day and age, the need to transition from fossil fuel to renewable energy has become paramount.

"We face a great challenge, where climate change is transforming the way we have to manage food, water and any resource we have. Renewable energy, including solar, is fundamental to reducing our carbon footprint and reduce the detrimental impact we have already made. It really is for the future of our children's children," Van Heerden stresses,

adding that switching to green energy provides many benefits, including zero emissions, zero upfront costs and with savings that grow year after year.

### A highly successful business model

Van Heerden explains that Zeroth Energy is a uniquely African energy wholesaler, specialising in the mass-market roll-out of accessible renewable energy.

“What makes our business model so innovative is, fundamentally, we enable individuals to set up their own business and, at the same time—while creating jobs and helping small businesses grow—we link the best renewable energy suppliers in South Africa to the most suitable customers and projects. Saving time, money and energy in all forms,” he enthuses, adding that they are extremely proud to have been selected in the Top 25 Most Innovative Companies in South Africa (FastCompany 2017).

This innovative design model has enabled the company to scale rapidly and drive job creation, particularly in the SMME space.

Van Heerden says that Zeroth Energy has found a way to assist SMMEs and business-minded individuals to set up a new product offering—either as an energy broker or through their own brokerage—without the start-up risks and costs associated with it in the past.

“We have all the business infrastructure and networks ready to go from day one. We mentor and upskill our ‘partner brokers’ to be successful, ‘Their Success is Our Success’. This reduces costs for SMMEs (and other businesses) while creating the opportunity for job creation and business growth.

“At the end of the day, we actually give our partner brokers a franchise at no cost,” he says.

### Future growth

According to Van Heerden, the company already has multiple innovations in the pipeline, which will make it simpler and faster to add renewable energy to anyone’s business.

“We will make it possible for businesses to see their expected savings in their first meeting with us. And over time, they will see their

financing options in real time from multiple suppliers. We will continue to work on making it easier for businesses to go green,” he says.

This enables this company to be not only the first but the only company at this level of innovation in the renewable energy space.

“We have already experienced year-on-year growth of more than 600%, and we expect this trend to prevail for the next five years as we expand our reach throughout Africa and beyond,” he says

Thus, investors have the opportunity to invest at a stage where a path of long-term growth has already been carved out, after innovating and eliminating bottlenecks have taken place.

Zeroth Energy currently operates in South Africa but the company is currently in the process of expanding beyond our borders.

“We have already started executing our market entry strategy in Namibia. We will have 20 partner brokers there by June/July 2018. We also have a new Director of Sales for Africa, who will drive projects in countries such as Zambia, Mozambique, Botswana and other southern African countries,” Van Heerden enthuses.

### Zeroth Energy’s leader

Francois van Heerden obtained his Master’s of Commerce in International Trade/Business from the North-West University and received an award from the World Trade Organization in 2015.

“I spent most of my career in economic consulting, focussing on eastern and southern Africa, advising business and governments on various challenges. I have also launched another successful start-up in the coffee industry,” he says.

Through his studies and consulting career, Van Heerden was able to develop and nurture his critical thinking around strategy, be it financial or commercial.

This helped him to provide insight on how to action a vision from a commercial best-practice perspective. “Learn from your own and others’ mistakes and success, then apply it to your business for success,” he says. At Zeroth Energy, they have a great team of directors who are

focussed on bringing in a large number of sales on a weekly basis.

Van Heerden explains his role has two important aspects: financial strategy and business intelligence (technology).

“Financial strategy focusses on how best we can spend our revenue to grow the business, and also increase the value of Zeroth Energy but, especially, maintaining that growth and value over the long term.

“In terms of technology, it is extremely important for us to become a digital (paperless) business. This is achieved through the business intelligence (data/insights-led) design of our website and other platforms in order to optimise our customers’ journey with us, increasing the efficiency of this over time, from the first to last engagement with Zeroth Energy,” he says.

Ultimately, these two pillars enable the rest of the team to focus on increasing sales and enabling their partners to achieve great success.

When it comes to his own personal brand of leadership, Van Heerden explains that, even though he focusses on innovation or new ways of doing things more efficiently, he is traditional in the way he thinks about and approaches leadership.

“Leadership to me, by definition is to be in front of the pack breaking the boundaries, personally and in business. This makes leading by example one of the most important characteristics of a great leader.

“If you expect sacrifice, you should be willing to sacrifice. All the greats made it happen, they didn’t ask other people to do it for them. Steve Jobs didn’t ask someone else to invent the iPhone. Elon Musk didn’t ask someone to make it possible for him to drive an electric car with autopilot functionality.

“On a day-to-day basis, I wake up at 4:30 am and commit to completing projects and ensuring they are of the highest quality. If I expect this from my team, I should expect even more from myself. This type of leadership is found throughout our business and shown by all the directors. That is why I am so proud of being a part of such a committed and effective team,” he concludes. ▲

# Rowan Karstel takes Buffalo Coal to the next level

Buffalo Coal is a high-quality thermal and metallurgical coal producer with operations in Dundee, KwaZulu-Natal, and is lead by highly experienced CEO, Rowan Karstel who loves solving the challenges of mining



**K**arstel has a wide range of cross-commodity mining experience and has performed at a senior management level at several mining companies in South Africa and Mozambique. He was recently the CEO of Beacon Hill Resources, which was listed on AIM (London) and ASX (Australia). Prior to this, he was also the CEO of Keaton Energy and has experience in both BHP Billiton's Energy Coal division as well as Xstrata Coal.

He holds a Bachelor of Science degree in Mining and Civil Engineering from the University of Pretoria, a Master's degree in Mineral Economics from the University of the

Witwatersrand and an MBA from the University of Stellenbosch.

Buffalo Coal's two operating mines, Magdalena and Aviemore, have substantial coal resources, and the company supplies thermal coal, anthracite and calcine into both domestic and export markets. Buffalo Coal Corp. Pty Ltd is listed on the TSX (Toronto) and JSE (RSA).

Karstel starts off by giving some more detail about their key assets. "The one mine is about 37kms north of Dundee, it's the thermal mine, Magdalena, and the other mine is the anthracite mine, about 14kms north of Dundee—they're underground mines, bord and pillar."

With two coal wash plants and a rail siding, Buffalo Coal is continually evaluating buy-in opportunities of thermal coal and anthracite around the mining operations in Dundee. The aim is to build a mid-tier high-quality coal company by consolidating reserves in the KZN area.

"We do all our export coal marketing through Glencore, which really supported us very well the last 18 months. Since we do not have a big balance sheet, we sell our coal on a FOR basis, which means our selling price is Rand based, de-risking us from the Rand : US Dollar exchange rate and port and rail risks. All the inland coal is marketed by the Buffalo Coal marketing and logistics team. About 80% of the coal is railed from the Coalfields siding in Dundee, which is about 300km from the Richards Bay Coal Terminal," Karstel explains.

## Background

Karstel has over 30 years of experience in the mining industry and has always enjoyed the

space because mining engineering has a lot of finances and marketing to it. His wealth of experience has also assisted him in key risk/change management decision-making processes.

"After military service, I went to the School of Engineers. It's quite ironic, in civil engineering I learnt to build a bridge in four years, at the School of Engineers, I learnt to demolish a bridge in three months, and it's quite a mindset change. That's why I'm very comfortable with change management," he says.

He's been in his current position as CEO of Buffalo Coal for a year-and-a-half but brings a vast amount of experience from numerous positions in some prominent companies.

"I covered the whole value chain for mining engineering from technical, operational, business development and international projects management. I was also the Operations Manager at some very big open pit and underground coal mines in South Africa. I also gained valuable experience by serving as a Director on boards of mining companies from coal, chrome, gold, platinum and shaft sinking," he says.

A man for the big occasion

Karstel loves a challenge and helping floundering companies reach their full potential. "I see myself as a specialist in terms of companies that are in distress. Beacon Hill was also in distress, and I came in and tried to resuscitate the company but unfortunately, the market crashed and the coking coal prices went south. It's the same with Buffalo—when I came in here, they said, 'three months then business rescue, just see us through', and we've been going now for 18 months. I like to specialise in that space

because of all the experience I've got—I like that challenge,” he says.

In terms of his management style, Karstel says, “I like to foster a culture of innovation. You need to give people a bit of freedom to think, they need to learn to think a bit wider and then par to that is learning to take smart risk-taking. Then, ultimately, you need to empower your team, you can only learn by making mistakes” he explains.

### Biggest challenges

Mining in South Africa is never without issues, with the fluctuating rand and commodity prices, legal uncertainties and political instability taking its toll on business. Karstel goes on to outline some of the biggest challenges he's facing as CEO.

“The biggest challenge we've got is the Investec loan of R200 million that we have to repay. Secondly, we have to build an adit for about R300 million to increase the life of the anthracite mine from two years to 15 years, so we need to get funding for that. If we don't receive funding, the company's lifespan will be fairly short. Everything turns around based on how successful we are in terms of receiving funding. And then thirdly, our geology is difficult. KZN's geology is not easy, there are many dykes and faults—it's some of the most difficult underground coal mining that there is,” he says.

### Coal vs. solar

Coal remains one of the cheapest forms of power in South Africa, despite the revolution of renewable energy that has yet to fully take off in South Africa, which is coal-rich.

“Where we sit today, coal is the cheapest form of generating power, it's R1,40 per kilowatt/hour, solar is nearly double, it's not cheaper. In our country, the challenge is to get cheap power to the masses and that should be the number one priority. Solar is an important strategic mix, it's good to have it there but it's not baseload—if there's no sun, you've got a problem since there is more work to be done on lithium battery storage capacity. We must create a space for both, we're in a developing country so we should really try to get cheap power to the people,” Karstel explains.

### Health, safety and the environment

Health and safety are vital to any successful mining companies' long-term success and Karstel took the bull by the horns in this regard.



“Health and safety were big challenges when I arrived, and I recruited an experienced health and safety VP. We are looking at behaviour-based safety initiatives and we've now got a big focus on visible field leadership where, once a month, the entire management team go out into the field and underground.

We are also looking at leading indicators—a big focus on potential level 4 leading indicators on which we do ICAMs on. Lastly, we had a re-look at environmental issues and developed Gantt charts to focus the team on key areas,” he explains.

### Collaboration is key

“In South Africa, we sit with the three ugly piglets, namely poverty, unemployment and inequality. If you do not manage your communities properly, it will become a major risk to the mining industry. I personally spend a lot of time in Dundee to talk to the local community stakeholders.

“We started with a process to include the communities and employees into the BEE structure with the black industrialist. I personally spend a lot of time with the mayor of Dundee to establish the Mine Community Forum to form the base of the community trust that will become part of the BEE equity structure. Meetings are also being held with the mine unions to create an employee share scheme. Our aim at the end of the day is to have a 9% community equity share, 9% employee share scheme and 12% to the black industrialist in Buffalo Coal Dundee Pty Ltd.

“Lastly, I take a personal interest in the mines social and labour plans and make sure we support local economic development projects as agreed upon with the DMR,” Karstel concludes. ▲

**BUFFALO**  
COAL



# The National Skills Authority takes the NSDP's call to the stakeholders

Dr T S Mashongoane: Acting Executive Officer  
for the National Skills Authority (NSA)

**T**he Minister of Higher Education and Training, after consultation with the National Skills Authority (NSA), promulgated a policy to re-establish Sector Education and Training Authorities (SETAs) under section 9(1) of the Skills Development Act, 1998. On 15 December 2017, the Minister, through her department, issued a public notice inviting organisations, interested stakeholders, the public and the current SETAs to submit their comments on the document titled "The National Skills Development Plan (NSDP)" to the department before 31 January 2018.

Parallel to the call for the public comment process of the Department of Higher Education and Training, the NSA convened provincial public hearings and the national roundtable to solicit views and inputs in order to provide advice to the minister. The nine Provincial Skills Development Forums (PSDFs) were coordinated, in the main, by the offices of the Premiers that ensured the comprehensive representation of delegates ranging from quality councils, SETAs, the government, business, labour, education and training providers, community constituencies, research institutions, professional bodies and the general public attended public hearings on the NSDP.

Although the department's submission deadline was 31 January 2018, the NSA convened

hearings and a national roundtable from 25 January 2018 to 16 February 2018, providing stakeholders with the opportunity to make collective, direct and written input to make certain that primary groups are given the opportunity to shape the skills development plan.

The national roundtable provided a platform for expert and strategic organisations to provide policy input with regard to the plan. Representatives from organised business, organised labour, community, quality councils and researchers, etc. articulated their views on how best South Africa can be sufficiently prepared to tackle the current and future skills challenges. The proposal was aimed at, amongst others, advancing an equitable and integrated system, promoting greater inclusivity and collaboration across the system through partnerships, improving the quality, quantity and relevance of post-school education and training and improving accountability through improved monitoring and evaluation.

There was a consensus from all the stakeholder engagements that the post-school education and training system required improvement in terms of efficiency, effectiveness, integration, quality and relevance. Stakeholders also shared sentiments regarding the importance of partnerships and collaborations within the system between employers, labour, industry, SETAs and providers to ensure the success of work placement for learners in order to acquire the necessary experience and

to attain their qualifications where work placement is a precondition.

There was also overwhelming support for a longer-term skills development plan, permanency of SETAs, shared services, alignment of SETA funding to a medium-term strategic funding framework and the merging of SETAs.

It is envisaged that the approval of the NSDP by the Minister could be concluded by 31 March 2018. The gazetting of the approved plan will commence with the development of a phased-in implementation plan from 1 April 2018.

The NSA wishes to thank all the PSDFs that successfully coordinated the participation of 100 provincial stakeholders per province. Out of the targeted 900 provincial delegates, over 720 delegates attended and participated in the provincial hearings.

The NSA would like to thank all the constituencies and all stakeholders that attended the national roundtable. The national roundtable targeted 100 delegates and over 103 delegates attended. ▲

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# Thinking and doing beyond Day Zero

**Social media attests to the rapidly escalating numbers of people in Cape Town who have become obsessed with weather reports, short-term rainfall and long-term rainfall predictions; they're downloading every weather site in South Africa and the world, including Norway's famous Yr—a joint service by the Norwegian Meteorological Institute and the Norwegian Broadcasting Corporation. All this, in addition to the reports on TV.**

**P**rior to Cape Town's freshwater crisis and the countdown to Day Zero, farmers and surfers were the main weather followers, apart from some older generation folk who seem to be far more attuned to the precious resource that is water, and are accordingly far less wasteful of it.

So, what is it about human nature that a water crisis like Cape Town's only seizes the nation's attention when the taps are about to run dry?

Paul Slovic, Professor of Psychology at the University of Oregon, believes it has to do with people's perceptions of risk. He is well-known for his studies of perception around what he calls "hazardous activities" such as nuclear power, but he has also widely researched issues like climate change and natural disasters and how we perceive these. His aim is to better understand what drives our thought processes and how we think about or respond to risk, in order to improve decision-makers and all citizens' risk response ahead of a crisis.

An interesting aspect of the research is that it revealed people are more inclined to be tolerant of and therefore, less proactive about the risks that nature throws at us, such as droughts, floods, hurricanes and earthquakes, but less tolerant and more proactive about human-made



risks, such as chemical or radiation pollution or carcinogenic food additives.

Slovic explains that with natural disasters, a form of psychic numbing sets in, where we feel there is not much we can do. Somehow, we have to un-numb ourselves, become more acutely attuned to natural disasters and what we can do to lessen or avert them.

The water crisis is a good example. Everyone is talking about Cape Town's water crisis and it's all over the news. But it is not confined to Cape Town, it is a national crisis; Cape Town just happens to be the focus of attention now, and it's getting a lot of attention because it's one of the world's most popular cities. Come-lately, water champions are popping up, including members of Cape Town's wealthiest who are attacking the city managers and provincial government for perceived mismanagement.

The irony is that the majority of Cape Town's population has been living in a water crisis for decades, with little access to it, but their voices and appeals weren't retweeted.



Water scientists, water managers and farmers have been warning us about this crisis for years. They've been saying that with climate change, the western part of the country, including Cape Town, will receive less rain or more erratic downpours, including unseasonal storms. But more than this, they have been calling for the urgent management of our catchments, rivers, wetlands, the out-of-control pollution in our water sources, our careless use of water and the lack of proper management of water licensing and registration for agricultural and industrial use.

The water crisis is about far, far more than when it will rain. Eight percent of South Africa's land area provides more than 50% of our country's fresh water. This 8% is arguably our most important natural national asset. Any impact on this 8% exponentially affects the entire country and yet, unbelievably, in our legislation, they are not afforded much legal protection at all.

Where is the leadership here? Where is the crisis response? Where is the wake-up call? We are talking about 8% of our most precious resource that is hardly protected. There is no time to lose. For every second that passes, the 8% and all of our other water production landscapes and catchments are being subjected to pollution, coal mining, dysfunctional sewage systems, alien vegetation invasion, such as pine, eucalyptus and black wattle trees, which are consuming 3-7% of our country's water resources.

This is not something that can be put off; this is about protecting our country's water supply and it is the business of every South African to wake up to the national risk. What needs to be shared with every single citizen in this country is that we can all contribute to lessening our country's water crisis as a way of life.

This requires strong, well-advised, well-motivated leadership and good governance to pursue frontline freshwater management strategies. One of these is the prevention monitoring and repairing of water supply leakages in our urban and rural areas. Leakages are caused by anything from burst or blocked pipes to taps that are left running. As a water-scarce country, we urgently need to bring down the 37% of water losses that occur in most South African municipalities. And it can be done.

The conservation organization, WWF South Africa and the Royal Danish Embassy have partnered on several outstanding water projects across the country, with water-saving solutions for the largest national electricity production

PROFESSOR OWEN SKAE



Professor Owen Skae,  
Director of Rhodes Business School  
Twitter: @owenskae

sectors to small rural communities, from the Western Cape to the far reaches of Limpopo.

In a report that WWF produced in partnership with the Danish government, titled: Innovations in the SA water sector: Danish investment into water management in South Africa (which can be downloaded at no charge

[http://awsassets.wwf.org.za/downloads/danish\\_water\\_report\\_v10\\_dps\\_lo.pdf](http://awsassets.wwf.org.za/downloads/danish_water_report_v10_dps_lo.pdf)), it discusses several key water-saving solutions for South Africa.

Power generation is one of them, as the report explains: “Approximately 77% of South Africa’s energy needs are directly derived from coal, including 81% of our coal-fired electricity production. Conventional technology requires a lot of water and many of our coal-fired power stations are located in dry areas where water is already a scarce resource. It is expected, for example, that continuing with current conventional technology, Eskom will need approximately 3.6-million cubic metres of water per year to run a power station such as Majuba in the Mpumalanga province.

“Danish technology innovation company, Haldor Topsoe offers an alternative solution that does not use any water. Known as the SNOX™ process, it can be retrofitted to any coal-fired power plant. The SNOX™ process can be used for any grade of coal and it produces three to four percent less greenhouse gases, plus the flue gas that comes out of the stack is well below legislated requirements. Haldor Topsoe is completely confident of the technology. It has over 20 years of operation behind it, and it is used in plants all over the world, including Denmark, Austria and Brazil.”

The company started working on a study with Eskom in April 2015 to specify the savings for a power station like Majuba. How many of us have heard anything about this?

Another example in the report takes us to the rural village of Lerupurupung in Limpopo, a stone’s throw from the Botswana border, where water is supplied free of charge to approximately 5 000 people, many of whom are unemployed, some work on farms in the district and others are subsistence livestock farmers.

“When there are leakages or problems with the water supply, it can take days, even weeks, to locate the problem and have it resolved. Exacerbating the problem is that community members do not always know whom to contact to report leaks and broken taps. To demonstrate

what can be done to reduce leakages and improve the management of water through accurate technological monitoring, the WWF-Danish partnership funded a pilot project in Lerupurupung, using Kamstrup water meters to monitor water use and track irregularities. Simple in their sophistication, these meters are hardy and non-mechanical. Each meter has a lifespan of 16 years and they are designed in such a way that the parts are not useful to the general public, which minimises the risk of theft. They are also easy to install.

“The moment water flows out of the tap, the meter switches on and uses sound waves to measure the flow of the water. Every 16 seconds each meter sends information via a tiny, lithium battery-operated radio to a central

## The water crisis is about far, far more than when it will rain

‘concentrator’, which has a miniature computer that can manage the information from a few thousand meters.

“From the flow readings, the concentrator can detect if there are leakages or if the flow is insufficient, indicating a burst or damaged pipe. In addition, if the sum of the usage does not equal the sum of the water coming out of the reservoir it indicates leakage. The concentrator has a SIM card linked to the Internet, and it logs the data for each meter every 16 seconds. Every six hours it then sends the information to the hosting server, with an alert message if there is any problem, locating exactly where the problem is. An SMS or email detailing the nature and location of the problem is then immediately sent to the appropriate person in the local municipality, as well as to the town engineer.”

It goes without saying that these have to be skilled, driven, well-organised people leading well-managed implementation and repair teams, or any technology, no matter how innovative and appropriate, will fail.

The report offers many innovative examples that are being implemented by strong teams, and concludes that “if we are to meet the

enormous challenge of supplying enough water to meet our growing needs, it can no longer be ‘business as usual’; that we need to introduce new ways of ‘doing business’ with water for a low-water economy”.

The business opportunities that can come from harnessing the ‘Internet of things’ (IoT) to assist us in achieving this is profound and can make all of us sustainability implementers.

Someone who fundamentally understood this back in 2011 is Wayne Duvenage, at the time, the CEO of Avis Rent a Car South Africa, now the CEO of OUTA. He made the point that South Africa is a water-stressed country and to be washing thousands of their rental cars each day was literally pouring water down the drain, he said.

He, therefore, introduced a recycling and water harvesting system at all their car wash depots in South Africa, starting in Cape Town. Rhodes Business School did a case study on this, which we continue to use in our teaching today to demonstrate how a committed CEO with a dedicated team can be proactive and make the necessary change. But this wasn’t just about Avis saving water. The wider motivation was to get all businesses to think about and implement water-saving strategies but the uptake was not good, as Slovic would have predicted.

In the case study, Duvenage makes reference to the stupidity of business leaders in terms of not seeing the opportunity to make their businesses better and he highlights the moral imperative to do so. The key learning point from the case study, though, was that the more that Avis embarked on the sustainability journey, the more they learnt about their business in ways that they did not anticipate.

One of the expert commentators in the case study, CEO of GCX (which is all about driving innovation waves in business) Kevin James, said that making business better was not quite on the radar of CEOs at the time and that Wayne Duvenage was an authentic visionary in this regard. James has played a leading role in the growth of South Africa’s sustainability industry and enjoys a regular slot on national radio where he comments on issues relating to climate change, sustainability and current affairs. We have incredible leaders and organisations in our midst, with real solutions for our problems. So what are we all going to do? Awaken from our psychic numbing and start thinking and doing beyond Day Zero. ▲

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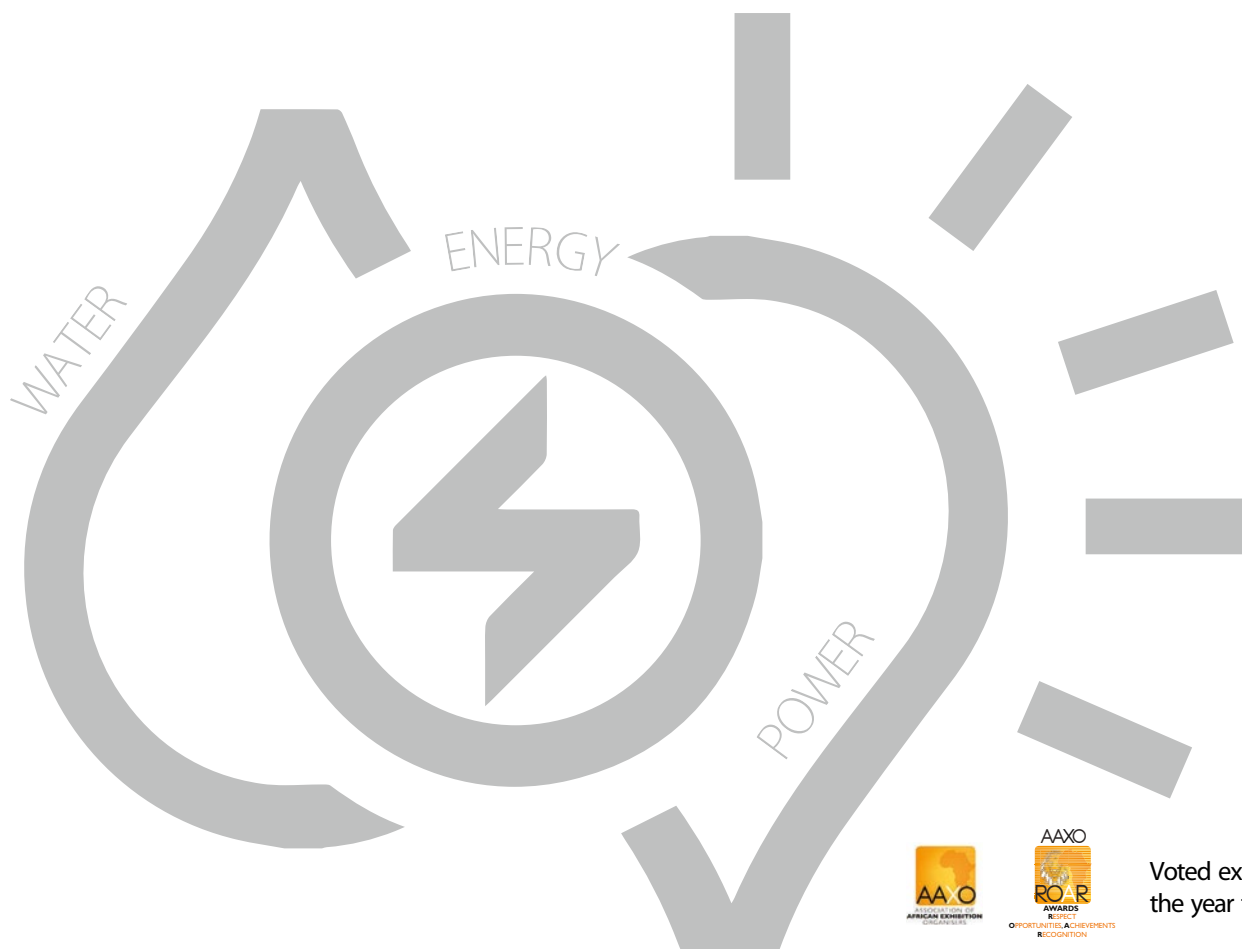
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# The changing role of the Chief Financial Officer (CFO)

**There was a time not so long ago when the CFO was seen purely as a technocrat and consequently, unfairly derided as a simple 'bean counter'. This has coloured how many view this pivotal role for all businesses.**

**T**herefore, those who diligently passed their accountancy exams looked forward to a career of being gleefully 'narrow and deep'. In the now long faded past times of certainty, they had very specific questions to answer and they did just that perfectly.

They provided essential technical expertise whilst policing the processes and procedures of the organisation with zealous control. Some would harshly say that they knew the price of everything and the value of nothing.

They were not in the business of being popular, but apart from the Chief Executive Officer (CEO), they appeared to wield most authority and power at the top of the organisation.

The profession appeared to attract those of a more scientific bent with a head for numbers, and they were perhaps not as much interested in the 'softer' skills. In many respects, they were the original 'geeks'. The audit, compliance and risk functions were also opportunities for these smart and well-qualified technocrats.

During the 80s and 90s with the rise and rise of computing power, IT had not yet become strategic to the organisation but it was a huge and rising cost. Consequently, this coupled with the fact that IT was usually deployed to cut the existing costs, fledgeling IT functions found themselves uncomfortably reporting to the CFO.

This was during a period where most opportunities or challenges for the organisation could be dealt with in a vertical, neat and tidy manner. It would either be an HR issue or a marketing issue or even a finance issue, but these in the



main could be dealt with purely and solely by that function.

With the changing nature of business and the advent of more 'enterprise-wide' IT systems, it soon became very rare for any challenge and opportunity to be so neat and tidy. Instead, nearly every opportunity or issue cuts right across the organisational structure. Most new initiatives now demand cross-functional activity and cross-functional teams, and nearly all of them require the attention and input of the finance function.

This demands essential collaboration right across the organisation. This, in turn, has made new demands on the capability and behaviour of the CFO and their teams.

There was a time when the data alone could provide 100% of the answer. In today's fast-moving and unforgiving markets with uncertainty becoming the norm, the data rarely provides 70% of the insight necessary to come to a meaningful decision. In order to keep the organisation moving and functioning at pace, we can no longer wait for the data, but we have to make judgement calls based on our experience, instincts and environment—this is what we call leadership.

This, along with the need for collaboration, has started to paint a new and exciting profile for the new age CFO.

In recent history when for whatever reason, it was time to appoint a new CFO, there tended to be two different types of candidates; if it's assumed that the business outlook will be difficult where costs need to be cut or controlled, then the preferred choice tended to be a senior executive from finance.

If the business outlook is more positive or requires transformation, then we tend to see the CEO usually coming from one of the revenue generating business units, or from outside of the organisation.

In quite simplistic terms, in times of change or growth, firms tend to go for the most enterprising CEO and in times of difficulty or constraint, it is highly likely that the appointment would be a practising CFO.

In recent times, we have seen the appointment of a number of new banking CEOs, after the difficulties of the global financial crash witnessed the appointment of a number of former investment bankers—this appeared counter-intuitive and a few banks have already paid a heavy price for their audacity.

However, with Deutsche Bank making the media headlines for all the wrong reasons, what appeared to be a safety-first appointment of their CFO to the CEO's office appears to have also backfired quite dramatically.

The CFO will always remain a key player both for the executive team and the board of directors but nowadays, being a technocrat alone is no longer enough.

What is needed is a little less management and a lot more leadership.

In order to move from being technocrat to an inspired leader, the following requires addressing:

- Become more visible around the organisation
- Listen a lot more whilst being far more supportive of new ideas
- Embrace change as a necessity
- Think more about investment than just seeing everything as cost
- Become more of a team player and less a 'policing' authority
- Balance the long-term requirements with the short-term needs
- Allow others to challenge you in an open forum

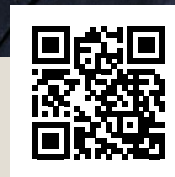
The new age CFO needs to be an expert communicator and a strong team player with the ability to influence and persuade, and not just use the blunt instrument of command and control. Their increasing influence and ownership of the corporate strategy require a more rounded business leader.

Those thinking of studying accounting and hoping to become a CFO should not be put off by the new demands on the CFO, as this has now become the price of entry to all who would wish to sit in the top executive teams.

As the Oracle of Omaha, Warren Buffet points out, "Forecasts may tell you a great deal about the forecaster; they tell you nothing about the future."

And oh, by the way, you still have to be a quality technocrat but nowadays, that is secondary to the ability to lead and influence.

There is no executive career that I can think of where having strong emotional intelligence and with a much stronger leadership focus is not a significant and tangible competitive advantage—apart from the Prime Minister of the United Kingdom, where they clearly were not requirements when the current incumbent was chosen. ▲



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# Honesty is the best policy

**Corporate South Africa has, over the past year, learned many lessons in reputation management and the real value of stakeholder relationships, especially the importance of transparency**

**I**n our data-driven approach to managing reputations using our proprietary reputation measurement model, we've seen the impact on the results and that companies are putting a lot more pressure on their leadership and boards to play open cards. When analysing the results of the surveys we conducted last year, the biggest average score change was for 'corporate governance.'

The score dropped from 85% in 2016 to 80.1% in 2017, indicating the growing value stakeholders

place on honest leadership and their apparent desire for even more transparency from directors at the top. This is not surprising as respective boards and leaders are ever increasingly being held to account by all stakeholder groups for their actions.

Last year, we saw reputations being ruined overnight as big firms were found with egg on their faces, their dirty deals were splashed across the headlines.

In the past, transparency was associated largely with financial results; these days, stakeholders are wanting to hear about the

non-financial performance of a firm, such as their social, environmental and ethical performance.

When looking at the average reputation scores from last year's research, it becomes very clear that corporate social investment (CSI) projects are increasingly important to stakeholders. People want to know they are doing business with socially responsible organisations. This element received an improved overall score of 80% in 2017 (rising from 73% in 2016) and we believe it will follow an upward trajectory again this year, becoming ever more important in



impacting the overall reputation scores. The rise of conscious consumerism is leading organisations to invest in sustainable social projects.

The crux here is that stakeholders must be informed about these initiatives as this has a direct impact on their reputation score. However, with that said, stakeholders will very quickly decide if a CSI project is just a marketing ploy or if it reflects the genuine care and effort to make a sustainable difference.

With regards to transparency and how best to tackle it in a large organisation, I chatted to Vasili Vass, Group Head: Corporate Affairs at e.tv about what transparency means in practice, especially at a media house. Here is his take on it:

#### **What does transparency mean to an organisation?**

In the corporate environment, transparency is the extent to which a company's actions are observable by people outside the organisation. There has been a move towards increased transparency in companies listed on stock exchanges, with the inclusion of strategy, risk, performance and sustainability in integrated reporting becoming a requirement and the norm.

Transparency is critical for business, given the nature of modern media, as actions they may have wanted to keep secret are more at risk of being exposed. Social media platforms make the dispersing of what might have been secret (or not transparent) in the past easy and fast.

Given this, an organisation's actions should be scrupulous enough to bear public scrutiny.

Transparency in the context of media relations is as critical. And the old adage that honesty is the best policy really is wise advice to follow.

#### **What information do you believe should/should not be shared?**

During a crisis, the easiest way to navigate the communication side is to be honest, offer as much relevant information as possible, as quickly as possible and then to continue communicating with all media on all platforms. That is, being as transparent as possible.

If an issue is addressed head-on, by feeding the media storm with true and accurate information, it can be reported on, and the media will no longer need to investigate.

However, at times and for many reasons, all the information may not be offered. Reasons for this could include negotiations still being underway, confidentiality clauses, confidential employee and customer information and a sensitive business strategy, which you do not want to, or are obliged not to release. If pressed for information, you need to be honest and say you cannot release the information because it is sensitive and give the reason why it is sensitive.

There is no such thing as no comment, that is a comment, and people will fill in the blanks with their own assumptions and messages.

#### **What is the balance between too little and oversharing?**

To find the balance between too little information and oversharing, you need to be strategic and thoughtful in what information is released. That is, the information must be relevant to the situation and the impact it will have on stakeholders now and in the future must be considered.

Honesty and transparency help to build confidence with stakeholders, but you don't need to offer information that is not sought after, which, in the long run, can damage your relationship with stakeholders.

For transparency, you need to acknowledge a situation, including information which will answer stakeholders' questions, while not acknowledging if you don't know the answer to certain questions and sticking to the actual situation and facts.

#### **How do you know when you have that balance? Is it something that you measure?**

When stakeholders believe they have information that satisfies their enquiry, while not compromising the organisation's credibility, you have attained the balance.

One shudders to wonder how some leaders go to sleep at night, knowing how many secrets they harbour and the lies they have to tell to cover up things, which should never have been done in the first place.

Wouldn't you rather go to sleep at night soundly, knowing you have nothing to hide and that you run an ethical operation?

Honesty is not only the best policy, it is the only way to keep all stakeholders confident in your business and to ensure your reputation is intact. ▲

REGINE LE ROUX



Regine Le Roux is the Managing Director and founder of Reputation Matters. She holds an M.Com degree in Communication Management from the University of Pretoria. She is a corporate reputation specialist and handpicks and manages several teams that conduct reputation research studies and implements business communication strategies. Regine is the author of: Reputation Matters, Building blocks to becoming the business people want to do business with. Regine is the Chairperson for the Western Cape Public Relations Institute of Southern Africa (PRISA) Committee, and on the Board of the Rotary Club of Newlands, responsible for Public Image, and chairs Rotary International's Public Image for District 9350. Over weekends you will find her donning her pink skort for the Hout Bay Harriers.

# Industry hopes the new broom sweeps clean



JONATHAN VEERAN

Jonathan Veeran, Partner at Webber Wentzel

## The mining industry is poised on a knife's edge with its future largely dependant on what the ANC's newly installed management team does in the months ahead

**L**abour has to appreciate the impact of very real cost constraints; mining companies must accept that there is a historical cost and context of doing business in South Africa (SA); and government needs to be business savvy, and not play politics!

A strong mining industry requires a solid foundation. SA's current mining policy and stakeholder relationships have created a frail industry, which is undesirable to investors. The current mining policy emerged within a vacuum, devoid of proper economic analysis and removed from the realities of the markets and investors. Widespread dissatisfaction with the mining policy has resulted in the creation of a crippling trust deficit, with the Department of Mineral Resources (DMR) and Zuma protégé, Minister Mosebenzi Zwane in one corner, and industry and stakeholders in the other.

Much of the discontent relates to policy development aimed at transforming the industry – the Mining Charter III and the Mineral and Petroleum Resources Development Amendment Act, 2013. The implementation of both the Mining Charter III and the Amendment Act has been fraught with uncertainty, with the latter having been held up in parliamentary processes for over four years.

The Mining Charter III proposes an increase in the ownership targets for historically disadvantaged South Africans to 30%; the creation of more onerous ownership requirements for suppliers to the industry and demands that research and development be focused locally, ideally at previously disadvantaged universities. Similarly, the Amendment Act contemplates the introduction of compulsory local beneficiation requirements, adds more complexity to the already onerous "section 11" and does away with the long practised first-in-first assessed application system (opening the door to (more) fraudulent practices).

Discontent is not based solely on what the Amendment Act includes, but also on what it lacks. While it purports to encourage investment, the Amendment Act makes no mention of "MPRDA Lite", a touted less onerous regime for junior miners and explorers, the inclusion of which would certainly make SA a more appetising investment destination.

Investors are not opposed to transformation but are exasperated by government's continued failure to properly consult with business and labour when developing policy. Increasingly investors are looking to other destinations like Botswana, Mozambique, Namibia, Zambia and given recent developments, potentially Zimbabwe, as preferable to SA. This diversion

of investment comes at a time when we are experiencing very low economic growth coupled with widespread corruption. The weakening of the mining industry, which has historically brought significant value to the SA economy, can only serve to continue this trend.

There is no doubt that the goals behind the Mining Charter III and the Amendment Act are laudable and necessary, but nothing can be achieved without the full buy-in of industry. The best solution to overcome the current impasse would be for all stakeholders to sit down, to discuss and formally agree on a vision for the mining industry and then approach the practicalities of how it can be achieved.

The possibility of such a solution playing out has become tangible following the conclusion of the ANC Elective Conference. Post-conference, the newly appointed ANC President, Cyril Ramaphosa, expressed opposition to the implementation of the Mining Charter III. If Ramaphosa is not merely politicking, then there may be light at the end of the tunnel. Confirmation of Ramaphosa's sentiments, coupled with stronger commitment by the leadership to build a more efficient and less corrupt administration, will result in a reinvigoration of the SA mining industry.

These good things coupled with SA resilience are the essential elements to success. ▲

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