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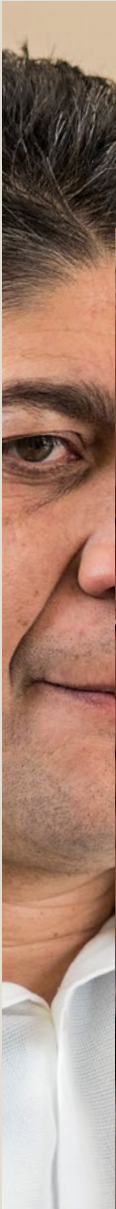
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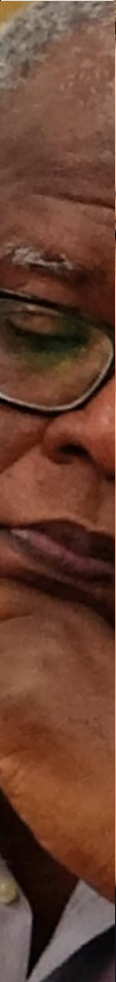
# Leadership

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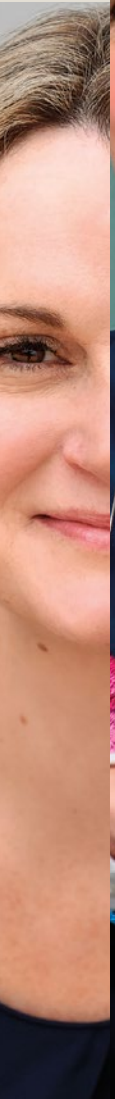
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Vodacom is the largest telecoms provider in South Africa and provides mobile and fixed telecoms services for over 103 million customers, and is led by innovative CEO Shameel Joosub.

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# Leadership

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# Leadership

## Bedrock foundations essential for success

In the rollercoaster of uncertainty and change that seems to have become the norm in South Africa and the world, there are two positive descriptions that can be attributed to the South African mining industry, and more broadly to South Africa and Africa—"resilient" and "innovative".

The South African mining industry, like the mining sector in most countries with vast mineral resources, is a barometer for how well South Africa is doing because of its significant contribution to growth, development and transformation, and its impacts on related sectors such as construction and engineering. The industry has worked its way through some pretty tough cycles and is going through one at the moment. This is reflected in the general state of the South African economy.

While resilience of an organisation is often attributed to good leadership, this is only the starting point. The culture of resilience should be attributed to all stakeholders including government, business, trade unions, and non-governmental organisations. Most importantly, South Africa's resilience should be attributed to the most critical asset of a business, its employees. Recognition and acknowledgement of the contribution that employees make can go a long way towards ensuring that a business is sustainable.

South Africa is well regarded for providing innovative solutions to complex challenges. This is critical to on-going sustainability and starts with the acknowledgement that the Fourth Industrial Revolution, the Internet of Things and Artificial Intelligence will continue to have a significant impact on decisions. The recent announcement by Rio Tinto that its first autonomous train transported iron ore approximately 280km from its Tom Price Mine, is a good example of the role that innovation will play going forward. The delivery was remotely monitored by operators in Perth, approximately 1 500km away. This event gives a preview of the future.

To remain resilient and sustainable will also take an exceptional level of maturity from all role-players and will require leadership teams to be inclusive, consultative, and flexible enough to identify and respond to changes. Decision-making is probably more of a science than an art and knowing when to take which decision, and who should be included in key decision-making, will be critical to effective and efficient decision-making in our fast-paced world.

In the face of ongoing political, policy, and regulatory uncertainty, it is just as important to develop and maintain a moral compass, which ensures that honesty and integrity form the bedrock of everything that we do.

## Foreword



WARREN BEECH  
Partner and Head of Mining at  
Hogan Lovells



The MA aircraft series, manufactured by AVIC,XAC Commercial Aircraft Company Ltd. includes the MA60 passenger aircraft/MA600 passenger Aircraft/MA600 freighter.

The MA700 aircraft is in the development stages and will be launched to market in the near future.

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# Leadership

## The digital revolution a propeller of future human kind

My first encounter with the term 'revolution' was in the context of the French revolution, then the umzabalazo and I have subsequently been exposed to many other revolutions. In my youth, I invaded the study room of my parish priest, which was a taboo at the time, to my shock and amusement, I was blown away by the literature on revolutions.

This was when I was just starting high school, I wanted to peruse more of the literature, however time was not on my side, I couldn't borrow any of the books nor declare knowledge of what I have seen, taking a copy without permission could not be contemplated since this was a holy place, also if found in possession of such material by the police, it could have been treason. I tried various tricks to get back into the study room but failed, instead I was given a book called Marx, Money and Christ as a substitute to reading about the revolutions.

The revolution of the cyberspace, otherwise also known as the fourth industrial revolution or the digital revolution, has taken centre stage as the propeller of future development of humankind. It promises to bring great benefits in the long run and vastly improve the lives of humanity across the globe. According to entrepreneurs and scholars alike, the digital revolution represents entirely new ways in which technology becomes embedded within societies, our daily lives and even our human bodies.

South Africa has the highest number of secure internet servers in the Africa and is ranked 3rd in Africa on the information and communication technology development index. Despite this, there are still challenges to individual access to the internet, access to broadband and mobile broadband subscriptions.

All over the world, industrial revolutions are ultimately driven by the individual and collective of the society. The need for intensifying the education and literacy levels of our society is an important driver of this revolution. But more importantly, our country must embed and assert itself in the knowledge economy. Key players in the digital revolution will still remain investors, consumers, regulators and citizens who adopt and employ these technologies in daily life.

The digital revolution comes with disruption that will lead to long run benefits. How South Africa manages the disruption is key to the survival of the economy and, more importantly, bridging the gap from poverty and inequality.

The real revolution to be fought and won is the digital revolution. In hindsight, I wonder if any of the literature at the parish was on digital revolution.

## Publisher's Note



THABO OWEN MOKWENA  
Publisher

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# Leadership

## Celebrating South Africa's unique heritage

Welcome to another edition of South Africa's favourite business monthly as we celebrate Heritage Month in South Africa (SA).

The heritage of SA is a kaleidoscope of different inputs, from our KhoiSan forefathers, the first to roam these lands and who imprinted a deep history of rock art, culture, hunting/gathering and a general sustainability ethos. It is somewhat ironic that SA's first inhabitants were far more conscious of the environment than our current generations, who often take it for granted while perceiving themselves to be more 'advanced'. Largely nomadic in nature, the KhoiSan believed in only taking enough from the land for their needs.

In approximately AD200, the first farming communities familiar with the use of iron, regarded as the forebearers of Bantu-speaking people, establish themselves south of the Limpopo River. They kept livestock and maintained crops, unlike the KhoiSan, and brought with them a rich history of their own, something that is often lost in Southern Africa's history, which is under-subscribed with pre-colonial content.

Outspoken Professor Jonathan Jansen recently said that it's difficult to get away from the colonial roots of our education system, which favours more Eurocentric learning and languages. But according to the professor, most young people and parents want learners to be educated in English so that they communicate easier in the workplace and can find a better job. The education system really is a melting pot at the moment.

There is little doubt that the effects of colonialism are still felt today, and are reflected in our heritage post 1652. We must learn from the mistakes of that era and ensure that SA is a better place to call home. South Africans have a tremendous ability to forgive the wrongdoings of the past and work towards a better future.

Many countries might have had a civil war by now, given the history of the country, but South Africans seem to want to get on with life. There are enough challenges raising a family, dealing with crime, and transport delays while keeping a job in 2018, to have to continually grapple with the past.

So, as we celebrate Heritage Month, let's try and embrace our heritage –warts and all–to forge a better future and heritage for generations to come.

## Editor's Note



GREG SIMPSON  
Editor



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# A view from the top of SA's best network

In 1993 when Vodacom was awarded a licence to operate a GSM cellular network in South Africa, the company soon realised the need to aggressively grow its network and increase its capacity for the next decade. In just eight years, Vodacom had over five million subscribers and continued to grow both its network and subscriber base at a rapid rate.



**T**oday, Vodacom is the largest telecoms provider in South Africa and provides mobile and fixed telecoms services to over 103 million African customers, including Safaricom. Across the border, they have grown their mobile network business to include operations in Tanzania, the DRC, Mozambique, Lesotho and Kenya, and their mobile networks cover a population of over 284 million people.

Through Vodacom Business Africa (VBA), the telecoms giant also offers business managed services to enterprises in over 30 countries. Majority owned by Vodafone (60.5% holding), Vodacom is also one of the world's largest communications companies by revenue.

### The man at the helm

The first business venture Shameel Joosub was involved with was selling samosas outside factories when he was just five years old.

By the time he was seven, he had his own business, and by 12, he was running an uncle's bottling factory during the school holidays. Today he's the CEO of Vodacom, and at only 47 years, his early business skills have given him a head start.

Born in Laudium, in Pretoria, and raised by his divorced mother along with five siblings, Joosub's entrepreneurial skills were born from a sense of duty to help his family put food on the table.

"I used to buy popsicles, freeze them and bring them to school where I had my very own distribution network. Each of my friends would sell the popsicles on a portion of the playground. I'd like to think that not much has changed, the playground has only just gotten a lot bigger," he jokes.

"It was also during these early years of trading that I learned a very hard lesson—never take your eye off the merchandise."

After school, he joined an accounting firm and began his articles, while studying through UNISA part-time. Shortly after he qualified in 1993, he joined Vodacom as the Senior Accountant in the General Ledger Budget Control Division, three months before it became operational. He was later promoted to handle the budgets and began working with Vodacom founder Alan Knott-Craig, making sure that the deals the CEO started were executed. One day, Knott-Craig told Joosub that Siemens had offered

to sell Vodacom some handsets, a field Vodacom had never entered before. Joosub switched on his haggling skills, got a 30% discount on the price, and sold all the stock in the same day.

"This led to the creation of Vodacom Equipment Company, with 26-year-old me as the MD. It was my job to move the stock in and out as fast and as profitably as possible. It was so successful that we convinced Vodafone to replicate this globally," he says.

"This was a good way for me to learn the business from the bottom up and by 2004 we had grown to 12 million customers. I was promoted to managing director of Vodacom SA in 2005 and the following year we were able to double that customer base. I think a lot of that has to do with choosing the right teams in each company

all great achievements. It has been nice to see our hard work come into fruition," he says.

### Keeping up with changing technology

"The telecoms industry is all about investment. You need to invest in the network to provide quality network coverage, while also focusing on constantly improving your service to customers.

"We have not always been perfect, but our philosophy places the customer at the centre, from both a product and service perspective, and this includes everything from call centres to stores, service levels etc.," he says.

In today's money, Vodacom has invested R140 billion into the network so far, a significant investment that has involved a lot of job creation

## Prepaid—which was invented by Vodacom for the world—has ensured that everyone has access to mobile technology

and employing the right people. As a team, we pulled together and at the end of the day, we got results."

But in 2010, he was asked to turn around Vodafone Spain, which needed transforming to survive in a declining and highly competitive market. Understanding this opportunity to be a necessary broadening of his experience and a stepping-stone to the post of CEO for the entire group, Joosub accepted the role.

"I was called back to South Africa in 2012 and asked to become the CEO for the Vodacom Group, at the age of 41."

During his time at Vodacom, and more recently as CEO, Joosub believes he has much to be proud of, having overseen a number of key strategic moves for the company including recently being the first operator to commercially launch 5G in Africa, in Lesotho.


"Highlights for me include the launch of prepaid in South Africa and the launch of 4G. As CEO, the Safaricom acquisition has been another success, as is the growth in international business and the growth of M-Pesa. Our success in the SA market, our share performance and the YeboYethu deal – something I have been involved in since before my move to Spain – are

along the way. Even more impressive is that R26 billion of that has been invested in the last three years alone.

"The level of investment grows with each technological change. We have seen the networks change fundamentally from just a voice service in big cities where customers used 'brick' cell-phones to devices that are smaller and infinitely more powerful that use high speed networks to transmit data such as 4K quality video. There has been a constant evolution, and soon 5G will be more prevalent, bringing the likes of virtual reality to our doorstep," Joosub says.

"It's important that we make sure that the technology and the devices go hand in hand. As the devices become more complex, so do the networks. We have had to build a lot of smart capability into the network, to ensure fast response times for Google or Facebook, for example. These are just some of the changes that bring more complexity and more functionality to today's customers."

There can be little doubt that mobile penetration is proliferating, bringing with it numerous benefits for people, particularly those in rural areas, who were previously disconnected from their surroundings.



“It was also during these early years of trading that I learned a very hard lesson—never take your eye off the merchandise”



“When we look at the availability of cellphones in the country, we must remember that there was not a big penetration of fixed lines to start off with. Mobile technology has, in a sense, democratised telecoms. Additionally, prepaid—which was invented by Vodacom for the world—has ensured that everyone has access to mobile technology, not just the middle to upper class,” he says.

“It has changed the face of communication. Our next step is to democratise data, and we have started up many initiatives to drive the cost of the device down. We are also partnering with Facebook and Google to bring costs down. We have already introduced cheaper devices to ensure access, recognising that mobile

technology has given ordinary people access to email, social media etc. It has transformed the social agenda; it’s not just communication anymore but the ability to market yourself, learn and even entertain yourself.

“We are pushing for continuous rural expansion, where we introduced coverage to over 100 new rural sites in March this year with another 200 rural sites planned for the coming year. Overall our coverage reaches 99.2% of the country with 2G and 3G, and 4G coverage is up to 85%.”

Joosub also believes that Artificial Intelligence will be used more and more in the coming years, playing a much more prominent role in what they can offer customers.

“We can also use big data to analyse customer behaviour. Just4You is a perfect example of how we are personalising offers based on customer behaviour. Just4You currently has 12 million users, accounting for 65% of sales totalling 2.4 billion bundles a year.”

#### **Working for Social Change**

Vodacom’s flagship mobile education programme (mEducation), developed in partnership with the South African Department of Basic Education, provides ICT equipment and free internet access to 3 000 schools and 92 teacher centres across South Africa.

“We have trained over 200 000 teachers on the use of ICT in the classroom, of which 14 000

“We have already introduced cheaper devices to ensure access, recognising that mobile technology has given ordinary people access to email, social media etc”

Grade R–12 learners. Through this technology, the school curriculum is accessed through cell phones, tablets and laptops. Currently, we have more than 490 000 learners registered on the platform, providing access to quality digital content as of August this year,” he says.

“As part of our commitment to reduce the cost to communicate and to contribute to free education, we have also entered into a partnership with 19 universities to zero-rate online access to curriculum content provided by these universities.”

The Vodacom Youth Academy is currently in 10 of the 92 teacher centres and was established in partnership with CISCO, Microsoft, the Independent Development Trust (IDT) and Mict-Seta. The project offers free ICT skills training in both Cisco and Microsoft, focusing on IT (Cisco ITE; A+, N+ and Microsoft).

“Our primary target is out-of-school, unemployed youth with Grade 12 certificates who have passed Mathematics, Science and English. This academy has already benefitted 966 trainees since its inception four years ago,” he says.

As part of Vodacom’s commitment to Youth Development, they launched a partnership with the Innovator Trust in 2017, which is a Small Business Development Agency created by Vodacom in 2014 through an R750 million investment specifically for Small, Medium, and Micro-Enterprise (SMME) development. The Innovator Trust has provided SMME training to graduates from the academy through this initiative, the Vodacom Youth Empowerment Programme (VYEP).

Through the Vodacom Change the World programme, established in 2011, Vodacom has annually selected around 20 volunteers to work for a Non-Profit Organisation (NPO) of their choice in South Africa for a year, at no cost to the volunteer or the host organisation.

“These volunteers are given the opportunity to do something close to their hearts while imparting skills and expertise to the NPO. To date, we have invested more than R35 million on project funds, salaries and grants to the NPOs. A total of 100 volunteers have participated in the programme, delivering more than 100 projects,” he says.

“Last year, in response to the devastating fires and storms that occurred in the Southern and Western Cape, we set up a R20 million disaster recovery fund to provide much-needed support and aid for those most affected when disasters

arise. Over 1 200 SIM cards loaded with airtime were distributed to disaster relief personnel in Knysna and residents to improve communication and emergency response. We also offered support to 10 schools in the Western Cape, one teacher centre and a school in KwaZulu-Natal.”

On ‘Mandela Day’ last year, thousands of Vodacom staff across the country each spent 67 minutes packing food parcels for learners from previously disadvantaged schools. The initiative formed part of a larger project that the Vodacom Foundation has rolled out across the country, building on its inaugural food security drive launched in honour of International Nelson Mandela Day in 2013.

“Last year, our employees and key partners, including the Nelson Mandela Foundation, Gift of the Givers, Kaizer Chiefs and the Blue Bulls, celebrated Mandela Day by packing 50 000 food parcels that were distributed to 60 schools across the country. The parcels contained non-perishable items such as peanut butter, baked beans and canned meat. We also partnered with Food and Trees for Africa to plant fruit trees and set up vegetable gardens at seven food gardens across South Africa,” he says.

Vodacom has also continued to build on the successful establishment of a Gender-based Command Centre by supplying laptops to the Department of Social Development’s (DSD) ‘safe door shelters’ with the aim of using ICT skills training to empower gender-based violence (GBV) survivors.

“The survivors also receive an NQF Level 3 end-user computer certificate. To date, we have trained 360 survivors. This Command Centre, which was established in 2014 in partnership with the DSD, is a 24-hour call centre dedicated to providing support and counselling to GBV victims. The Centre also caters to people with a hearing impairment, with Skype, USSD and SMS conversation capabilities, as well as geocoding system elements. Social workers proficient in sign language have been trained on trauma management,” he says.

#### **Transformation is a top priority**

“We are very committed to transformation through the implementation of Broad-Based Black Economic Empowerment (BBBEE), and this commitment was recognised in 2016 when the Vodacom Group was awarded the Top Most Empowered Company on the JSE and Top Most Black Managed Company. In 2017, Vodacom was

teachers were part of the diagnostic assessment for Maths and English,” says Joosub.

In April 2017, Vodacom was awarded the contract to supply a school management solution to the Eastern Cape Department of Education to help with the administration of over 5 000 predominantly rural schools across the province. This tailored solution now enables the Department to collect reliable and consistent data about each school, helping to ensure that resources are being deployed in areas of greatest need.

“Recognising that many learners in South Africa do not have access to textbooks, the Vodacom e-School platform provides a secure and free online learning content portal for



Vodacom South Africa has exceeded its target of Level 4 and attained a Level 3 BBBEE status

once again awarded as Top Most Black Managed Company on the JSE.

“We also achieved a recognition award from the BBBEE Commission in March 2018 for being the first company in South Africa to report fronting practices identified through our procurement processes,” Joosub says.

Vodacom South Africa has exceeded its target of Level 4 and attained a Level 3 BBBEE status, while its subsidiary, Stortech, retained its Level 1 rating. This resulted in the Group having a significant improvement in its overall scorecard points, moving from 101.91 points to 108.03 points.

“In the 2017/18 financial year, our consolidated training spend has also increased from R175 million to R248 million, with more than R8.5 million invested in the development of black youth living with disabilities, R5 million more than the prior year,” he says.

Vodacom’s enterprise and supplier development is made up of procurement, supplier development (2% net profit after tax (NPAT) spend target), and enterprise development (3% NPAT spend target).

“Under procurement, our commitment is demonstrated in the shift of spend to BBBEE-status suppliers and black-owned suppliers. We have also spent R173 million on supplier development, up from R151 million in the prior year, specifically targeted on developing SMMEs within Vodacom’s supplier base,” he says.

This has included investing R14 million towards the transformation of their retail franchisee base, which resulted in 24 Vodacom shops changing ownership to black individuals in the last year alone. Under enterprise development, more than R388 million was invested in the past year developing black-owned ICT SMMEs in South Africa outside of Vodacom’s business.

“We also believe that when you empower a woman, you empower the entire society, so we have spent R9.8 billion towards women-owned suppliers and continue to appoint women in strategic positions within our company. In South Africa, we spent R30.8 billion towards BEE status suppliers to provide access to previously disadvantaged groups, and also created the Vodacom trade direct platform to provide tender opportunities to our suppliers.”

Encouraging entrepreneurship forms another critical aspect of Vodacom’s transformation strategy. The company has intensified their efforts to support SMMEs and the broad-based

transformation of their supplier base, with encouraging results. The sustainability of SMMEs in the telecommunications sector is a key priority for Vodacom and as such the Group ensured that over R462 million was paid within two days from receiving invoices to qualifying SMMEs during the 2017/18 financial period.

“We actively engage with suppliers to transform their ownership to greater than or equal to 51% black ownership. And, in October 2017,

“The vote by our minority shareholders to support this new transaction to hold direct shareholding in Vodacom Group was a positive development for our company. The value achieved in the old YeboYethu deal has made it one of the best BEE deals in South Africa and we are proud that we could make a meaningful difference in the lives of ordinary South Africans. Importantly, we see the new deal as another opportunity for shareholders

M-Pesa to new African markets, the growth for this product will be driven largely by convincing more Vodacom and Safaricom customers to take up the service,” he says.

While the introduction of 5G, and what it brings to the playing field, is exciting, Joosub hopes to see Vodacom make a more significant play in the fibre space going forward.

“We need to invest more there, as well as AI, machine learning and big data. This will make us more relevant in terms of our offering and efficiencies. At the same time, we must make sure we use these things as a tool to help us sell the right offering to customers. We will also be spending more on financial services in SA and M-Pesa in other countries,” he says.

Vodacom has also launched platforms where users can watch video, play music, and play games.

“We want to make it more convenient for customers to utilise this service on their phone. I think IoT will also play a big part going forward, connecting things commercially and in our personal lives. These days you can put sensors on almost everything, tracking things from water wastage to aircon usage, and I think that this will become a lot more prevalent.”

## Vodacom recently announced that it will be embarking on a R16.4 billion empowerment deal, giving YeboYethu shareholders a more direct holding in Vodacom

we launched an online trade portal, creating a platform for SMMEs to express interest to provide goods and services to Vodacom and/or to become channel partners. Currently, over 60 000 members access tender opportunities through the platform,” he says.

### YeboYethu

Vodacom recently announced that it would be embarking on a R16.4 billion empowerment deal that will replace its current R75 billion black economic empowerment (BEE) deal, which is due to unwind in October.

The new deal will give shareholders in BEE partner YeboYethu a more direct holding in Vodacom Group.

“This new transaction includes a newly formed employee share ownership scheme and will take its BEE shareholding to 20% of the group. It will also be the largest ever broad-based BEE transaction in the telecommunication industry, replacing and building on the R75 billion Vodacom SA BEE ownership scheme that was concluded in 2008,” says Joosub.

Now, ten years after its implementation, the existing transaction, which comprises of a 6.25% shareholding in Vodacom SA held by YeboYethu, Royal Bafokeng Holdings (RBH) and Thebe Investment Corporation (Thebe), has delivered meaningful value to its participants with 102 000 YeboYethu investors and 8,500 current and past Vodacom SA employees benefitting from the deal.

to be exposed—not just to our South African operations—but to all the other countries that we are invested in and thus give them greater exposure to the Vodacom Group.”

### Looking ahead

Joosub believes there is a lot more growth to achieve for the Vodacom Group across the continent, with only 60 to 65% coverage in certain areas.

“We need to increase this coverage, particularly in those areas where 4G has only just been launched. I also think that with the launch of 5G will come a new set of opportunities across our footprint,” he says.

“Safaricom has also been a big addition for us, and we will continue to look at really promising investments in other countries. Ethiopia and a few other countries are showing some promise. Looking at the market structure, Ethiopia offers the potential to start a new network while the rest involves acquiring existing players. We do tend to take a more conservative approach in this regard.”

For Joosub, the most exciting developments are coming from M-Pesa, the continent’s biggest money sending platform, and he envisions the network operator having 50 million mobile money customers within three to five years.

“At the end of March, we had 32.3 million M-Pesa customers in Kenya—through our stake in Safaricom—Tanzania, Mozambique, Lesotho and the DRC. I think that in addition to taking

### Leading the way

“My first mentor was, of course, my mom, and I learned from her that there is no substitute for hard work. Bringing up six kids isn’t easy, so there have been many lessons from her. Looking to Vodacom, Alan Knott-Craig and Leon Crouse played a big hand in my development over the years, as have various people in the company,” he says.

“I believe that good leadership involves selecting the right team, developing a clear plan and making sure that everyone knows what is expected of them. It’s important to pull together in the same direction to achieve the desired result. I also think that leadership is sometimes making big, bold decisions and sometimes, even unpopular decisions. It’s impossible to keep your eye on everything when you’re in this seat, so I make sure I watch my numbers carefully where KPI’s often indicate the first sign of a problem.

“If you don’t do that, you sometimes react too late to a situation, and it can come back and bite you.” ▲

*Amanda van den Barg*

# Leaders in the smartphone revolution

**We live in a world where most of our communication with others is at the mercy of technology. If you don't believe this, try and recall the last time you left home without your cell phone or forgot to check your emails.**



**T**hroughout Africa, the rise of the smartphone has led to a convergence of technology, trade and urbanisation that continues to power growth and future potential. As a result, competition in the smartphone market is very tough and a phone maker's reputation is only as good as it's last model.

South Africa is one of the continent's biggest markets for smartphones and increasingly the big names in the industry are experiencing excellent growth in their market share. For instance, Sony announced a couple of years ago that they were re-entering the market and with a documented 79% year-on-year increase in smartphone sales, they appear to be well on their way back to being the powerhouse they once were.

In an interview for this article, Christian Haghofer, Sony Mobile South Africa Country Manager, wouldn't comment on market share, but said, "We will continue our high value-added

strategy, and will differentiate ourselves from other companies through Sony's expertise in cameras, audio and television technologies and designs, as well as Sony's unique in-house developed technologies."

With the the mobile phone having become increasingly pervasive and indispensable, and with consumers the world over enthusiastically embracing its potential, I asked Haghofer what he saw as some of the key trends driving mobile use and consumer activity in Africa, and South Africa in particular. He replied, "Over the years, smartphones have gotten a little staid. Advances have generally come in the form of gradual improvements to popular features that are now standard among manufacturers and models. Technological advancements are definitely among the most awaited enhancements that users look forward to."

Haghofer added, "Sony Mobile has been in the lead in terms of launching the latest technologies in their smartphones from the super-slow motion - which was first introduced to the

world in the multiple award winning Xperia XZ Premium - to Sony's 3D Creator. We are keen to combine Sony's technological expertise with the latest audio and visual technologies to offer entertainment to the extreme, which embodies the company's DNA."

After a number of years during which it was replaced, or at least outshone, by rivals such as the iPhone and Samsung, I wanted to know if with the introduction of 5G services next year Haghofer foresaw a situation where Sony might retake its position as the market leader.

Diplomatically avoiding any mention of market rival brands, Haghofer said, "Given that Sony is committed to the electronics business, we believe that the mobile business has continued strategic value, both from an R and D [research and development] perspective through combining cutting-edge technologies such as 5G communications, IoT [Internet of Things], and 3D sensing, and due to the fact that it represents hardware that is at the closest point to our customers."



“The smartphone has become the central control point for most people lives, in both business and private, and as such the capability must keep up accordingly”

He explained, “By enabling high-speed communication, low-latency and simultaneous connectivity, 5G is a technology which we view as having immense potential, since it can connect all portable devices to the cloud. In order to fully utilise this leading-edge technology, we need to retain our fundamental, in-house research capability to create related applications. By continuing to work on 5G in our smartphone business, we are aiming to develop 5G technology as a competency that can be used across the Sony Group.”

Asked what worried but excited him about the future of the industry in Africa, Haghofersaid, “At the rate at which new, innovative technologies are becoming more available, it becomes challenging for businesses to rapidly develop and launch products that are unique and competitive. Businesses need to structure their organisations that allow this R and D process to take place but at the same time, maintain quality and value to the end user – we have this vision at the centre of our business as we enter the next financial year.”

As our interview took place during Women’s Month, I felt it was appropriate to ask Haghofers why it was that, with mobile technology so deeply embedded in all our lives that from a consumer perspective there really is no gender divide, women are underrepresented in the tech world? His views on the situation and how to change it were refreshing.

Haghofersaid, “In South Africa specifically, we [Sony Mobile] believe females in tech offer the same value and insight as their male counterparts. Although traditionally this industry has been predominantly male focussed, we now have a host of forums, blogs and media channels specifically dedicated to females in tech, which continue to grow. By continuously empowering females to be at the coal-face of product announcement activity, we encourage proactive female representation in our market through our communication programmes, platforms and our product offerings.”

The intense competition in the market can be observed in the fierce contest at the entry-level market for smartphones and the speed at which the minimum specs of lower cost smartphones is constantly improving.

According to the global technology research and consulting firm International Data Corporation’s (IDC) Quarterly Mobile Phone Tracker results for the first quarter of this year,

South Africa is one of the continent's most developed markets for smartphones. With consumers rapidly migrating to smartphones, sales of traditional mobile phones continued to decline, down 1.6% year-on-year to around 2 million for the quarter.

However, a large proportion of the market still centres around low-end to mid-range devices priced below R2 500. Affordable smartphones that fall into this price range have seen a lot of growth over the last two years. With disposable income limited for the majority of consumers, most spending on mobile devices takes place in Q4, leading to an inevitable drop-off in Q1.

Meanwhile, according to point of sale data from market research firm, GfK South Africa, smartphone sales in South Africa grew by 12.4% year-on-year in the first quarter of 2018, reaching around 3.2 million units for the period. However, the value of the smartphone segment

increased by 22.8% as sales of entry-level devices to low- and mid-income consumers continued to drive the market.

The introduction of popular, new mid-tier devices by several leading vendors is helping to drive higher retail revenues in the telecoms market.

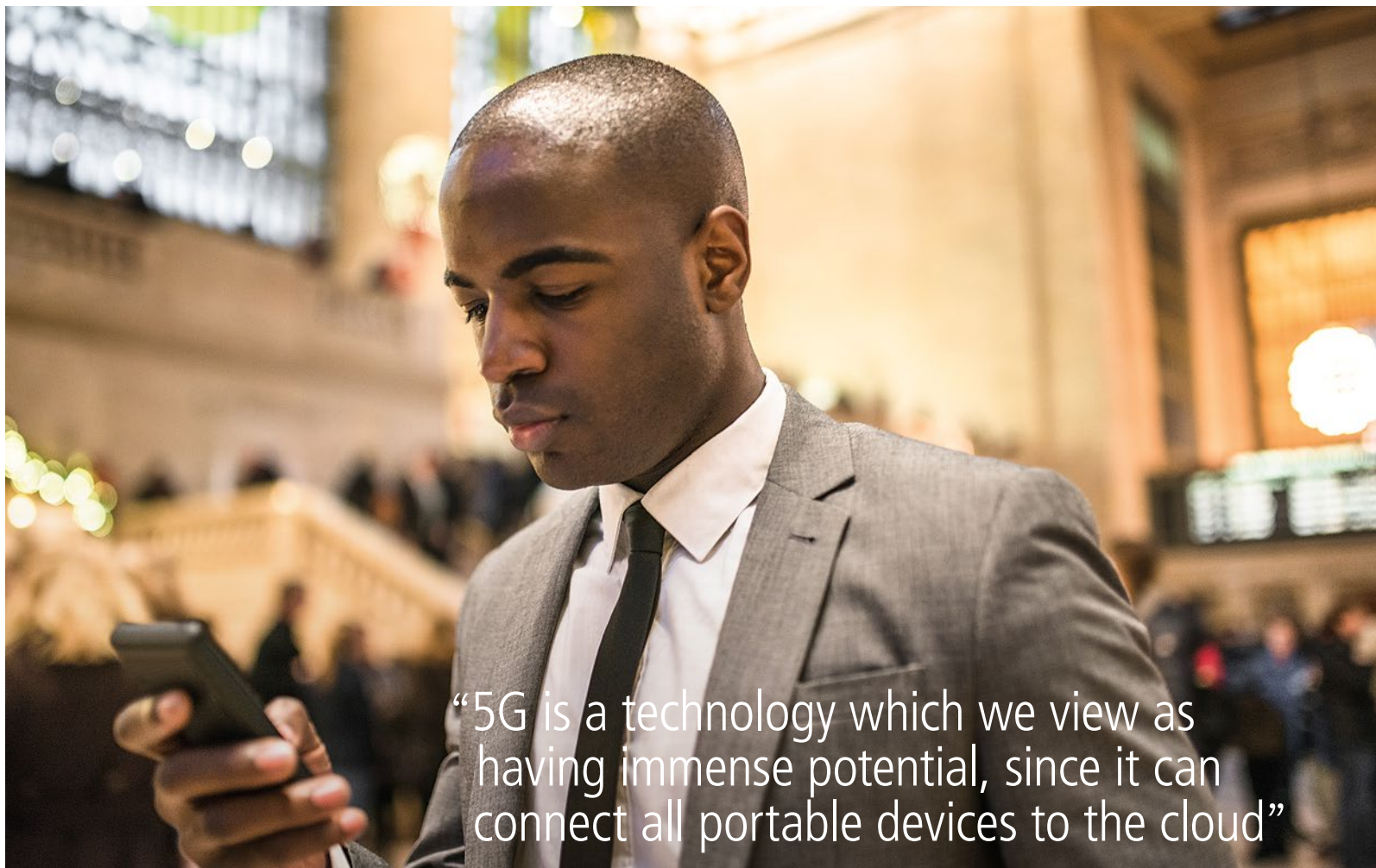
GfK say they expect the migration from ordinary feature mobile phones to smartphones to increase in the next year and this where the smaller names in the industry such as Yekani Technology come into the picture.

Yekani Technology is an innovative South African ICT manufacturing company. In isiZulu, the name means "stop complaining and do your thing" and they are certainly living up to their name. Yekani manufactures, among other electronic devices, the DStv Explora HD decoders, Teac television sets, set-top boxes and tablets. Part of the Yekani Group, a holding company

incorporated in 1998, Yekani is in the process of launching new cell phone devices on the market in September this year.

The company also unveiled an electronics factory in East London last year, which will not only create jobs for the East London community, but for the Eastern Cape Province as a whole. At that function, Yekani's Chief Operating Officer, James Munn, told journalists: "We have the capacity, we have the quality, we have the capability and, most importantly, we have the people and the sheer will to build world-class products, which is what Yekani is all about. We will be able to provide a smartphone equal to the very best you can find in the world, using the best components and engineering practices used globally."

Munn has quite the track record in the industry having worked for Samsung South Africa's mobile division where he spearheaded



"5G is a technology which we view as having immense potential, since it can connect all portable devices to the cloud"

sales and marketing operations and played a leading role in growing Samsung's regional market share by more than 20 percent. He also spent 10 years at Ericsson where he served as the South African director of consumer products for Sony Ericsson (now Sony mobile) as well as in the European arena for Matsushita Communications (Panasonic) during the time when Europe started to migrate from analog to digital networks.

Munn doubles up as vice president of business development in Sub-Saharan Africa for Johannesburg-based Qualcomm Incorporated where he manages Qualcomm's strategic relationships with the company's regional customers, including network operators/carriers, mobile handset vendors and software developers. In an interview with Leadership Magazine he explained, "Yekani has partnered with Qualcomm Inc. and one of Qualcomm's leading ODMs [Original Design Manufacturers] in China in order to access some of Qualcomm's high end mobile reference design platform. These platforms house Qualcomm's leading Snapdragon chipsets [a suite of system on a chip semiconductor products for mobile devices designed and marketed by Qualcomm Technologies Inc.] and guaranteed to provide leading edge performance as seen with global brands using Qualcomm Snapdragon today."

He said, "By taking this approach, Yekani have been able to secure highly competitive and capable models, designed and build with quality components.

Key considerations such as camera performance, scorching CPU and GPU speeds, 4G advanced features as well as excellent battery life, to name a few, are fundamental aspects which simply reflect the Yekani brand values to be found in its product. Quality and performance without compromise."

When I suggested that with Yekani entering the smartphone manufacturing space they were entering a market that has well established names in it such as the iPhone, Samsung etc., and would have to have a unique selling point, Munn replied, "One size does not fit all. Yekani has taken the best technology partners and repurposed these to deliver its own models for this market with a local touch. If you can get better performance for less and know that the engine inside your phone is the same, or better, than that found in popular global brands, then why not?"

As far as some of the key trends driving mobile use and consumer activity in South Africa, Munn was of the opinion that "at a mobile network macro level we will see the continued improvement in speed, coverage and user experience of the 4G networks as well

as more and more competitive data packages to enjoy these improvements with. This will in turn trigger a strong demand for better, faster and more capable 4G devices which will most likely be well supported by the mobile networks as these more advance devices also provide network performance capacity gains; win-win all round."

He predicts that "The older 4G devices which are mostly CAT4 [Category 4 cable] only, may start to find their way to the back of your sock drawer as the older, slower technology starts to lag. So migration will continue not only towards 4G devices, but more advanced devices; hence our partnership with Qualcomm."

Munn reckons, "The smartphone has become the central control point for most people's lives, in both business and private, and as such the capability must keep up accordingly. Going forward with such great and forward think partners, Yekani will always be in a position to effectively offer new innovations locally as they come out of developed markets such as advanced security features and Blockchain [the technology the underpins digital currency]."

Munn is of the opinion that, as a region, Africa could benefit considerably from the acceleration in the issuing of 4G spectrum across the low, mid and high bands (between 800 and 2600). In simple terms, these will enable mobile networks to offer Gbit speeds, whilst lowering their cost per bit, lowering the data cost to the end user even further as well as paving the way for 5G.

However, he fears that "Without more spectrum access for the incumbent mobile operators to aggregate, 4G will never show its true value or how it was designed to run." He suggests that "We are behind the rest of the world and need to leapfrog if we are to benefit from the true 4G economy."

Looking to the future Munn says, "As a region I see the next big growth path coming from IoT, or rather the exhaustive number of applications and services under development to help increase efficiency and save costs through IoT. Smart cities, smart schools, smart universities, smart homes. As a nation and region we face growing costs of basic utilities due to growing pressures on these infrastructures, yet we have the technology to save so much of it, it now just a question of implementation." ▲

*Mwangi Githahu*



"As a region I see the next big growth path coming from IoT, or rather the exhaustive number of applications"



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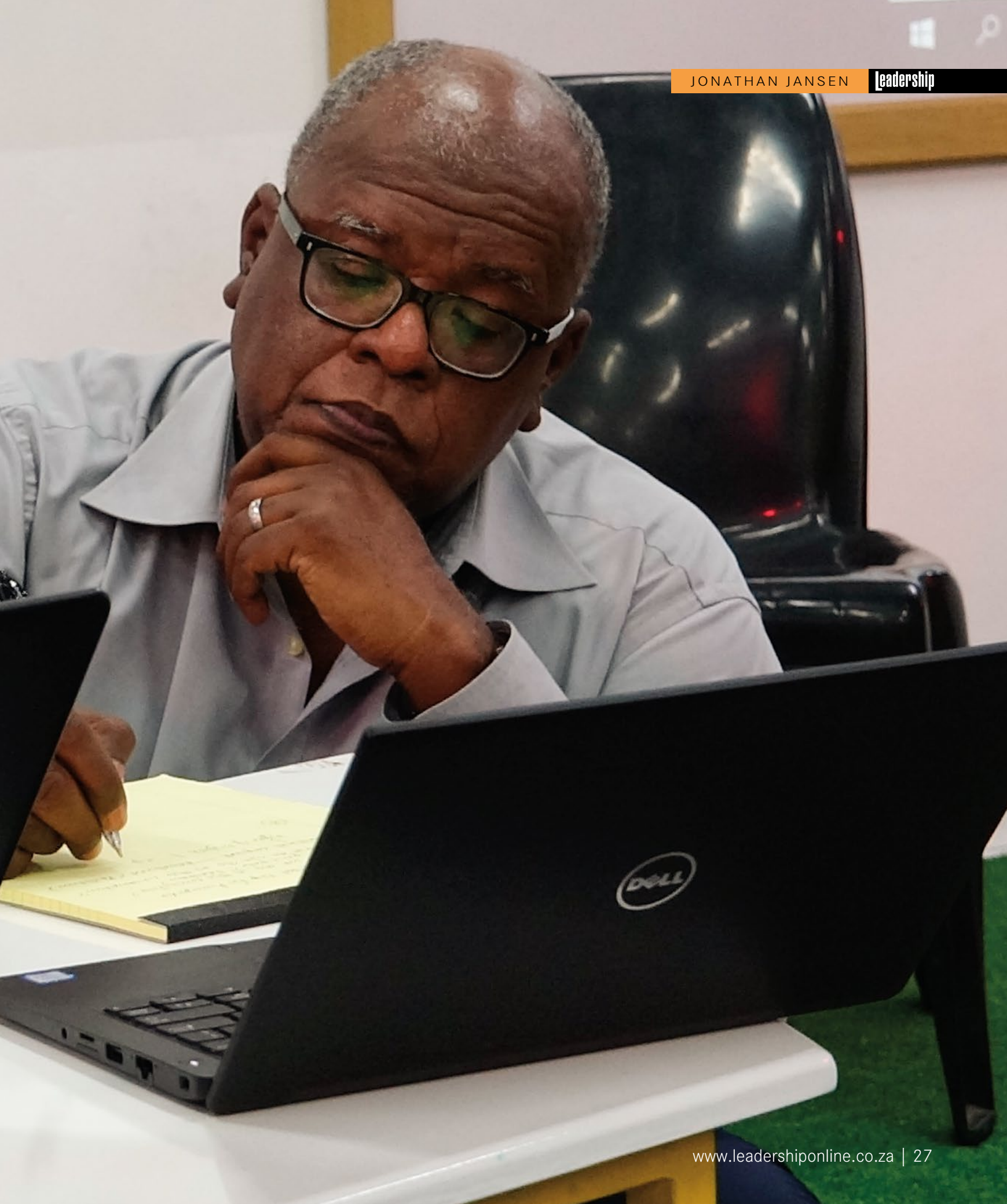
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Mercedes-Benz



# Decolonising the curriculum: Where to now?

**World renowned Professor Jonathan Jansen has established himself as a premier academic, willing to tackle South Africa's complex colonial history and the effect of our unbalanced education system**



**J**ansen spent time in the United States at the acclaimed Stanford Graduate School in the 1980s, and was one of three graduates chosen for its inaugural Alumni Excellence in Education Award. They were singled out for the honour in a peer-nomination process with selection and review by the Graduate School of Education's Dean.

In 2009, Jansen applied and became the first black president of the historically conservative University of the Free State (UFS), which has three campuses and more than 31,000 students from 40 countries. It was a big step from his previous post as dean of education at the University of Pretoria, where he had played a leading role in integrating the campus.

He arrived at UFS to find that reconciliation between white Afrikaner and black students was in turmoil, even though Nelson Mandela had declared the school a model of post-racial transformation. According to reports, Jansen ordered that every dormitory would be 50/50 black/white to break the segregation practices that had developed in them.

Jansen stepped down in 2016, fueled in no small part by the protests and later violence between white and black students at a varsity rugby game, and the subsequent death threats.

The 61 year-old returned to university life last year, after accepting a senior position at the University of Stellenbosch. Leadership was lucky enough to get a front row seat for a recent lecture on Decolonising the Curriculum by the sought-after Professor, at Parkwood Primary School in Cape Town, hosted by the Education Fishtank.

### Being controversial

The straight-talking Jansen started off his speech by correcting the MC, who referred to him as controversial.

He retorted, "This notion of being controversial is something that really upsets me because I don't think if you're a social scientist, a critical person, that controversial should describe you. It's your role to be controversial, it's your role to ask difficult questions, and in fact it's the absence of difficult questions on decolonisation that is causing a whole lot of trouble. And so, for me, calling somebody controversial is a little—I know it's not intended—but it's a bit of a slap-down because our entire society is, in fact

in our country is, a place in which this kind of thinking should happen."

### Decolonisation is a reality

The notion of decolonisation and some of the related rhetoric has been gaining momentum for some time, but for Jansen it is important to define exactly what needs to be decolonised.

"Decolonisation is a reality, we were colonised for much of our history and that is still with us. Not only in terms of everything from language distribution to the architecture of the Cape, but in the curriculum itself and its principle expression in the English language. There is largely an uncritical reception of this demand for decolonisation – particularly the decolonisation of knowledge among social scientists – and this has reduced this important construct to little more than another political slogan.

South Africans are world champions in the context of the slogans, so when we don't know what to do with complexity we reduce it to a slur, and I can give you a few examples, 'white monopoly capital'. Okay, there's an element of truth in that, that's not deniable, everybody, once the slogan gets out there, runs with it as if it has no history, as if it has no politics, as if it has no interest associated with it. 'Land redistribution without compensation', it's a nice idea, but think about it, do you really think that these politicians care about land redistribution to the poor? This is just jostling

apartheid education, racist education, liberation education later, even RDP [Reconstruction and Development Programme] education, but I don't believe the streets were flowing with notions of decolonisation. Suddenly somebody pops the term into the public discourse and we all run with it, without somebody saying wait, wait, wait, who is saying this, why now, what does it mean, what does it mean here as opposed to Latin America, for example. These are important questions that social scientists should be grappling with, as opposed to simply repeating a chorus."

He continues, "It took some investigative journalist, not a university academic to say, 'but wait a minute, this particular script was conjured up by a public relations firm like Bell Pottinger in order to distract attention from State capture', that's really where it came from. It doesn't mean the slogan in itself doesn't have political value, so I'm not using the word slogan in a dismissive sense, but I am saying when you reduce a complex reality to a few words then you really run the danger of not knowing the intellectual ancestry of that word first of all, and it's colloquial consequences for activism you just throw it out there."

### Emotive symbolism

The universities of South Africa have been grappling with these very issues, as students try to make sense of a colonial past that still

**“The single most important error in the student protest movement was to reduce the totality of curriculum problems to one of colonisation, which is as a colonial legacy problem”**

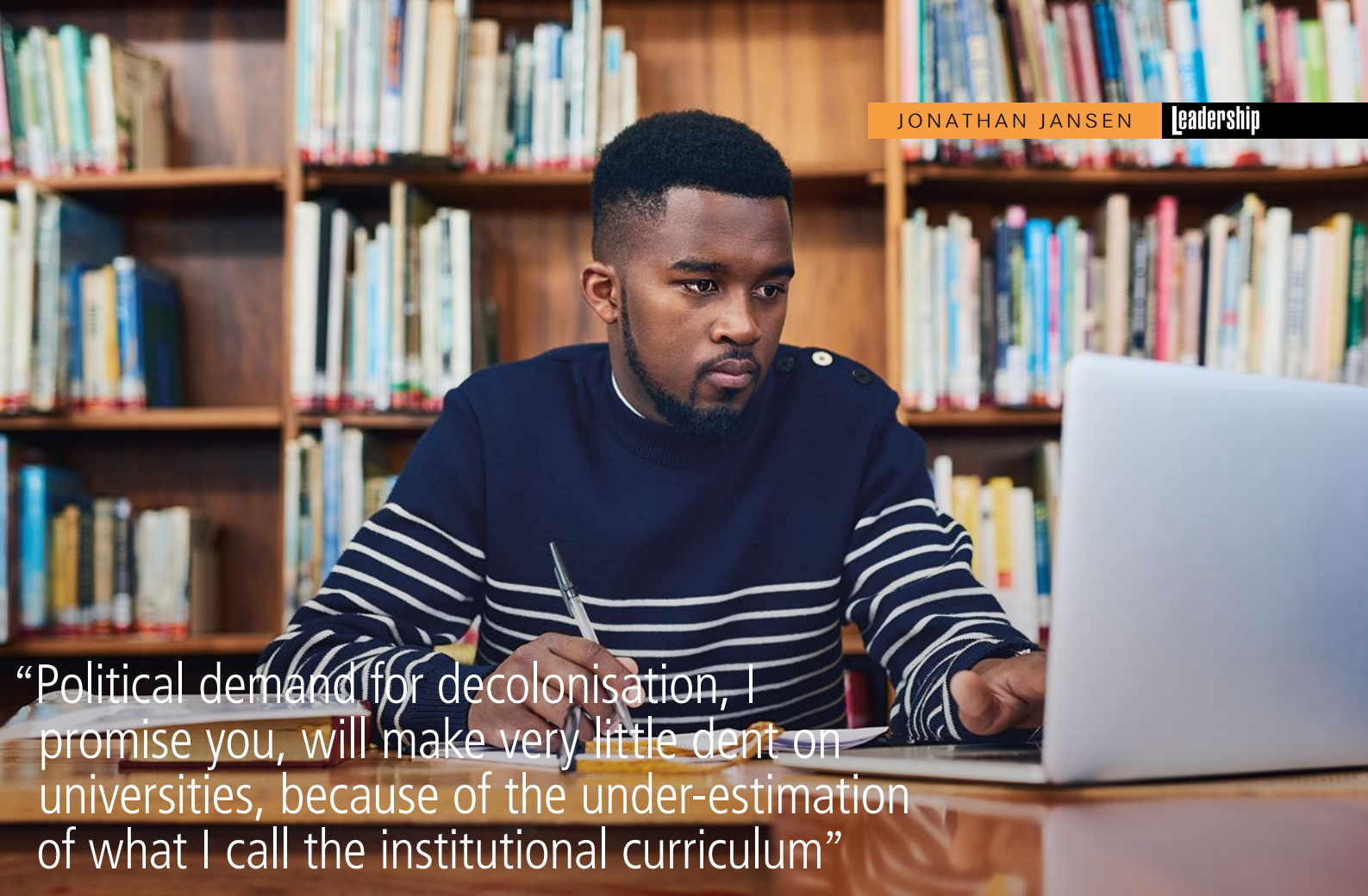
for political proposition ahead of the 2019 election and so part of the role of the social scientist is to say why now?"

### Origins

Jansen goes on to try and outline the origins of the term. "Decolonisation as a political slogan was never part of South Africa's education struggle, I don't remember that. You had your

represents itself. Take Rhodes University for example, there can be no bigger colonialist than Cecil John Rhodes. But then you have other examples where arts and culture are removed without proper thought going into their origins.

Jansen explains, "Not being attentive to what a word means, especially when it is sloganised, is a problem. Some of the students at the University of Johannesburg, for example,



“Political demand for decolonisation, I promise you, will make very little dent on universities, because of the under-estimation of what I call the institutional curriculum”

couldn't of course argue about what I was saying because they weren't listening, but then they heard the headlines and I could see that this had become a complete polemical term regardless. Anything that moved in a university had to be decolonised, everything, even if it was Willie Bester's sculpture, and if you don't know, he's a black guy who does very challenging progressive sculptures; but not thinking then, of course, it's up for grabs. We can do better as an intellectual community, and I don't mean intellectual here in the society, I'm talking about teachers as intellectuals, I'm talking about every one of us as thinking people, we can do better than just swaddle everything that suddenly appears in social or public discords.”

#### Pre-colonial influence

Jansen goes on to pose the question of what the effects of pre-colonial influences on curriculum are?

“The single most important error in the student protest movement was to reduce the totality of curriculum problems to one of colonisation, which is as a colonial legacy problem. The difficulty with that is there were a whole lot of different kinds of what I call 'knowledge

regimes'. For example, why does nobody talk about the pre-colonial influences on the contemporary curriculum? It's as if the world did stop in 1652, so we fall into the very trap that conservatives set up, which is to mark the world as if it started when white people came here.

“The truth is, there is a long history of pre-colonial talk, and pre-colonial might have been informal or non-formal, but it certainly had curricular effects, one of which—and this is shown very clearly by a scholar at the University of Botswana, the only curriculum scholar—that the authoritarian relationship in the classroom has its roots way back. That gives instructions as to how you should behave and so on and so forth, but it didn't suddenly start with colonial rule.

“And then of course apartheid is not colonialism, it might have features of colonialism but to reduce apartheid to colonialism is to fall into all sorts of traps, one of which is to then define white South Africans who have been here for generations as non-citizens. Secondly, as we know, under Afrikaner Nationalist rule, even pre-1948, in their minds they were being anti-colonial, those were the wars of 1899 to 1902, but also in the context of how they thought of themselves in—and their culture, Afrikaans,

being a very good example of that. Therefore it is very, very slipshod thinking to say what apartheid is simply another version of colonial rule, and it's not.”

#### Surprising legacies of the colonial past

Jansen continues, “The most important legacies of the colonial past are not necessarily the things we wish to discard or to decentre—now, I am going to lose some of you here—we should get rid of soccer if you are serious about decolonisation.

“I'll give you another example, if you really wanted to decolonise you get rid of English as a medium of instruction in all our universities and schools, you do that tomorrow and seriously invest, you invest in local languages. But I've worked all my life in education, I worked in schools in all nine provinces, I have yet to come to a province in which poor black people tell me—mothers or fathers—that they want their children to get their education in the native tongue. Even the members of the Pan African Language Board have their kids in Grove, in SACS and Bishops.

“If you're serious about all of this, change the language of instruction. UKZN [Univeristy of



“The most important legacies of the colonial past are not necessarily the things we wish to discard or to decentre”

KwaZulu-Natal] tried to do it, but it did not last because there are very powerful ways in which knowledge, particularly disciplinary knowledge, is legitimated in institutions and therefore this notion that we must be colonised to get rid of this and the other, you’ve got to think twice about that, because the most obvious things are not the things that we would change.”

#### Cumbersome change at universities

The reality of many tertiary institutions is that they are largely segmented from each other, with each department having its own staff, mission statement and ways of conducting researching. It would take a tremendous amount of time and effort to co-ordinate meaningful and sustainable change. Jansen also points to there being very little evidence to

prove that political thought can really change a university’s methodology.

He continues, “Political demand for decolonisation, I promise you, will make very little dent on universities, because of the under-estimation of what I call the ‘institutional curriculum’. Think of physics, think of sociology, think of anthropology, think of music, think of public law. Each of those disciplines are legitimate, the sociologists got this right with institutional theory, those things are legitimate by a whole number of outside factors, one of those outside factors are the professionals. You are not going to get an accounting degree without SAICA’s [South African Institute of Chartered Accountants] approval, you’re not going to get a degree in engineering without ACSA’s [Airports Company South Africa] approval, you’re not going to get a

degree in health sciences without the approval of the Health Professions Council of Africa. In other words, there are very powerful accrediting agencies that legitimate the kind of knowledge that is acceptable.”

#### Real world problems

So what are some of the other real world problem that learners face? In the modern, global world of interconnectedness that the internet and travel brings, most students want to be taught in a manner that makes it easier to connect and do business with people who come from different backgrounds and regions.

“Learners are not resistant to the curriculum, because of their lack of cultural capital, I have no evidence for that. I will tell you why learners are resistant to curriculum, they resist the curriculum because in township schools children have one third of exposure in terms of its instructional time than kids at Westerford, for example, it’s a fact. The teachers just don’t show up, if you don’t show up, that’s not cultural capital, that’s a teacher that didn’t show up.

Many township schools struggle to attract the top teachers, who prefer to work at more affluent schools who can offer better remuneration and stable working conditions. Reports indicate that many township teachers lack the skill, training and ambition to make a meaningful difference in learner’s lives. That is not a blanket statement though, as there are some dedicated teachers in the townships, but just not enough for the sheer demand in key areas.

“But the notion of teachers being present not just physically but emotionally, spiritually, and intellectually in the classroom means I show up and be engaged, that’s what I teach you, not cultural capital, they fail because we don’t take them seriously. I’ve got a story of the student that got 100% in history at the worst school in the country, any idea how he did it? His teacher was Zimbabwean.

“You go to Soweto, and you pull up the data of all the schools there for maths and science and you’ll see the maths and science are up in many of those schools but every other subject was down, it’s counterintuitive. All these teachers are Zimbabwean. They show up and don’t have this baggage of the Teachers Union, they make a difference, they’re committed to those kids,” concludes the outspoken Jansen. ▲

*Staff reporter*

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**DATE:** 20 to 21 September 2018

**VENUE:** Balalaika Hotel, Sandton, Johannesburg

**COST:** R5,950 per delegate. **Includes:** parking, teas, lunches, course material

There will be a gala dinner on Thursday evening (by invitation only)

2  
DAY  
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# Women making strides in the South African insurance industry

**Even though they remain in the minority in the boardroom and face significant challenges including recognition of their value in the workplace, representation and participation at C-Suite level, women are beginning to make significant strides in South Africa's insurance industry**

**T**o get to the heart of the matter, I spoke to seven leading women in the field about the state of women in the trade and the state of South African insurance in general.

Dr Sybil Seoka, chairperson of the board at the Professional Provident Society Insurance company said, "For many years, the insurance industry was male dominated. We have seen great progress being made in elevating the role of women, but there is still a long way to go."

Dr Seoka, a pharmacist by training, said she thinks a concerted effort is required to boost the number of women in leadership roles in the industry.

With her wide-ranging experience, including directorships on a number of corporate boards, Dr Seoka is firmly of the view that women are underrepresented in the boardrooms of the South African insurance industry. "Gender equality remains a huge challenge in the South Africa environment, even though we live in a country that promotes a non-sexist society. According to the African Development Bank research, South African women make up 17.4% in boardrooms, with Kenya leading the pack at 19.8%"

Jacqui Jooste, the CEO of Coface Insurance Company, also quoted statistics of the underrepresentation of women in insurance industry boardrooms. She said that "Based on a recent South Africa Board Index report by Spencer Stuart (one of the world's leading global executive search and leadership consulting firms), women represent 25% of non-executive directors on leading South African boards. Progress in the boardroom is still slow with 18.3% of board members (non-executive or executive) being women and only 6.4% being female executive directors."

Liza Mare-Harmse, Head of Risk Finance, Corporate and Niche at Old Mutual Insure, thought there could be a number of solutions to the underrepresentation of women in the industry's GSuites. "If experience is a reason, I believe that there are a myriad of experienced 'grey haired gentlemen' who may have become 'too old' to serve on the Boards of their companies who could mentor talented ladies to grow to the next level."

She added, "In some instances, as women, we need to take the challenge and team up with mentors who could guide us to grow into the roles. I am a strong believer in people reaching levels on merit and therefore believe that it is





*Lynette Bisschoff*



*Ronel Botha*

each woman's responsibility to develop the skills themselves."

Dr Seoka agreed saying, "There is a saying in Zulu: Only the one that hunts catches." She explained that the proverb could be taken to mean that "Women need to intentionally get out there and ensure that they are a force to be reckoned with and are not at the mercy of men."

Ronel Botha, financial director at short term insurance provider African Unity Life, concurred, "Yes, it is tough [for a woman] in the 'man's world' of finance." She added, "Women are generally more emotional than men and often [among men] a display of emotion is seen as a weakness. As a woman, one needs to be consciously aware of one's emotions. When I am part of a difficult discussion, which could provoke emotion, I focus on listening with the intention of understanding, instead of with the intent to react."

Botha explained, "It is very important to set your boundaries to position yourself in such a way that you will be exposed to growth opportunities. A woman, in a finance career, can easily end up being a person who executes tasks on behalf of a colleague instead of developing strategic business skills."

She had this advice for women mapping their route to the top, "There is a lot of politics in business. Always keep your eyes on the ball and not the player. If you focus on doing the best you can do, it will keep you clear from company politics. You can build bonds of trust without being part of destructive politics."

Speaking about the current state of the South African insurance industry in general, Lynette



*Dr Sybil Seoka*

Bisschoff, who serves as the OUTsurance Exco and is Group Chief Risk Officer and head of Compliance, was of the opinion, “People have less money to spend on insurance premiums. We see trends like people driving less and therefore having fewer accidents. This means the economy is impacting on our behaviour and aspects of our risk profiles.”

She added, “But the insurance industry has an important role to play, especially during times where people feel they cannot afford insurance. A significant event, which may be completely out of a person’s control, can cause major financial difficulties to an uninsured person. We must continue to educate consumers around the importance of insurance for long-term financial security.”

Sasha Knott, CEO of Switch2, a division of Clientèle Life, had similar thoughts, saying, “Many industries are struggling in the current climate but insurance seems to be innovative enough with helping consumers sign up easily, with great new products.”

Knott, who was recently nominated for the Businesswomen Association of SA Award, said, “It is a tough industry with lots of competition so success is really more about who can innovate and implement fast enough, not just innovate.”

Jacqui Jooste explained, “The current South African [business] environment is troubled by various systemic risks in various industries that may have knock on effects that lead to protracted default, business rescue and/or liquidation.” However, she pointed out that “The upside to this in the insurance industry is that it makes business sense for prospective

clients to pursue credit insurance and reduce their credit risk.” Nevertheless, there is also a downside which is “that this increased credit risk requires increased vigilance in terms of clients’ credit risk management and from us as an insurer in mitigating these risks.”

She suggests, “In order to achieve this, it is important to increase levels of cooperation between client credit departments and ourselves as insurers to ensure proper due diligence is taken and credit risk is proactively managed. There is also a need for increased focus on internal due diligence, as well as reaching out to companies through whom we are exposed to credit risks, to obtain a better understanding of the risks that exist and allowing mitigation of these where possible.”

The insurance industry is always evolving, with new products and technologies, and one of the ways this is happening is that insurers are using technology to make insurance more accessible to consumers. Lynette Bisschoff adds, “ This also gives consumers options around how they interact with their insurance company - some of us like talking to a person whilst others prefer a more digital experience.

Greybe said there are great opportunities for new players who use technology to empower customers and reduce costs. “We started Naked because we wanted to be part of a new wave of insurance companies that want to change the insurance experience for the better, while passing cost-savings on to customers,” she said.

Explaining that digital technology empowers customers, reduces production costs and brings about new levels of transparency in the relationships between consumers and providers, Greybe said this innovation would ensure that “insurance will undergo massive changes in the next five years. Artificial intelligence and automation are reducing costs because we no longer need to run massive call centres and back-offices to serve customers.”

She added, “Self-service via mobile apps or the web gives customers more control over their relationships with insurers as well as the ability to compare costs and policies more easily than they could in the past. This is just the start of a revolution that will completely change the insurance operating model in the years to come.”

Dr Seoka agreed, saying that the constant evolution of the industry had left many insurers

“In some instances, as women, we need to take the challenge and team up with mentors who could guide us to grow into the roles”

Product offerings are becoming simpler and more focussed on what consumers need, rather than what insurers find easier to offer.”

Technological innovation and evolution is where Sumarie Greybe, co-founder of Naked - a new generation insurance business - comes in. She observed that, “Africa’s traditional insurers have been slow to embrace the opportunities of digital technology, especially compared to the way banks have embedded mobile and the web in their user experience and operations for years. This is a concern for the wider industry since it means African insurers are at risk of disruption by international companies with lean operations and great digital customer interfaces.”

with no choice but to adapt to the ever-changing environment in order to thrive. “The rise of smartphones, for example, has consumers expecting to use their mobile devices for all purposes including dealing with their insurers. In an era of instant gratification, it’s important that insurers start to provide a digital customer experience where customers can engage with insurers whenever and wherever, in order to remain relevant,” she said.

She observed, “This is a trend that will continue to rise for years to come. Also, millennials are demanding products that suit their needs, and not a one-size-fits-all approach. The result is insurers are continuously working to develop innovative products that meet the ever-changing



*Sasha Knott*

needs of the customers, who are becoming increasingly sophisticated consumers.”

Sasha Knott recalled her early days in insurance saying, “When I started in the insurance industry I thought it was going to be a bit boring, but things have definitely changed. Some phenomenal companies are allowing you to sign up

for insurance all online with no lengthy phone calls. This is a game changer in the industry.” Knott spoke about some of the new products on offer for the technological age saying “Insure-Tech is definitely a growing, fascinating industry to be in now, with a number of brilliant technology innovations and products.”

Speaking of the future of the industry across Africa, but with particular focus on South Africa, Liza Mare-Harmse from Old Mutual Insure said, “What excites me about the future in Africa is the untapped potential. Risk Finance is relatively unknown throughout Africa and this means that the opportunities are vast.” She added, “It means we would need to do a lot of education around what risk finance is and how it can add value to the traditional insurance industry. At the same time, the challenges are huge.”

She explained that besides the challenging regulatory environment, “there are also many monopolies in certain countries of their local players and we as South Africans are not always

“Self-service via mobile apps or the web gives customers more control over their relationships with insurers as well as the ability to compare costs and policies more easily than they could in the past”

welcome in some of the other African countries. This means that we need to tread carefully and grow country by country with the right partners and local staff to support the business.”

On how to transform the insurance industry to ensure more women are attracted to it and rise to the top, Sumarie Greybe thinks, “The place to start is with our young girls. Growing up I always knew that I would study and that I could achieve anything I set my mind to because I was lucky enough to be told this all the time as a child. We need to make sure every young girl is built up with the confidence and education to succeed. At Naked, we are passionate about



*Sumarie Greybe*

women in tech because women are under-represented among developers – girls need to be given the opportunities to get involved with Science, Technology, Engineering, and Mathematics from a young age.”

Ronel Botha concurs and says the financial sector needs to do more to address the financial needs of women. “There is a need for basic financial education for many women in South Africa. The Financial sector can make a significant difference by educating and empowering women to understand basic practical concepts to become financially independent,” she said.

Jacqui Jooste says that well-constructed boards must by definition contain a diversity of perspectives adding that a diverse board makes for better debate, “which leads to improved decision making and eventually results in better performance.”

She adds, “It is interesting to note that both quota systems and non-binding government-driven targets are effective means of increasing proportions; however transformation is not only the government’s responsibility. Every company should have a strategy in place to focus on gender mainstreaming.” ▲

*Mwangi Githahu*



*Jacqui Jooste*

# African oil and gas companies need to *learn to leapfrog* to remain competitive

Africa's oil and gas industry continues to face market challenges arising from the low oil price, competition for revenue growth and local talent together with new expectations from investors and regulators

**A**frica's share of global oil production has continued its downward trend compared to past years, dropping sharply, and moving from 9.1% of global output last year to 8.6% in 2017.

At the end of 2016, Africa is reported to have had proven natural gas reserves of 503.3 trillion

cubic feet (Tcf). This marks an increase of around 1% in total gas reserves on the continent. About 90% of African gas production continues to come from Algeria, Nigeria, Egypt and Libya however, the overall quantity produced in 2016 reduced by 1.1% down to 208.3 billion cubic metres of natural gas (bcm) when compared to 2015. Because of the decrease in production

and some additional discoveries, we have seen the years of available natural gas production go up from 66.4 to 68.4.

As industry activity continues to decline globally, industry participants are focusing investment on a very few select projects. Cost cutbacks continue, and exploration activity is at a historic low despite lower costs associated





## Oil and gas in Africa continues to be one of the burgeoning and frontier plays for the industry

with rig day rates. Although there have been a few discoveries in offshore Africa over the last year, most of those prospects have been in the pipeline for some time.

The focus on the continent tends to be quite wide at the moment. Players are going where the geology looks promising and where the fiscal terms are most attractive. While we are seeing a reduction in upstream activity across the board, midstream and downstream activities are picking up pace. There are several countries or regions looking at opportunities to develop storage or transport facilities in order to take advantage of market needs.

In addition, independent power producers (IPPs) are regularly eyeing African markets for entry opportunities. Many of them offer gas-fired power solutions. This aligns with the expected overall growth agenda for a lower carbon future as gas is expected to be used as a bridging fuel as we move to more renewable alternatives.

Despite current market challenges, Africa continues to offer abundant opportunities to explore for hydrocarbons in frontier markets. New hydrocarbon provinces are popping up regularly; Mauritania and Senegal are good examples of countries where hydrocarbons have recently been discovered.

PwC recently published its annual Oil and Gas Review, Learning to Leapfrog. The review factors in the views of oil and gas participants operating in Africa and includes the experiences of international oil companies, national oil companies, oilfield service companies, independent oil companies and other industry stakeholders, to shed light on the key challenges and opportunities facing the sector. In this edition, we consider events that have taken place in the past year within burgeoning and established hydrocarbon provinces throughout the continent.

We believe the time is opportune for oil and gas companies to take up and utilise advances in technology and innovation as an enabler in meeting some of the challenges faced. Instead of playing catch up to the rest of the world, the industry should be ‘learning to leapfrog’ so that they are not only ahead of disruption –they actually cause it.

The sustained lower price of oil has largely been accepted as the new normal, and companies are putting plans in place to enable a more agile response to commodity price fluctuations in the future. For some, this means a diversification of portfolios, with many considering moves to an energy mix that includes some form of renewables.

### **The challenges in Africa's oil and gas industry**

The top challenges in the oil and gas industry have remained similar to those in previous years with uncertain regulatory frameworks, corruption, and tax requirements remaining in the top six for the past four years. It is notable that financing costs and foreign currency volatility have both become more critical challenges since 2015 when they were ranked 11th and 10th respectively.

While not surprising, it is disheartening that governments and regulators are still not taking up the plea from oil and gas companies to do something about ensuring certainty to players who are looking to invest in hydrocarbon plays in various African countries. Likely, it's mainly due to the political nature of such a challenge. No one person or entity has direct control over regulatory frameworks, and many of the stakeholders don't realise or appreciate how important they are in creating an attractive investment environment for potential entrants.

Corruption moved up slightly on the agenda this year, moving from third place to second place, with numerous instances occurring across the continent. It is notable that companies are prioritising and spending money

on the prevention of fraud and corruption. More ethics training has been introduced for senior management both locally and globally to encourage companies to be legally compliant in all countries in which they operate. Another indication of attempts to drive change is that the Extractive Industries Transparency Initiative (EITI), which promotes transparency, good governance and accountability in the use of oil, gas

been building for some time, brought to a peak of global alignment on the issue with the COP21 Paris Agreement in which nations agreed to reducing carbon emissions in order to limit the rise in temperatures to “well below” 2°C. This agenda continues to be a global focal point. Growing decarbonisation is therefore a medium-to-long term challenge that will continue to have significant implications for the sector.

## Despite current market challenges, Africa continues to offer abundant opportunities to explore for hydrocarbons in frontier markets

and mining resources, has more African country participants by number and percentage than the rest of the world. African governments are aiming to become more compliant, primarily so that they can attract more foreign investment.

In addition to these and other challenges facing the industry, we continue to see organisations focus on cost cutting. Players continue to be more discerning in choosing the projects they wish to take forward, and operational excellence continues to factor high on the business agenda.

### Are companies in Africa's oil and gas industry fit for growth?

Oil and gas companies cited “too little investment in developing capabilities” as the most significant impediment to business growth. Weak strategy and leadership followed this. PwC's Fit for Growth approach requires leaders to clearly pin down their identity and develop a capability-driven strategy that is clearly articulated and communicated among staff. This will need to not only address what the companies should be doing, but also needs to define what the company should stop doing to make sure it does not spread itself too thinly and focuses on differentiating value proposition in the market.

### Achieving sustainability

The need to strategically assess whether the portfolio of activities oil and gas companies in Africa pursue, in order to be sustainable in the drive towards a low-carbon environment, is necessary. Low carbon is an agenda that has

The review results indicate that mergers and acquisitions (M&A) and partnerships are key to delivering the intended and repositioned strategies and growth. The survey results support our view that partnerships are key to delivering the intended and repositioned strategies and growth. The majority of respondents referred to a partnership proposition with nearly 60% having both been approached or approaching another entity for partnership.

### Technology

While some oil and gas companies continue to explore opportunities for cost reduction and improved efficiency in the low oil price environment, consideration is now being given to how they will stay ahead of the competition. Given the perception of slow uptake of digital solutions in oil and gas, it is surprising to note that nearly a quarter of respondents stated that they had implemented some form of digital solution, from production and drilling to mobile solutions.

More technical innovations relating to operational process and efficiency, as well as other technology-based innovations were also cited. The use of drones was cited by 4% of respondents, indicating that the growth in use of technology highlights its significant potential for the industry.

The survey results indicate the application of digital, which is an important step in achieving sustainable operational efficiency. With lower oil prices likely to continue in the near future, digital technologies connecting equipment and field operations through the Internet of Things (IoT), the tasks of automating processes and access to data, as well as helping with cost-cutting, will be essential if the industry is to improve productivity while curbing costs.

Oil and gas in Africa continues to be one of the burgeoning and frontier plays for the industry. It is riddled with complex challenges and adversity, but with challenge comes opportunity. The opportunity is there for players who are willing to “reimagine the possible” in a future that looks very different to our present.

The outlook should include a strategy that is dynamic and fluid to market and situational changes. While portfolios should be diversified, African oil and gas companies need to “learn to leapfrog” to remain competitive in the new energy future. While there are some challenges that can be “leapfrogged”, others will continue to plague the industry.

In addition to being disruptors, oil and gas companies in Africa need to carefully consider strategic partnerships. This strategy will work hand-in-hand with portfolio diversification as it leads to risk diversification. ▲

*Derek Boulware, PwC Africa Energy Advisory Team Leader*



## African Aerospace Industry Landscape

The South African aerospace industry, which was already manufacturing full aircraft in the late 1920's has turned that early step and many subsequent innovations into long standing partnerships with many of the world's leading aerospace original equipment manufacturers. Many South African aerospace companies are single source suppliers of components and assemblies to the likes of Saab, Boeing and Airbus to name a few. In addition South Africa also has a long track record of producing full aircraft and complex aircraft systems from for instance the Rooivalk helicopter all the way to general aviation aircraft such as the Slingshot, to building aircraft under licence, such as the Dassault Mirage etc.

South Africa also has a very mature research and development agenda through which the country has become a globally recognised leader in key technological offerings such as titanium beneficiation, air traffic management, avionics and electronic warfare systems and UAV's, to name a few. The sector in South Africa consists of a range of stakeholders in general aviation, commercial, aviation, military aviation, air traffic management, aircraft part and system manufacturing, integration, propulsion avionics, sensors, ICT systems, and advanced manufacturing, including university and science council based fundamental research into new materials (titanium and natural composites).

Given the increased overlap between products intended for defence and civilian use, the aerospace industry includes companies that produce defence equipment or products by making use of civilian technologies, or which manufacture dual-use products that are saleable in both defence and non-defence markets. The technological intensity of the aerospace and defence sector acts as a driver for new technologies and technical skills to be developed in the country, that are diffused to other sectors thereby intensifying industrialisation and contributing to the evolution towards a knowledge economy.

# Taking stock: sixty years after Sputnik

**It's been over 60 years since the Soviet Union fired the first salvo of the space age. On October 4 1957 it launched Sputnik, the world's first satellite, as its contribution to International Geophysical Year.**

**I**t was the first of a series of superpower spectacles, each bringing soft power – the term political scientists use to describe states doing something benign which boosts their prestige. The USSR followed Sputnik's launch by sending Yuri Gagarin, the world's first cosmonaut, into space on 12 April 1961. He was followed by Valentina Tereshkova, the first woman to orbit the Earth, on 16

June 1963. The US landed 12 Americans on the moon between 1969 and 1972.

A great deal has changed in the past 60 years. Sputnik weighed 83kgs. The International Space Station weighs 419 tons, carrying a crew of six astronauts, performing a variety of experiments in microgravity. Many countries have their own space policies and space science has developed all over the world including in Africa.

Our fascination with space – whether it focuses on colonising distant planets, using satellites for profit or educational purposes, or unpacking complex weather patterns – shows no signs of slowing down.

#### Many uses for satellites

Today satellite applications are woven into the fabric of everyday life. Soon after Sputnik's launch, the military realised that spacecraft





The Overberg Test Range, with its embedded Air Force Test Flight Development Centre, is ideal for the test programme of what would be 25 and 100 ton drones

would be great for reconnaissance – spysats. These are now commonplace. Satellites have offered great benefits for ordinary people, too. Civilians now depend on spacecraft to get weather forecasts.

Satellites have also changed how we see the world around us, quite literally. The corporate world entered space when Syncom 3 caused a sensation with its live broadcasts of the 1964 Tokyo Olympics. Before that, your grandparents waited three weeks for newsreels to be flown to Hollywood to have the film developed, duplicated, then flown to cinemas around the world.

Digital processing of images and other data now constitute the most lucrative ground segment of the space industry; that is, jobs on the ground, not in orbit. The information from this processing also helps with disaster recovery: authorities can ascertain the extent of hurricane, flood or fire damage; they can also see where roads are blocked by mudslides.

Satellite farming is another valuable tool. It comprises satellites which send SMSes to subscribers alerting them to which orchards are too dry and any that are too wet, so they may adjust their irrigation. And satellites allow us to peer back into the distant past. Archaeologists have used satellite imagery to locate ancient towns buried beneath sand dunes and tropical forests.

#### **Developing countries**

Some developing countries have also harnessed the power of satellites. India led the way in demonstrating a space programme relevant to developing countries. Its EDUSAT broadcasts televised maths lessons to more than 11 000 rural schools and colleges across the country. Under-qualified teachers are able to learn alongside their schoolchildren.

It would be good for South Africa—and other African countries with poor science and maths results—to put its most charismatic teachers in those subjects in front of TV cameras, and stream them into classrooms across a country.

African countries could adopt another Indian satellite initiative, telemedicine. Using video conferencing, a nurse examines a patient under a specialist's guidance, enabling her to diagnose, and prescribe medicine.

South Africa was an early adopter of satellite vehicle tracking, to combat hijacking. Today two pan African television companies, DSTV and Multichoice, are big business. The South African space industry employs several hundred

people. Most manufacture satellite components for export from the Western Cape towns of Somerset West and Stellenbosch.

Others staff the huge Hartebeespoort ground station, downloading and uploading; under contract to foreign space agencies and aerospace corporations. This falls under the South African National Space Agency.

Another space agency facility is the Space Weather Centre in Hermanus, in the Western Cape province. Its scientists monitor changes in the Earth's magnetic field caused by solar flares and solar storms. Violent fluctuations can blow up transformers in sub-stations, and damage power utility Eskom's grid.

Stellenbosch University electronic engineering students built South Africa's first satellite, Sunsat, launched in 1999. Their spinoff company, Sunspace, built the country's second satellite, Sumbandila. Students from the Cape Peninsula University of Technology were responsible for developing the third satellite, the cubesat Tshepiso. South Africa's first satellite was launched by the US and the other two by the Russians.

Algeria, Egypt, Ghana, and Nigeria are among other African countries who have paid

space powers to launch one or more satellites for them. South Africa negotiated the African Resources Monitoring Constellation, for each to share data with the others.

There's much more to come. Elon Musk's proposals to build a town the size of Oudtshoorn

(a small city in South Africa) on Mars every 26 months have grabbed the headlines.

Without headlines and much fanfare, meanwhile, one Indian research programme completed the number-crunching, concept calculations for a spaceplane which could take off and land on runways, but also reach orbit. They named it Hyperplane, with a smaller technology demonstrator called Avatar.


Hyperplane would make an ideal project to be partnered by countries in either the IBSA (India-Brazil-South Africa) or BRICS (Brazil, Russia, India, China, South Africa) alliances.

South Africa has niche aerospace capabilities in avionics, hi-tech composite materials, and sensors. The Overberg Test Range, with its embedded Air Force Test Flight Development Centre, is ideal for the test programme of what would be 25 and 100 ton drones.

Brazil's Embraer, the world's third largest aircraft manufacturer, can clearly be drawn in, while Russia, India, and China have all the research and development capabilities needed. Brazil, India, and China can also provide all the capital needed.

Now it's over to farsighted diplomats and those on the relevant parliamentary committees to revive and complete this Indian project – and give Elon Musk a run for his money. ▲

*Keith Gottschalk, Political Scientist, University of the Western Cape, courtesy of The Conversation.*



South Africa has niche aerospace capabilities in avionics, hi-tech composite materials, and sensors

## Did you know?

In South Africa there are three main industry grouping association in the Aerospace field:

### AMD – Aerospace, Maritime and Defence Industries Association of South Africa

Its primary objectives are the representation of the industry in matters of mutual interest, and the promotion of a profitable, sustainable and responsible industry. The association is acknowledged as the only trade association of South Africa's defence industry (SADI) and is mandated by its members to promote and champion the collective interests of the industry. It comprises a cluster of leading companies in the South African private and public sector that supply defence materiel, products and services.

### CAASA – Commercial Aviation Association of South Africa

It is a non-profit organisation with the aim to promote and protect the commercial interest of the general aviation industry in South African Aviation. Member companies include airport operators, non-scheduled operators, business aircraft operators, flying training organisations, aircraft maintenance companies and companies offering a whole range of supporting and retail services.

### CAMASA – Commercial Aviation Manufacturing Association of South Africa

It is a non-profit company. It is the establishment of a Growth-Bilateral between Government and Industry to boost South African Commercial Aviation Manufacturing Exports through: public-private partnership, integrated growth plan, expanding advanced manufacturing, future-oriented competitiveness (IoT, ind4.0).

# Creative leadership: getting the best from creative people

**Billion-dollar brands can be made or broken on a single advertising campaign, making it essential to have the right people putting out your message; especially in the modern world of social media, where bad news travels like wildfire**

**O**ne of the market leaders in the highly competitive advertising industry, Ogilvy South Africa builds and transforms brands and employs more than 900 staff across three offices. For more than 50 years, Ogilvy has created iconic advertising for clients such as KFC, VW, SAB, BP, DStv and Kraft.

One of the stars of their Johannesburg office is awarding winning creative executive Mariana O'Kelly, who managed to secure two Yellow Pencil awards at the 2012 D&AD awards for successfully building the MK Channel brand – the proudest moment of her professional career.

With more than 18 years in the industry, she has worked for all sorts of agencies, with three years at Jupiter Drawing Room, four years at Hunt Lascaris, and six years as a Creative Director at Net#work BBDO. She also won the Radio Grand Prix at the Cannes Lions in 2016 and 2017.

**Please describe some of the challenges, the joys, and the considerations around what you do and the industry you work in.**  
The biggest challenge in my day is to retain the bigger picture and not get lost in everyday

battles. It's about balancing things that seem to carry totally different weights. The balance between delivering on hectic deadlines while maintaining the team's energy; balancing the value of authentic creative thinking in a world of data and bots; between protecting true craft

and the cost-effectiveness of automation. And when we seriously push creative boundaries, remembering to consider the impact it will have on people out there – we sometimes forget the power we have as an industry to shape culture and influence behaviour. It's a serious responsibility that always needs to be considered.

**Please describe your career journey and where you gained some of your insights about creativity and the creative industry.**  
I studied BA Information Design from 1991-1994 at the University of Pretoria, which gave

me a taste of design, advertising, marketing, visual communication and the pure craft of painting, sculpture and screen-printing. When I started working at FCB after varsity, I had no idea what the difference was between design and art direction. My first valuable lesson after

“Today I believe ideas are packaged conversations, directed at a specific person or group of people”

a year was when a senior writer called me to her office. She spread all my print campaigns out on the floor, and then she covered all the logos and asked me to spot the difference in art direction. There was no difference!

All the campaigns reflected my personality, my favourite colour palette, my choice of font. I had failed to represent the look and feel of the brand I was advertising. It taught me to become invisible in the work. To never lead a piece of creative from personal taste or opinion. That it's better to listen to a brand first, learn where it comes from, whom it wants to talk to, and give

“When they can own the shortcomings of the project, they can also own the solution and create even more valuable work”



it more relevance by guiding it towards platforms that will allow that to happen. The same principle applies to leading teams. You have to guide and nudge from the back, let them find their own voice and help them stay relevant, so they deliver work that matters.

#### **How do creative people differ from professionals in other industries, and how do you get the best out of them?**

The best creative people are deeply connected and involved with the ideas they work on. If they're expected to make a last-minute change that affects the work and they ask questions, their passion may be misconceived as stubbornness.

The worst is to tell them what to do with no room to question the changes. Unless they believe deeply in what they're creating, a successful outcome for all will be nearly impossible. The best way in my experience is to ask them what they think is still missing from the project,

not to tell them outright what's wrong with it. When they can own the shortcomings of the project, they can also own the solution and create even more valuable work.

#### **Where do great ideas come from? And how do you recognise them?**

They can come from anywhere, but they rarely arrive perfect. You have to recognise the potential and then surround that idea with the best minds and literally raise it within a village set-up.

In the process of discovering the potential of the idea, it's important to stay open minded and allow for different viewpoints but at the same time keep the bigger picture of what problem it needs to solve in mind. Every now and again, an idea comes around that nobody can argue with. Usually those ideas come from a real problem or tension. The solution is so obvious, like sugar for bitter coffee. Ultimately, we need to decide if our idea will matter in the lives of consumers.

#### **Is "the muse" a capricious mistress who only sporadically reveals herself, or must we also be able to come up with ideas, on deadline and to spec, as required?**

There was an age in advertising where ideas were really hard to crack. It had to read like a perfect linear joke with the brand coming in at just the right moment of the punch line. Scripts were super smart and lateral and the perfect analogies were brainstormed for days. Today I believe ideas are packaged conversations, directed at a specific person or group of people. You have to know whom you're talking to, or the conversation won't be real.

#### **When we focus too much on the bottom line do the ideas suffer?**

Unless we see creativity as a business, it won't survive. Unless our clients believe in the potential value of our ideas, then we will never have a commercially viable relationship. We cannot run it like a charity. We also have



“In the process of discovering the potential of the idea, it's important to stay open minded and allow for different viewpoints”



“Unless we see creativity as a business, it won't survive”

stakeholders, mouths to feed at home and bills to pay. Our product is as professional as any other industry's. If clients ask for everything faster and cheaper, something will eventually break—either the team on the account or the relationship between client and agency. That's why service-level agreements between client and agency are so important.

Exceptions can be agreed upon during a crisis, but there needs to be a sustainable model for all. Creative people can still deliver big ideas on small budgets. It becomes tricky when the budget changes halfway through a project or worse, at the end. If we plan projects with both businesses in mind, the solutions will be commercially viable and highly creative, and everyone's energy will be sustained.

#### **Describe your personal work process.**

Unfortunately, I am a triple A-type personality and my own worst enemy. I see all agency

projects as giant anthills. In my head I constantly travel up and down all the little narrow pathways to see what has been dropped, what needs rebuilding, what armies need to be deployed. I wish there were air miles for all the kilometres my brain travels through those anthills!

#### **What advice do you have for aspiring creatives looking to build a career?**

Look at the world through the lens of where you can help, what you can change for the better. Look at the people around you to see what products they might need, look at products to see where you can better them. Look at ways of communication and see where you can simplify them. Look at your craft and see what you can specialise in.

#### **How have social changes and cultural shifts affected the creative industry?**

I think it's the other way around—the creative industry has effected cultural shifts and social change. A highly impactful campaign can bring down governments, help win freedoms, address issues of inequality and create platforms for massive behaviour change. It would be interesting to measure the collective impact creativity has had on our world and to see where it would sit as a commodity on the stock exchange.

#### **What is the future for the creative industry? Is it at a watershed?**

Real creatives made of flesh and bone will be more important than ever. Social media algorithms are going to isolate us from each other's worlds and the bigger picture if we don't keep a healthy mix of creative rebel minds to question algorithm authority. ▲

*Greg Simpson*

# Redefining our urban spaces

**Millennials are not only the most tech-savvy generation but they have new perspectives on complex issues, new approaches to solving age-old dilemmas and they provide innovative solutions to problems that have stymied previous generations**

**I**n this annual competition, the country's best architectural students from eight major universities were identified based on their final theses and presented with awards throughout 2017. The winners of each of the regional competitions competed for the national title and a prize of R50 000.

This year's winner of the Corobrik Architectural Student of the Year Award, Renée Minnaar from the University of Pretoria, is one such game changer. Her thesis, entitled, 'Remediator—Restoring the dichotomous relationship between industry and nature through an urban eco-textile mill and dye house' impressed the judges with its insightful way of tackling quintessentially South African issues that span generations and present compelling reasons to rethink the local built environment in South Africa.

Judges for this year's Architectural Student of the Year Award were Maryke Cronje from Project Worx in Pretoria, Luyanda Mpahlwa from Design Space Africa in Cape Town and Tanzeem Razak from Lemon Pebble Architects in Johannesburg.

Today's young professionals were not only looking at rapid and meaningful solutions backed by superior technology and connectivity but were also demanding a degree of authenticity that was often missing in the past.

"This year's theme is technology and the ever-changing landscape. This is an exciting time for clay brick, which is essentially a technology that has stood both the test of time and change. A technology that drove the original industrial

revolution is today addressing pressing issues such as environmental degradation and sustainability. Now, more than ever, the fact that clay brick is durable, non-toxic, reusable, energy efficient and low maintenance will be key," he said.

Speaking at the awards event, the Principal of 26'10 South Architects, Thorsten Deckler, highlighted current brick trends, drawing

in always giving 110% when it comes to my work, to prevent feeling like I could have done more at the end of a project. When I am not aspiring to become an architect, I enjoy cooking, hiking and staying busy with various creative projects," she explains.

Her dissertation investigates the potential of redundant industrial sites like the old Johannesburg Gasworks to mitigate the environ-

**"Through the understanding and application of environmental and heritage theories, this dissertation hopes to find a means of using architecture as a tool to mediate the dichotomous relationship between industry and nature"**

attention to the Barnato Hall project. This a five-floor extension to an existing, prominently located residence on the University of the Witwatersrand's West Campus and includes the innovative use of exposed brick facades employing a range of face bricks produced by Corobrik. It addresses the urgent need for student accommodation during a difficult evolution in the history of tertiary institutions in South Africa.

Minnaar, who currently lives in Newlands with her husband, grew up in Pretoria. "I believe

mental and social issues resulting from the past to reintegrate the site back into the surrounding urban fabric.

She says that industrialisation brought about dramatic changes in many major cities around the world, including Johannesburg. However, rapid technological advancements have resulted in the abandonment of many industrial sites, often within the confines of expanding cities, as is the case with the old Johannesburg Gasworks.

The repercussions of the hazardous industrial processes of the past are still present on



“Her haptic understanding of architecture will provide places and spaces of great enjoyment while her appreciation of current economic circumstances will provide architecture that will improve the livelihoods of local inhabitants”

the site in the form of pollution. This, together with South Africa’s lack of protection of our industrial heritage, has awoken the fear that these post-industrial artefacts might be in danger of becoming extinct if their value is not recognised.

“Through the understanding and application of environmental and heritage theories, this dissertation hopes to find a means of using architecture as a tool to mediate the dichotomous relationship between industry and nature, resulting from an exploitative worldview, and inspire a new archetype for industrial architecture that is able to inspire mutually beneficial relationships between industry and nature, whilst creating a didactic and dialectical relationship between the existing industrial heritage of the past and the envisioned contemporary architecture of the future,” Minnaar explains.

Prof. Arthur Barker, MProf Coordinator, Research, Archive Coordinator and Heritage and Cultural Landscapes Research Coordinator, noted

that, over the years, the university’s Department of Architecture had developed research directions that focused specifically on environment potential, heritage and cultural landscapes and human settlements and urbanism.

“It is with this frame of reference that Reneé Minnaar chose to focus on adaptive reuse principles in the historic gas works precinct in Johannesburg.

“She has successfully synthesised often conflicting, architectural approaches to industrial heritage through her revisions of the principles of philological restoration and regenerative architectural theory. Over and above these approaches, she has created a rich, sensitive, social and economic environment through the revival of lost manufacturing processes in the City of Gold. Through these approaches, she has repaired broken urban fabric, healed a polluted site, breathed new life into important historical relics and provided much-needed educational and economic opportunities for the local inhabitants,” he said.

Pointing out that Minnaar was focused, driven and passionate about South Africa’s historic architectural legacy, he said she would make significant contributions to architectural design approaches through her ability to sensitively interpret and then respond in a critical manner to the cultural and historic architectural heritage.

“Her well-honed analytical skills will foster new approaches to the making of our built environment by building on important preceding knowledge and critically extending those approaches to existing environments that are under threat.

“But, more importantly, her haptic understanding of architecture will provide places and spaces of great enjoyment while her appreciation of current economic circumstances will provide architecture that will improve the livelihoods of local inhabitants,” Prof. Arthur Barker concluded. ▲

*Shirley Williams*

# World environment day sees the launch of Gucci Equilibrium

**On Tuesday 5 June, World Environment Day, Gucci launched Gucci Equilibrium at [equilibrium.gucci.com](http://equilibrium.gucci.com), a destination designed to connect people, planet and purpose. The launch was part of a 10-year plan to embed a comprehensive sustainability strategy into and around the brand, governed by a culture of purpose.**

**A**s part of its mission, Gucci has made significant strides in balancing the creation and marketing of worldclass fashion and accessories with a radical sustainability agenda. The brand also continues to lead the conversation on gender equality through its CHIME FOR CHANGE girls' and women's empowerment campaign.

Marco Bizzarri, Gucci President and CEO, said, "Gucci is not a company where you must leave your values at the door, but one where they are enhanced, challenged and amplified. Gucci Equilibrium is about us spreading that energy and that positive intent to everyone who loves our brand".

Bizzarri continued, "These are critical times when we can all play our part in helping to deliver on the UN Global Goals and the Paris Climate Agreement. The only way to do that is by bringing people together, sharing ideas, innovation and experiences. This is the objective we have set for Gucci Equilibrium." A global audience can now access Gucci Equilibrium at [equilibrium.gucci.com](http://equilibrium.gucci.com). Compelling content showcases the stories, ideas and science behind environmental and social impact change, bringing Gucci's perspective to bear on some of the most critical issues of our age.



*Marco Bizzarri, Gucci President and CEO*

Gucci Equilibrium builds on the culture of purpose that governs Gucci on a day-to-day basis and is anchored by three pillars covering the environment, people and new models of sustainable innovation:

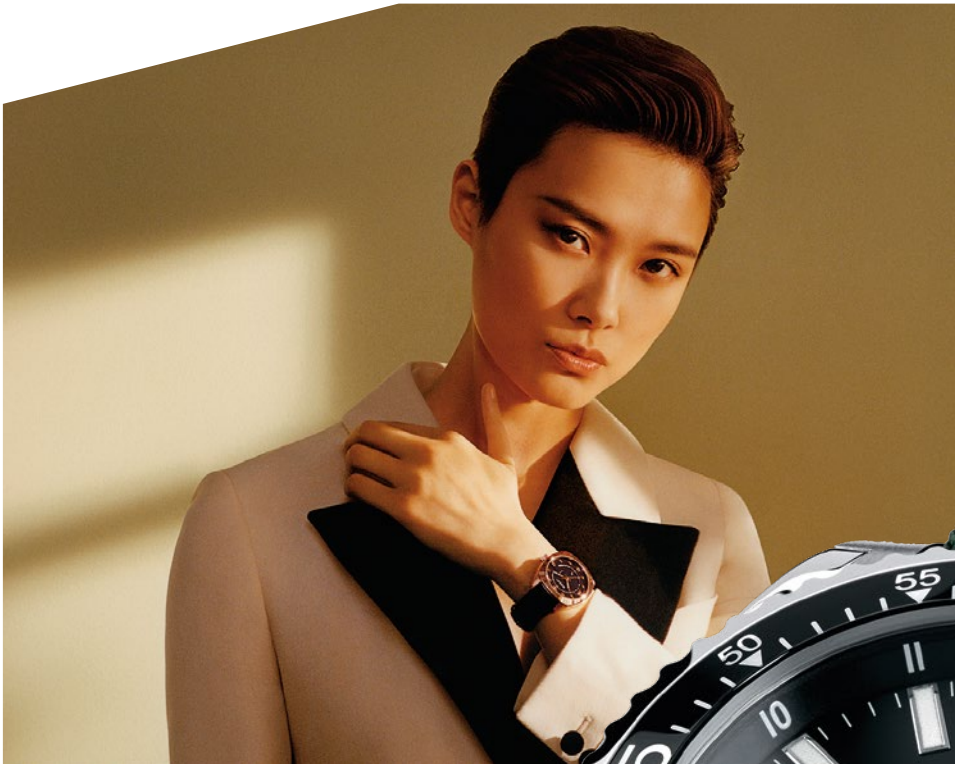
**Environment**—Gucci is committed to reducing its environmental impacts and is setting ambitious targets to create a new standard in luxury retail, for example by guaranteeing the traceability of 95% of raw materials. Gucci has pioneered the development of Scrapless. This programme runs in association with tanneries to transform the environmental profile of the leather industry. Scrapless significantly reduces the quantity of leather that is treated during the manufacturing process, leading to energy, water and chemical use savings. In addition,

only transporting useable leather from the tanneries to the factories reduces greenhouse gas emissions.

**People**—Gucci recognises the value of its employees, is dedicated to enhancing the lives of the people who make its products and is focused on supporting communities. Examples of the ways Gucci achieves these goals include responsible and innovative management of its supply chain—Gucci was awarded The Green Carpet Fashion Award for Sustainable Innovation, 2017 and is committed to overturning gender imbalance and inequality. Women make up 59% of senior managers. In addition Gucci campaigns to support girls' and women's empowerment, diversity and inclusion.

Gucci became the first luxury fashion brand to join Parks—Liberi e Uguali—an employers alliance that ensures we have the right framework and strategies to carry through our values and to respect diversity throughout our company. Gucci Equilibrium features I was a Sari, a social enterprise founded by Stefano Funari that perfectly encapsulates Gucci's drive toward social empowerment and commitment to the circular economy.

The company works with women from marginalised communities in Mumbai, upcycling saris and teaching new skills to bring recurring income and opportunities to these women for



that will allow every employee to dedicate 1% of their working time to volunteering in order to have a positive impact on local communities.

Founded in Florence in 1921, Gucci is one of the world's leading luxury fashion brands, with a renowned reputation for creativity, innovation and Italian craftsmanship.

Gucci is part of the Kering Group, a world leader in apparel and accessories that owns a portfolio of powerful luxury and sport and lifestyle brands. ▲

*Media release*

the first time. By harnessing Gucci's strategic expertise, creativity and reach, I was a Sari breaks new ground in the socially-driven fashion sector.

A central component of the partnership includes the up-cycling of left-over scrap leather and embroidery materials to produce one-off handcrafted designs. Working with Gucci's local specialist embroidery suppliers, the first team of craftswomen from the project are currently building their expertise in the finest embroidery techniques. This project has provided access to a part of the garment industry that was previously out of bounds to women.

Gucci continues to develop new solutions by applying technical innovation to improve efficiency in its production and logistics. Gucci ArtLab, opened in April 2018, stands at over 37 000 square meters with over 800 employees, creating a start-up environment for radical innovation and fusing both industrial craftsmanship and experimentation.

Gucci collaborates with incubator funds and accelerator programmes to stimulate disruptive innovation, identifying game changing start-ups and then scaling them. Gucci is also working on the implementation of a new programme



# Spain's majority-female Cabinet sets a new tone

**Gender-equal governments, which include the same number of men and women as ministry heads and in other Cabinet posts, used to be the purview of woman-friendly Nordic countries and highly progressive societies like Canada and Costa Rica. No longer.**

**M**exico's President-elect, Andrés Manuel López Obrador, who takes office in December, has announced that women will hold eight posts in his 16-member Cabinet, including the powerful Secretary of the Interior position.

And Spain's new Prime Minister, Pedro Sánchez, recently became the first world leader to appoint women to almost two-thirds of the Cabinet positions. No country in the world has a higher proportion of female-led ministries. Thirty years ago, Spain had no female Cabinet members.

Women hold just 20% of Cabinet positions in the United States and 28% in the United Kingdom. Worldwide, the average is 18.3%.

As Political Scientists who study women's inclusion in Cabinets, we believe the quick, steady rise of women to power in Spain embodies a trend we have observed worldwide: once more women get into the highest levels of the government, their numbers tend only to rise.

We call this the "concrete floor" for women's political representation. For a democratic government to have legitimacy these days—that is, for the general public to have faith in its decisions—it must include women.

## Gains beget gains

Women's representation doesn't necessarily go up with each new administration.

But in studying the composition of initial governing Cabinets—those formed right after an election—in Spain, France, Australia, the United States, Canada, Chile and the United Kingdom

from 1929 to 2016, we found that women's presence did rise cumulatively, over time and across party lines, in these countries.

After a 40-year dictatorship led by General Francisco Franco, democracy returned to Spain in 1977. However, it would take more than a

Leaders who appoint significantly fewer women than their predecessors, on the other hand, risk heavy criticism from the media and political opponents

decade for women to be included in Spain's newly democratic government. The Socialist Prime Minister, Felipe González, was the first President to appoint female ministers upon being elected in 1988.

The next administration, led by the Conservative Prime Minister, José María Aznar, raised the total with four female ministers in his 14-member Cabinet. Spain's historic breakthrough came in 2004, when the Socialist Prime

Minister, José Luis Rodríguez Zapatero, a self-described feminist, named the country's first gender-equal Cabinet: eight women and eight men.

Now, 11 of Spain's 17 ministers are women, including—for the first time in Spain's history—the position of Finance Minister.

## France's recent history looks similar.

President Nicolas Sarkozy appointed seven women to his 15-member Cabinet in 2007. His successor, Socialist François Hollande, had 17 women in his 34-member Cabinet. The Cabinet size in most countries varies from administration to administration.

On the campaign trail in 2016, President Emmanuel Macron promised to have equal representation. Today, his Cabinet contains 11 women and 11 men, according to an article in *The Conversation*.

## Voters like gender-inclusive governments

Our research shows that when leaders use their powers of appointment to increase the number of women in the Cabinet, they are never punished electorally and are often applauded globally for doing so.

Just a few years ago, the Canadian Prime Minister, Justin Trudeau, was celebrated around the world for assembling a gender-equal Cabinet. His reasoning? "Because it's 2015," he told reporters.

Leaders who appoint significantly fewer women than their predecessors, on the other hand, risk heavy criticism from the media and political opponents. That can weaken their support among voters.



*The Spanish cabinet*

When the Australian Prime Minister, Tony Abbott, appointed just one woman to his Cabinet in 2013, he had to justify his “embarrassing” decision to voters, the opposition party and the press. His predecessor’s government had included three female Cabinet members.

Malcolm Turnbull replaced Abbott two years later and quickly appointed five women to his governing team.

Each gender-equal Cabinet appears to create expectations of similar or greater women’s inclusion in the next.

### **The ‘concrete floor’**

We did find several instances where leaders appointed fewer women than their predecessors. However, the decline is generally minimal.

In Chile’s first post-dictatorship government, elected in 1990, President Patricio Aylwin appointed women to just 5% of Cabinet posts.

Chile’s first female President, Socialist Michelle Bachelet, had a gender-equal government in 2006. Four years later, her Conservative successor, Sebastián Piñera, appointed seven women to his 23-member Cabinet. While his government was not gender-equal, women were

significantly better represented than they had been before Bachelet’s administration.

We call this phenomenon the ‘concrete floor’. It is the minimal threshold of women’s inclusion for people to see a leader’s Cabinet as democratically legitimate.

And unlike the ‘glass ceiling’, that subtle, invisible barrier that has kept women out of powerful positions, the concrete floor that ensures their inclusion in the government is visible to—and recognised by—all the leaders we studied.

### **Gender diversity is the only guarantee**

A similar standard applies to other kinds of political representation in some, but not all, of the countries we studied.

In Canada, Germany and Spain, for example, Cabinets must be geographically representative. Like those countries, the United States also has a federal system of government, but American Presidents are not expected to ensure that Cabinet posts go to people from different states or regions.

In Canada and the United States, all-white Cabinets are now virtually unthinkable.

President Lyndon Johnson appointed the United States’ first African-American Cabinet member—the Secretary of Housing and Urban Development, Robert C. Weaver—in 1966. Lincoln McCauley Alexander became Canada’s first-ever black Minister in 1979.

Meanwhile, Cabinets in Germany and Spain—both increasingly diverse countries—remain entirely white. The lone black parliamentarian in Spain, Rita Bosaho, wasn’t elected until 2015. No racial minority has ever held a Spanish Cabinet position.

Gender was the only required representational criterion that appeared across all seven countries we studied, where all-male Cabinets have been universally extinct for a quarter-century.

Women make up half the world’s population. Now, increasingly and, evidently, irreversibly, democratic governments are starting to show it. ▲

*Susan Franceschet, Professor of Political Science, University of Calgary and Karen Beckwith, Professor of Political Science, Case Western Reserve University*



# Kogelberg

## *The land of plenty*

Searching for an outdoor adventure within an hour's drive from Cape Town? Look no further than the gorgeous Kogelberg Nature Reserve where you can enjoy the delicate ecology of a fascinating biosphere, upmarket accommodation and get your adrenaline fix.

**T**he coastal drive from Gordon's Bay to the Kogelberg is without a doubt one of the most scenic drives in South Africa. Sweeping your way past sun-kissed beaches and rocky outposts, you will reach the Kogelberg gravel road leading to the reserve.

The recently upgraded road from the R44 to the heart of the Kogelberg provides even more stunning vistas, and serves as a fitting gateway to the area.

With the roaring (in winter) Palmiet on your right, and prominent mountains on either side, a profound sense of anticipation takes over as you drive toward the CapeNature huts, where we had booked our accommodation for the weekend.

The tastefully designed accommodation was just perfect, with all the amenities than one may expect to find in a luxury two bedroom eco cabin. They blend in well with surrounds and are a marked upgrade on the wooden chalets they replaced in 2012. The units are not on top of each other, providing privacy and amazing vistas.

The best thing to do after checking in is to take a stroll down to the nearby river, which has a single track path that can take you all the way up to the Steenbras Dam alongside the N2. Following a brisk 20-minute walk, enough to get the blood flowing, you are met with rejuvenating mountain pools that simply beg to be swum in.

Be prepared for a chilly reception in the Palmiet River; but believe me, it is well worth it once you have adjusted to the icy water. There are several fantastic spots for swimming as you make your way deeper into the reserve. Hikers have a plethora of options to choose from, with one- or two-day hikes through rolling mountains and shimmering streams.

Hugging the river, The Palmiet River Day Hike is a particular favourite for your average weekend warrior, taking you deep into the Kogelberg Reserve to the Stokoe Bridge and diverse terrain as well as various sandstone formations. Even if hiking is not really your thing, the gardens are a must-see as they contain many of the signature Fynbos varieties of the area, as well as waterfalls, and a restaurant for a morning cup of tea – making for a stellar start

to any day. In total, 1600 plant species can be found in the area, of which 150 are endemic.

The Leopard's Gorge Day Hike is a moderate one-way hike through diverse Fynbos vegetation, starting at Oudebosch and ending in the grand Harold Porter Botanical Gardens near Betty's Bay. Thrill seekers will have a ball kayaking down the Palmiet River, particularly in winter. Various distances, from nine to 18 kilometres, are on offer.

#### Adrenalin fix

When the river is at its fullest and most furious, it is graded at level three difficulty. I was silly enough to think we could make it down without any experience, following heavy rains. I was accompanied by a friend with about the same amount of experience and, needless to say, we spent more time in the water than in the double kayak.

On more than one occasion, my knee crashed against hidden rocks on the riverbed, and at times it was touch and go whether we would make it out to the lagoon at the bottom of the river with all four limbs intact. Through sheer



determination, and the help of ice-cold beer to ease the pain, we made it down to the mouth.

Unless you are a seasoned paddler, book a guided tour on proper inflatable river rafts, as it is really not worth risking life and limb to save a few bucks. In summer, however, the river turns from an unforgiving monster into a kitten.

Mountain bikers have 23km of unspoilt tracks to discover at a moderate intensity. Due to occasional summer fires, however, the Kogelberg mountain bike trails and hiking trails can be temporarily closed, so be sure to check with CapeNature before planning your route.

The surrounds of the Kogelberg have plenty of other options for lovers of the outdoors, with great surfing beaches, horse-riding and manicured golf courses. Kleinmond Golf Course is set at the foot of the Kogelberg Mountain Range, and provides a scenic nine-hole challenge; but watch out for baboons sneaking up on you where the course borders the reserve.

#### Golf haven

Serious golfers should make a booking at Arabella Hotel and Spa, home to the pristine

Arabella Championship Course. Rated in the South African top five for many years, it has the feel of a links. Having played it, I would put it on par with Pearl Valley.

If you are partial to high-end pampering after the game, the hotel's spa facilities will have you covered. It is a great place for honeymooners to laze the day away, following a rejuvenating massage and spa treatment.

Arabella produces fine vintage wines, which go down well with pretty much anything on the hotel's five-star menu. There are a few accommodation gems in the sleepy-hollow towns that border the Kogelberg Reserve.

One of the landmark entertainment sites in the area is the charming Hangklip Hotel, which is set on an isolated piece of land near the water's edge. Sunday roasts are always a hit, while the evenings can get a little rowdy, with beer and wine flowing with gay abandon during peak season. It is aimed more at your budget getaway crowd, and is great for hosting parties and bands.

We still had some energy for wine tasting: so off to the highest wine farm in South Africa,

at the Iona Wine Estate. Because the average temperatures are so much lower at Iona, its grapes take much longer to ripen, making them just a little more intense. The cellars are open by appointment on weekends and public holidays.

Since brandy is the drink of choice for many South Africans, why not check out the historic Oude Molen Brandy Distillery in the heart of the Elgin Valley, which flanks the Kogelberg? The weekday tours investigate the history of the factory, which stores huge 100 000-litre tanks of the golden nectar, named Big Bertha and Long Tom.

Oude Molen VOV 14-year-old brandy, as well as local delicacies such as fruits, brandy marmalade and yummy brandy truffles are available at the distillery's shop.

Once you have discovered all the joys of the greater Kogelberg area, you will want to take some more time off to further appreciate one of the quiet achievers on South Africa's tourism map.▲

*Greg Simpson*



*MAGDA WIERZYCKA, influential South African businesswoman and CEO of Sygnia, believes that early financial planning is essential to ensure your child's education in today's day and age:*

**“I wish I had known that if I could save R30 000 into a tax-free savings account invested in equities for the first three years of my child's life I would be able to pay for their university education.”**

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*ERIK SOLHEIM, executive director of the United Nations Environment Programme, addressed delegates at the inaugural African Rangers Awards in Cape Town saying:*

**“If Africa's environment and wildlife are not protected then we run the risk of losing out on the [tourism] industry. We run the risk of losing out on job creation and greater industrial development.”**

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*DEREK HANEKOM, South African Minister of Tourism, is wooing prospective Chinese visitors by relaxing visa requirements and committing to the reduction of crime in the country. He says:*

**“South Africa is working hard to increase its share of China's huge tourism market and hopes to increase the share tenfold in the next five years.”**

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*TSAI ING-WEN, Taiwanese president, has vowed that no one can obliterate the island nation's existence following increased pressure from China on the rest of the world to reject its independence. Visiting international allies recently, she said:*

**“In going abroad, the whole world can see Taiwan; they can see our country as well as our support for democracy and freedom.”**



*CYRIL RAMAPHOSA, South African President, has highlighted patriarchy as an obstacle to a thriving country at his recent Women's Day address in Paarl:*

**“It is vital that everyone understands that where women are emancipated, society progresses and thrives. We must empower young men to play their role in freeing society from the oppressive bonds of patriarchy. When women are free, we are all free.”**

---

*NKULI BOGOPA, vice-president of the Black Business Council and president of the SA Institute of Black Property Practitioners, says that in terms of empowerment of South Africa's black majority:*

**“Access is the biggest thing our people are hungry for. More than just ownership, access to opportunities is what is critical to our people.”**

*KALLIE KRIEL, AfriForum's chief executive, featured internationally in publications including the likes of Reuters where he was quoted on his views regarding land expropriation without compensation:*

**“History teaches us that international investors, regardless of what AfriForum or anyone else says, are unwilling to invest in a country where property rights are not protected.”**

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*PATRIC TARIQ MELLET, heritage activist and educator, says in light of the growing Cape Khoi revivalist movement, people referred to as 'coloured' often feel misrepresented by apartheid labelling:*

**“Just as we talk of Sotho, Zulu, Xhosa, Pedi et al, so too should we talk of Cape Khoi, Camissa, Nama, Korana, Griqua, Damara and San.”**

---

*PATRICIA DE LILLE, outgoing Cape Town Mayor, is currently considering what the future might hold for her after her resignation following the withdrawing of charges against her by the DA. She however maintains that:*

**“People are in politics for different reasons, but for me, I continue to fight to address the inequalities that our people live under.”**

---

*MMUSI MAIMANE, leader of the Democratic Alliance, says in light of the party's decision to consider abandoning BBBEE:*

**“The DA decisively rejects policies that enrich and re-enrich a connected elite at the expense of the poor majority. Our rejection of the ANC's BBBEE policy is not about protecting privilege. On the contrary, it is about rejecting elitism.”**

# Leadership

FOCUS

Dr Shadrack Ralekeno Moephuli

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SPECIAL ADVERTISING SECTION

# Leadership

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# Leadership at The Agricultural Research Council

Celebrating over 25 years in research and development, The Agricultural Research Council (ARC) continues to provide solutions to the agricultural sector as a premier science institute

**A**RC Chief Executive Officer (CEO), Dr Shadrack Ralekeno Moephuli, has an impressive resume. Some highlights include working as a biochemistry lecturer, Director General (production and natural resource management) at the Department of Agriculture and is currently a member of the Genetic Resource Policy Committee of the Consultative Group of International Agricultural Research. Dr Moephuli was appointed CEO of ARC in 2006.

When asked how the ARC had changed its role over the years, he said, “With the political landscape changes, the ARC has had to change and adapt its strategic objective to include the assistance of poor farmers of South Africa. The ARC revised and aligned its strategic objectives to be in line with the national outcomes of the sectorial policy framework.”

The ARC continues to contribute towards the scientific excellence within the country’s National System of Innovation. Dr Moephuli says, “I am particularly proud of



*Dr Shadrack Ralekeno Moephuli, CEO*

the development of young researchers in the ARC and their contribution towards alleviating poverty and malnutrition in our communities. Our Professional Development Programme has grown from under 50 participants in 2007 to over 250 this year.”

#### Contribution to the scientific knowledge

In the last financial year, the ARC continued to increase its contribution to the scientific knowledge base of South Africa. Income generation among small enterprises is an important mechanism towards economic growth, poverty alleviation and sustainable agriculture development.

The ARC has established a number of economically viable enterprises to ensure food security in people’s lives. In particular, the ARC established a special programme targeting

smallholder farmers called the Smallholder Farmer Agricultural Development Programme. “The aim is to ensure that the scientific and technical support to poor smallholder farmers enables their enterprise to become sustainable,” explains Dr Moephuli.

Other than food insecurity, malnutrition has also been identified as a significant threat to human growth and development as well as productivity. In response to this the ARC has disseminated more than 150 000 seedlings of orange-fleshed sweet potato to rural communities.

Dr Moephuli needs to lead a strong team of superb, world-class researchers from diverse backgrounds so that they can deliver on the common goal of providing scientific solutions to South African farmers. He says, “Everyone employed at the ARC has a role to play in the

success of the ARC, from the farm labourers to the researchers. I encourage the participation of staff and regularly give feedback.”

#### App for farmers

The ARC has released the ARC Hub app for farmers. The app allows farmers’ better access to the information as well as having access to ARC experts at their fingertips. The ARC Hub App is an innovation by the ARC to improve the lives of South African farmers, commercial and smallholder alike, as it provides a one stop agricultural solution to your daily farming problems.

The ARC continues to be committed to providing farmers with practical solutions and sharing research insights that will enhance their production of good quality produce aimed at strengthening food security and tackling malnutrition. ▲



# ARC Services

ARC's services include animal sciences, economic impact and partnerships, crops sciences, and research and innovation systems.

**A**RC's services are available to all farmers, whether it be for small-holding or a large commercial farm.

## Animal Sciences

Led by Group Executive Dr Andrew Magadla, the programme's outputs largely support the ARC's strategic goals that aim to improve the productivity, production, competitiveness and sustainability of livestock based agriculture, to enhance the productive use and conservation of natural resources and to translate research results to support agrarian transformation and the efficiency and competitiveness of the agricultural sector in South Africa. The ARC engages in Animal Health, Animal Production and Aquaculture. The main sites of operation for the programme are at Irene and at Onderstepoort, additional satellite stations are throughout South Africa.

Animal Sciences plays an important role in maintaining the health of the South African national herd and wildlife and focuses on executing veterinary research to improve existing vaccines, diagnostic products and to develop new ones; diagnostic services for enhanced disease prevention, control and surveillance, and producing foot and mouth disease and blood vaccines.

Research activities focus on the development and improvement of vaccines and diagnostic tests by applying the latest molecular biological techniques.

The division promotes animal health and welfare by providing an effective and efficient diagnostic service and producing vaccines. It also hosts seven OIE reference laboratories

for economically important viral diseases. The programme also provides a wide range of applied research and consultancy, diagnosis and surveillance on livestock diseases to the National and Provincial Government and commercial customers.

The animal production team boasts vastly qualified and well-known researchers. The programme's strategic focus is guided by strategic goals of the ARC and national priorities including The National Development Plan, The National Livestock Strategy, and The Land and Agriculture Reform Programme.

The unit's research and development activities are coordinated through disciplines including Animal Breeding and Genetics, Germplasm Conservation and Reproductive Biotechnology, and Nutrition. While the research primarily focused on livestock, new industries such as aquaculture and wildlife are receiving attention.

In addition, animal production serves as the custodian of national assets such as the conservation of animal, forage and bacterial culture collection genetic resources, including databases and DNA banks associated with them.

The programme focuses on developing technologies to improve the quality of animals and developing genetic and physiological methods to identify and study superior livestock breeding material in order to improve the efficiency and production of the national herd; promoting animal production through improved nutrition, holistic and integrated land-use strategies, and sustainable livestock and rangeland management systems. Other analytical services include food and feed

composition analysis, microbiological analysis, and shelf life studies. In response to smallholder farmers' urgent need for improved access to agricultural technology and expertise, the ARC has implemented a special-purpose vehicle called Kaonafatso Ya Dikgomo to fast-track meaningful participation.

## Economic Impact and Partnerships

Led by Group Executive Dr Thulasizwe Mkhabela, the Agricultural Economic Impact and Partnerships Division is responsible for translating the ARC's research results into useable outputs in support of agrarian transformation and the efficiency and competitiveness of the sector. This is achieved through analysis of research activity in order to allow the ARC to exploit its intellectual property, maximise utilisation of research and development outputs, and transfer technology to farmers and agribusiness.

This division houses the Economic Analysis unit that facilitates informed decision-making by providing research-based strategic advice. It does economic and statistical analyses; in providing the ARC and potential clients with advise on conducting research, development and technology dissemination projects, and in determining the impact of these initiatives.

The unit uses economic and social analytical techniques to provide strategic advice and economic intelligence in determining investment opportunities; describes the forces that drive economic development globally in quarterly Economic Outlook reports and their impacts on the South African agricultural sector; determines the viability of envisaged

research or development initiatives, and Impact Assessment studies of on-going and completed interventions.

The ARC Training & Advisory Services unit drives research results dissemination to facilitate sector skills development and knowledge management. The ultimate aim of this is to ensure the dissemination of research products or results of the ARC, in order to facilitate technology in agriculture, so as to improve the competitiveness of farming clientele. The unit specifically assists the ARC to impart skills, information and advice needed to achieve mastery of technological change in our economy and society.

The Strategic Information Management is responsible for accessing reliable data to illustrate the benefits of investing in the ARC. The unit targets three major data areas: farmer performance, historic research and development data, and experimental yield data for key commodities.

Currently, the unit focuses on utilising a tailor made, survey toolkit to develop a database on farmer performance. It facilitates the work of an inter-disciplinary team of experienced scientists to improve the organisation's ability to analyse on-farm interventions. It delivers a visual, sequential analysis that facilitates decision-making.

The Commercialisation unit is responsible for the translation of research and development outputs into commercial products and services.

It also looks after Intellectual Property Management within the ARC, ensuring that research outputs are protected and appropriately managed, and to create intellectual property awareness within and outside the organisation.

Lastly, the division homes the ARC's Marketing and Communications unit that is tasked with the optimisation of the ARC brand equity by raising its profile and that of its products and service offerings.

### Crops Sciences

Led by Group Executive Dr Nthabiseng Motete, Crops Sciences focuses on improvement and cultivation of various crops to benefit not only biodiversity but also counter malnutrition and improve food security and soil fertility. At the Agrilogistic exhibition in Germany in February 2018, ARC successfully launched the release of the seedless table grape variety, Joybells.

Tropical and Subtropical Crops provides sustainable and appropriate technologies for production and post-harvest handling in order to enhance food security and nutrition, global competitiveness and wealth. Post-harvest technologies include agro-processing and export protocols; thus catering for both the commercial and developing agricultural sectors of South Africa. The mandate crops include citrus, avocado, and mango; medicinal plants, herbs and essential oil crops; indigenous fruit crops as well as exotic crops such as carambola, Surinam cherry, and white sapote.

The Deciduous Fruit, Vines and Wine campus has six research farms representing different climatic regions. Its mandate is research and development, as well as technology transfer on the breeding, cultivation, protection and post-harvest technology of deciduous fruit, grape vines, alternative crops and indigenous herbal teas. The ARC is also the custodian of grapevine, deciduous fruit and wine yeast gene banks that preserve genetic resources for breeding, training and comparative descriptions.

Grain Crops works towards the improvement and cultivation of grain crops, for example summer grains and protein seeds. Research activities include plant breeding, the evaluation of cultivars, and grain quality.

Industrial Crops conducts fundamental and applied research on cotton and tobacco, and industrial crops such as hemp, sisal and flax. Research activities include plant breeding, the evaluation of cultivars, and fibre and seed quality.

Small Grains focuses on the improvement and cultivation of small grain crops such as wheat, barley, and triticale. Its research work includes tillage, weed science and plant pathology.

The ARC also conducts innovative, need-driven and environmentally friendly research, technology development, and technology transfer on commercial vegetables, African leafy vegetables, medicinal plants and ornamental plants. Research involves a variety of disciplines, including crop science, crop protection, breeding and genetics.

### Research and Innovation Systems

Led by Group Executive Professor Mohammed Jeenah, the Research and Innovation Systems division provides a wide range of technologies that are integrated with both the Crop Sciences and Animal Sciences divisions. Research and Innovation Systems includes Agricultural

Engineering, Biotechnology and Natural Resource Management. With a wide range of service, development and research functions, the division provides collaborative and support functions to a wide range of technologies.

*Agricultural Engineering:* Its mandate is to develop appropriate agricultural engineering technologies for both small- and large-scale agricultural producers. This Campus complies with its goal and purposes through partnership with provinces and joint ventures with the private sector. Agricultural Engineering participates in the development and support of farmers country-wide by means of various research projects, service delivery and training in six agricultural engineering fields: Agricultural Infrastructure Engineering, Mechanisation and Precision Agriculture, Irrigation and Drainage Engineering, Precision Agriculture and Automation, Renewable Energy, and Agro-processing.

*Biotechnology Platform:* The role of the Biotechnology Platform is to create the high-throughput resources and technologies required for applications in genomics, quantitative genetics, marker assisted breeding and bioinformatics within the agricultural sector. The focus of the unit is to establish itself as both a research and service driven institution, providing an environment in which highly skilled researchers can be hosted and trained. The technologies established within the platform are accessible as services to the ARC, collaborators, companies, science councils and researchers across the continent.

*Biometry Services:* Biometry provides a statistical consultation service that contributes to research in areas as diverse as biological pest control, animal production and nutrition. Biometricians are successful in integrating their statistical expertise into research programs, ensuring efficient scientific research. They ensure that information is fully utilised and scientifically viable.

Natural Resource Management has a national mandate to carry out research and development on the natural agricultural resources: soil, climate and water. It promotes the sustainable utilisation and management of the agricultural natural resources through knowledge generation on the agricultural natural resources continuum and individual agro-ecosystem, innovative technology development, research application and technology transfer and scientific services. ▲



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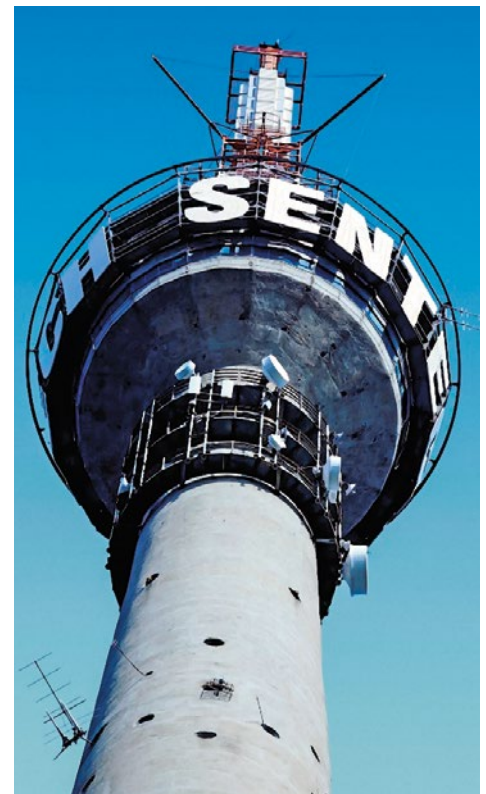
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# Thami Hlongwa leads with innovation and drive

In an animal kingdom, the newly elected Umgeni Water CE Thami Hlongwa would be a cheetah – agile, quiet, and quick to respond. In a water-scarce country that is striving to provide citizens with basic services, these are the characteristics needed to deliver on the water utility’s mandate.

**H**longwa has humble beginnings with supportive parents believing absolutely in education, but it was his position working at the Durban International Convention Centre toilets that paid for his undergraduate degree. “Never underestimate the respect learnt from doing menial work. I can better understand life in terms of how anyone can avoid becoming a lost cause by merely accepting menial employment,” he says.

A qualified chartered accountant, Hlongwa secured a bursary from Deloitte for his honours qualifications before completing his articles in 2004 and being seconded to their New York offices. At only 27 he was appointed chief financial officer (CFO) for the then Department of Local Government and Traditional Affairs in KwaZulu-Natal.

In July 2013 he became Umgeni Water CFO and managed the KwaZulu-Natal based bulk water service’s R6.9 billion capital expenditure roll-out initiative over the next five years. Effective July 1 2018, he was appointed Chief Executive.

“Working in public service means being able to give back to society at a time when professionalising the government sector is critical to ensuring it can achieve its mandate,” he says.

Under his leadership Hlongwa and his team have introduced the “innovative and enabled growth strategy” to boost turnover and transfer



skills within the utility. The innovation means adapting new solutions in a diminished market and encouraging the youth to consider the water industry as a career.

Hlongwa says the past five years have been a significant learning curve for Umgeni Water, specifically in applying apposite cost-effective technology for respective consumers. “Free basic service is not [a] fully understood concept. Installing infrastructure into a predominantly household consumer base that is unwilling, or unable, to pay translates into bad debt. Now Umgeni Water identifies more appropriate solutions when seeking to invest

in bulk infrastructure to enable reticulation into rural neighbourhoods—and that means installing services equipped to handle the community requirements rather than applying a generic solution,” he says.

Working with various municipalities, Umgeni Water has instituted a capital expenditure steering committee to ensure infrastructure roll that enables both parties meet their mandates.

Hlongwa says that water is a volumes game and without capacity, water provision fails. Recently, the utility invested R400 million into boosting the Midmar Dam capacity by 125 million litres per day. Comparatively, KwaZulu-Natal North Coast Maphumulo households only consumes 6-12 million litres per day. This means the water investment in the two areas must have significantly different solutions. Hlongwa’s vision includes Umgeni Water as the leading bulk water provider in the province; appropriately matching supply and demand and seeking out solutions reflective of a semi-arid country. Integral to his thinking is moving the industrial consumers on the coast off the grid through the use of desalination plants.

If successful, Umgeni Water can release 220 million litres of water per day to assist South Africa’s long-term economic growth. “As humans, it is vital to accept challenges that remove us from our comfort zones. We need to recognise that even if decisions we make turn out to be the wrong ones, there have still been decisions to provide direction,” he concludes. ▲

# North West Department of Local Government and Human Settlements

Get to know the achievement and plans for the North West Department of Local Government and Human Settlements, led by MEC Galaletsang Gaolaolwe

## **Integrated Development Plans, Service Delivery Budget Implementation Plans and Performance Management System Workshops**

We made a commitment in the previous financial year to work with our strategic partners to conduct workshops to empower councils and council committees to strengthen their oversight role and to ensure that municipal officials improve their performance with regard to Integrated Development Plans (IDPs) and service delivery budget implementation plans (SDBIP).

The department has conducted workshops in all municipalities and Lekwa-Teemane Local Municipality was given a priority.

Furthermore, three-day workshops were conducted to empower members of Council Committees and their respective officials on oversight responsibilities with regard to institutionalisation of the Performance Management System (PMS). This system remains the early warning which helps municipalities monitor the effective implementation of the IDPs.

The Department has trained councillors, officials and ward committee members on various aspects of project management, report writing, minutes taking, and disciplinary procedure to effectively discharge service delivery obligations to communities.

The Department, in partnership with National Department of Cooperative Governance and Traditional Affairs (COGTA), has reviewed all Municipal Back to Basics Action plans. The intention for this exercise was to strengthen



*Galaletsang Gaolaolwe*

the quality of reports and realign indicators that will feed to the development of a Back to Basics reporting tool.

## **Municipal Administration**

The Department continues to play its oversight role in ensuring that municipalities appoint relevantly qualified, experienced and competent municipal senior managers.

We have made a significant progress in filling vacant senior positions and will continue this journey to capacitate both Council and Administration.

We are working with COGTA and the South African Local Government Association (SALGA) towards the development of standardized, generic organisational structures and staff establishment for municipalities.

We will continue with this exercise to assist municipalities in reviewing their respective organisational structures and staff establishments to ensure that they respond to government priorities and IDPs.

We are calling on all ward councillors who are not convening community meetings to do so, and those who are doing so, to keep up the good work. The councillors should remember that community meetings are an important part of their job descriptions.

## **Municipal Finance and Support**

We are disappointed by the continued negative outcomes of municipal audits. Both the Department of Finance, Economy and Enterprise Development (FEED) and Local Government and Human Settlements have developed plans to assist municipalities to improve their audit outcomes.

Furthermore, through the Department's monitoring and support function, the Department was able to capacitate Municipal Public Accounts Committees (MPACs) to enable them to perform their oversight roles and responsibilities in their respective municipalities.

Of our MPACs, 77% are functional and the Department will continue to provide them with support and while paying special attention to the remaining nonfunctional 33%. These include



Maquassi Hills, Lekwa-Teemane, Mamusa, Tswaing, and Ditsobotla local municipalities.

The Department, together with FEED, has successfully put in place the Section 32 programme. The programme is a procedure to follow in supporting the Council Committees, MPACs and municipal administration in addressing unauthorised, irregular, fruitless and wasteful expenditures.

To date, Bojanala Platinum, Rustenburg, Madibeng, Ratlou and Kgetleng local municipalities have been assisted in addressing these expenditures.

In the current financial year, the programme will be rolled out to all municipalities to work towards achieving better audit outcomes.

As part of our support function to municipalities, we are grateful to indicate that, through a Shared Service Model, we have had a number of consultations with our stakeholders on draft Rules of Order for our municipalities with the intention of creating certainty and uniformity on proceedings of municipal councils in Bokone Bophirima.

The Minister has given us feedback on these draft Rules of Order and we will publish them for public comments in due course.

### **Revenue Management and Enhancement Programme**

With regard to revenue management, the Department, working with COGTA, has supported three municipalities: Naledi, Moses Kotane and Ditsobotla local municipalities. The revenue project aims to develop and implement simplified revenue plans in order to improve revenue management.

In this financial year, we are targeting a further six municipalities for support on the development and implementation of simplified revenue plans: Kgetlengrivier, Mamusa, Maquassi Hills, Tswaing, Lekwa Teemane and Ramotshere Moila.

Once the simplified revenue plan is implemented it will ensure that there is improved revenue management and reduction of municipal consumer debt in municipalities.

### **Municipal Property Rates Act (MPRA) implementation**

The Department has supported all local municipalities with a project plan to start compiling their third General Valuation Roll for implementation on 1 July 2019. Currently, Kagisano-Molopo, Naledi, Ratlou and Madibeng

local municipalities have all appointed Municipal Valuers to start the process.

The MPRA Appeal Board was also established in all four districts and its members attended workshops on their responsibilities, which includes MPRA appeal processes.

The Department will continue to support the municipalities with the implementation of valuation roll and supplementary valuation roll, adoption of the reviewed rates policies and by-laws, and promulgation and publication of such in accordance with the Municipal Property Rates Act 6 of 2004.

### **Municipal Infrastructure Grant**

We remain concerned with municipalities that are not spending their funds and therefore commit ourselves to intensify our support. This support will be done through one-on-one sessions to turn around the situation by increasing expenditure patterns while maintaining and sustaining those who are doing well through constant monitoring.

### **Extended Public Works Programme**

This financial year, ten local municipalities (Ditsobotla, Ramotshere Moiloa, Ratlou, LekwaTeemane, Greater Taung, Mamausa, Kgetlengrivier, Maquassi Hills, Tswaing and Moretele) are benefiting from the Extended Public Works Programme (EPWP) and they will continue to benefit in the current financial year. We have put aside R2.2 million for this exercise.

### **Provincial Disaster Management Centre**

The Department has developed an Integrated Provincial Disaster Management Strategy (IPDMS) which is intended to improve the province's planning for and response to disasters as well as disaster rehabilitation. The objective of the strategy is to create safer and disaster resilient communities in the beautiful Bokone Bophirima Province.

The Provincial Disaster Management Centre, in partnership with the National Centre, have trained 45 Municipal Fire officials on Urban search and rescue activities. Further training on Urban Search and Rescue will be provided during the third quarter of 2018/19. This single strategy will be implemented by all Provincial Departments to mitigate disasters.



*An elderly lady in Nauwpoort receiving a house*



*A social housing project in Matlosana local municipality*

### Housing Development

Our journey of creating housing opportunities for our people within the context of Section 26(1) of our Constitution continues. This provision of the legislation guarantees everyone the right to adequate housing.

In the past financial year, 10 222 housing opportunities have been created. This is less than we had targeted due to some challenges. In the main, we have experienced poor performance of contracts whose review is currently ongoing with the intent to scale-down to their current progress.

The balance of the work will be allocated to capacitated developers through supply chain management processes so as to deliver in a short period of time.

In the past financial year we have also introduced a new Human Settlement delivery approach which has ensured that we allocate a minimum of 50 units to various small contractors of levels one to four. These housing projects are currently being implemented in the municipal space.

A total of 3 943 title deeds were transferred in the past financial year to affirm property ownership to our people.

We have set aside an amount of R1.9 billion to create 15 519 housing opportunities across the province. We have also put aside R51 million to

deliver 24 404 new title deeds, which includes the backlog.

Furthermore, we have put aside R39 million for the construction of 209 homes for military veterans in this current financial year.

We have spent over R1 billion revitalising distressed mining communities in the previous financial year. In this financial year (2018/19),



*Expanded Public Works Programme*

a total of R708 million is to be spent on 139 serviced sites and 4 598 housing units, specifically to relieve and alleviate pressures on mining towns.

During the 2018/19 financial year, the North West Housing Corporation commits itself to accelerate the provision of accommodation and in this regard the Corporation will initiate and implement the development of student accommodation to address the current shortage. The Corporation is also determined to explore the possibility of developing a mixed housing development through public private partnership to assist in addressing the ever increasing demand for affordable housing.

The Corporation is also expected to finalize the transformation of the flats into sectional title schemes to improve home ownership of the current tenants. ▲



*A social housing project in Matlosana local municipality*



# The HPCSA President, Dr TKS Letlape elected President of the Association of Medical Councils of Africa (AMCOA)

The President of the Health Professions Council of South Africa (HPCSA) Dr Tebogo Kgosietsile Solomon Letlape was elected the 10th President of the Association of Medical Councils of Africa (AMCOA), at the 22nd Conference that was held in Ghana.

Dr Letlape's tenure as President of AMCOA is for three years and commenced in July 2018 ending in July 2021. The AMCOA Constitution makes provision for the outgoing President to serve for an additional term of two (2) years in the capacity of Immediate Past President for purposes of continuity thus allowing Prof George Magoha to serve the additional two years for a seamless hand over to Dr Letlape.

AMCOA is the Association of Medical Regulatory Authorities in Africa, whose primary purpose is to support medical regulatory authorities in the continent of Africa in their quest to protect the public by promoting high standards of medical education, registration and regulation. AMCOA also seeks to facilitate the ongoing exchange of information amongst medical regulatory authorities.

In accordance with Article 4 of AMCOA's Constitution, membership to the Association is open for all Councils/Boards that regulate medical and dental practitioners within the African Region. States applying to become members may be admitted upon a formal resolution by AMCOA. The current membership of AMCOA has 19 African member states.

South Africa is seen by the international community as one of the most influential countries in the Sub-Saharan Africa. Without doubt, South Africa has played a significant role in the continent and remains a driving force in most fora, including in the African Union. Within the healthcare regulatory environment, the HPCSA is playing an important role and is seen as a resource for sharing best practice methods by other Regulatory Bodies and Medical Councils in Africa. The HPCSA is considered one of the vanguards on key issues relating to AMCOA's regulatory mandate and for this reason, it is hailed as a front runner in

the role that it continues to play in ensuring that the vision and mandate of AMCOA are attained. Dr Letlape's election as President of AMCOA, certainly solidifies that position for South Africa and the HPCSA in particular. Member states will be looking up to the new leadership under Dr Letlape to continue with advocacy programmes of protecting the public and guiding the professions, as well as creating platforms for engagements to benefit the healthcare regulatory environment in the continent.

## About Dr Tebogo Kgosietsile Solomon Letlape

Dr Letlape is the current President of the Health Professions Council of South Africa (HPCSA) and Chairperson of the Medical and Dental Professions Board (MDB).

He made history by becoming the first African to qualify as an ophthalmologist in South Africa during the apartheid years. He was also the first African to be elected President of the World Medical Association (WMA) in 2006. He is a former Chairman of the South African Medical Association (SAMA).

Urged by the late former President Nelson Mandela, Dr Letlape embarked on an ambitious project towards providing access to antiretroviral treatment to HIV positive patients in 2003. Together with the Nelson Mandela Foundation and the South African Medical Association (SAMA), he established the Tshepang Trust, of which he is a former Executive Director. The Tshepang Trust facilitated the treatment of HIV positive patients when none was provided by the government of the time.

His interest in healthcare for South Africans sees him participating in various health committees and task teams and serves as a member of the Global Hygiene Council.

**Dr. TKS Letlape**  
*10th President of the AMCOA*



# A leader in the South African health industry

The South African health insurance industry is under pressure from a turbelant financial environment and strict regulations. Mr Glen Sikosana, Marketing and New Business Development Executive of Medshield Medical Scheme, talks with us about the challenges faced by the industry and gives advice to people planning to sign up for a medical aid.



*Glen Sikosana,  
Marketing and New Business Development Executive*

**Please tell us about your background and rise to the top, and who have been some of your mentors?**

I am a Medical Technologist by qualification and further acquired an MBA, majoring in International Marketing. I started my career serving in pathology laboratories for a short while and then had my sales breakthrough in the pharmaceutical industry in 1999. Starting in a junior position, I quickly moved through the ranks to a Specialist Senior Representative position and then branched out into marketing as a product manager in 2008.

My Dad and my brother were instrumental in my development. From an early age they taught me that discipline, tenacity and hard work are the pillars of success. In the working environment I was blessed to be mentored by April Roseweir; she taught me to be genuine when dealing with people. Frank Aswane was my mentor when I starting working in Sub-Saharan countries and the first lesson he taught me was 'Adapt, be agile and flexible' which helped me navigate my career.

**What have been some of the keys to Medshield's success over the last 50 years?**

In my opinion there are three very clear keys to Medshield's success. The first is sustainable partnerships. Medshield

believes in our partners who deliver and support us when it counts the most. Secondly, Medshield continuously delivers on the brand promise. The Scheme's value based offering is subject to members' judgement; with our exceptional growth since 2017 it is evident that we are being judged favourably. The final key to our success is our ability to adapt with an intent to be relevant in an uncertain yet constantly evolving environment.

**When deciding on a option/plan, what should one look out for?**

Medshield Medical Scheme offers seven benefit options ranging from an affordable low cost option with network limitations to the most comprehensive benefit option. If you are in the market to sign-up for medical cover you should first and clearly outline your medical needs. This is where medical history comes in handy and can assist as a guide. Remember, people are aging every year which then suggest that your medical needs five years from now may have changed. Brokers are well trained to assist in this aspect.

After completing your medical needs analysis you should shop around for what is available in the market to fulfil your specific need. This second step will assist you in soliciting good value for money options. In real terms, hospital plans do not have GP visits or have very

limited access, this means that the costs of GPs on this option would come out of the member's pocket.

**What are some of the common mistakes when choosing medical cover?**

Due to economic pressures in South Africa people are tempted, if not forced, to think with their pockets about what they can/cannot afford. Yet expectations always remain high in proportion to what they are willing to pay. So typical mistakes would potentially include:

*Signing up for the cheapest benefit option within a scheme.* Buying on price always undermines the member's medical needs. The member will therefore only experience the real opportunity cost at the time of wanting to access benefits or lodge a claim.

*Being over or under insured.* This can happen if a member does not do a proper needs analysis. On one end, a member can be insured above the actual risk coverage or they can have a gap in the actual cover needed.

*Failing to declare medical history.* Any important details of your medical history should not be kept concealed or undeclared at the time of buying an option/plan. Keeping such information concealed will act against you at the time of claim settlement.

*Failing to understand your benefit option.* Member education is a major challenge in the medical scheme industry simply because benefit options are complex to explain to the ordinary man on the street, let alone the medical terminology.

**What are the key challenges to membership growth within the healthcare industry?**

The South African medical scheme industry is dependent on labour market movements. Therefore, one cannot speak about healthcare access in the current model without taking into account job losses and unemployment rates. The regulatory environment, in the form of the Medical Schemes Acts, presents a major limitation on schemes attracting the unemployed. This challenge comes from the prescribed minimum benefits, which are mandatory by law. It is therefore not a surprise that the total number of the covered lives in South Africa is not growing at a desired rate. Although the scope for expansion into uncovered lives is

enormous, the market is highly competitive with very little variation between schemes and benefit options. Affordability of medical aid is a major concern in the industry and will remain as such for as long as the cost drivers (rising healthcare costs) are not efficiently, if at all, regulated. This includes hospitals, specialists and medicines costs.

**With an impressive 7.4% membership growth in 2017, which of your products is most popular and why and what influenced the growth?**

2017 was a great year for Medshield for a number of reasons. In a stagnant industry we managed to deliver an unbelievable growth. This was real growth as opposed to growth stimulated by amalgamations. 2017 also marked a significant milestone in the history of the Scheme as we managed to turn around a trend of deteriorating membership. We managed to conclude an elective AGM which saw a successful transition into a new Board of Trustees. The 7.4% growth was influenced by visionary leadership remaining focused on the goal, field intelligence in terms of what members need, and finally disciplined implementation of the strategy.

The majority of the new entrants come through our MediValue and MediPhila benefit options, although MediPhila is growing off a markedly smaller base. Interestingly, new entrants had on average a lower age than those who do not move from the respective options. These two options are definitely the most popular because members perceive them as value for money when compared to competitor options.

**What are some of the key differentiators that set Medshield apart from the competition in a tight and highly regulated market?**

Medshield's ability to withstand turbulent times, especially economic challenges where members and/or consumers have to choose between bread or healthcare cover. This sets us apart from our competition. We have time and again proved that the Scheme is a viable healthcare partner who will remain a strong healthcare entity even in a turbulent environment. Our value for money products and the level of benefits members receive in return, ensure that we

are able to fulfil our vision of 'Caring about you towards a healthier nation'.

**How is technology changing the future of medical aid plans?**

Because of regulations around medical scheme products and the business of a medical scheme, there is very limited scope to innovate at an affordable price. The Medical Schemes Act indicates that a medical scheme's non-healthcare expenses should remain under 10%. Therefore, innovation has been driven through augmented products in the form of loyalty offerings. These are merely additional features with built-in value and are intended to distinguish the core product (benefit option) from the competitor's offering.

That being said, technology in the healthcare space is advancing. This is definitely a fact in relation to medicines and medical equipment. South Africa, and the world at large, has been exposed to isolated cases of innovative medical ideas and solutions. The main challenge is scalability of these technologies without compromising quality and human health.

**For you, what does good leadership entail, and how to get the best out of one's staff?**

I have adopted a philosophy that says 'follow me, I am right behind you'. It requires a great deal of trust in subordinates and leaves no room for micromanagement. This approach allows staff members that are at different levels of their management careers to be independent and results driven. Ultimately the measurement of good is evidenced by business success and the individual achievement of goals.

**Are we seeing more transformation in the medical insurance sector, and what are the areas to improve?**

The pronouncement of the Medical Scheme's Amendment bill will drive the new era of transformation in the industry. The most crucial aspect of the bill was a proposal to introduce uniform tariffs for services and prohibit co-payments, potentially heralding a sea of change for industry players and consumers alike. Currently, each medical scheme negotiates its own rates with service providers such as hospitals and doctors. This really needs intervention in order to influence the ultimate cost of healthcare and potentially improve access. ▲

# Inside Axis House

In 2001, Axis House started as small company with one client, today they are the technical partner for more than 80 companies across the world. Group General Manager Justine Stubbs talks with us about her and the company's journey and where they see the future taking them.



**Could you please give us a bit of information on your education and working history?**

I was educated in Sweden and arrived in South Africa in 1993. My background is in supply chain management. My first job here was for a trading company dealing in bulk commodities into Africa. It was a good learning ground. I had a few more jobs like that before Axis House was started in 2001.

**Who are some of your mentors?**

Many people have influenced and inspired me. Most recently, my friend and mentor Johan Kuhn has inspired me to seek a new growth vision for the company, focus more on training our team, and converting problems into opportunities.

**Axis House has clients all over the globe, what are the biggest challenges you face with clients abroad?**

The biggest challenge is finding local people who understand the philosophy of Axis House. South African companies have a special go-getter work ethic that is sometimes hard to translate into other cultures and languages.

**Please tell us a bit more about the services Axis House offers?**

Axis House offers a complete service to all our partners and clients. From reagent scoping, optimisation and on-site technical problem-solving, support and training, to stock holdings transport and supply solutions. We take full responsibility for our products. Not only delivering them in a safe and excellent condition but also ensuring that they perform once in the plant. Our regional technical teams spend their time on site ensuring that the performance is kept at optimum levels.

**Axis House specialises in the flotation of copper and cobalt, but what other minerals do you have a hand in?**

Our current growth areas are platinum and gold.

**Where do you see your biggest future growth markets?**

I feel that Africa still has great growth potential and we are investing a lot of time and effort into growing in our current markets. South America is also a great growth opportunity.

**We are currently seeing the 4th Industrial Revolution in full swing with technology and innovation being the name of the game – how has Axis House evolved with the times?**

Yes, this is a very exciting time. We find that a lot of the plants we work with have implemented new monitoring systems which make it easier and quicker to understand the chemical performance. This has eliminated some of the

guess work and delays in understanding results. It makes us more efficient and allows more time for on site problem-solving. I feel you have to use technology to your advantage, which at Axis House means spending more time with our clients.

**What does your role as Group General Manager specifically entail?**

My role is very much strategic and managerial these days. With a number of companies in the group it is important we all swim in the same direction. As we are a growing company this makes my role very exciting and challenging.

**For you, what does good leadership entail and how to get the best out of one's staff?**

I believe in setting realistic goals and supporting the staff with coaching along the way to reach those goals. Most people work really well when given a fair chance and clear direction.

**You call Axis House a problem-solving company, rather than solely a chemical supplier, please elaborate on this.**

If our clients have a drop in recovery, grade or other problem we immediately go to the site to investigate.

We find the root of the problem and find a solution that works for the client. This could be running test programs with newly developed chemicals, reagent optimisation or operator training.

**In your opinion, what sets Axis House further apart from its competitors?**

I think that our problem-solving focus, our willingness to work with clients to improve their process and our many years' experience of working in and delivering reagents to places that are not always easily accessible has given us an edge on our competitors. ▲

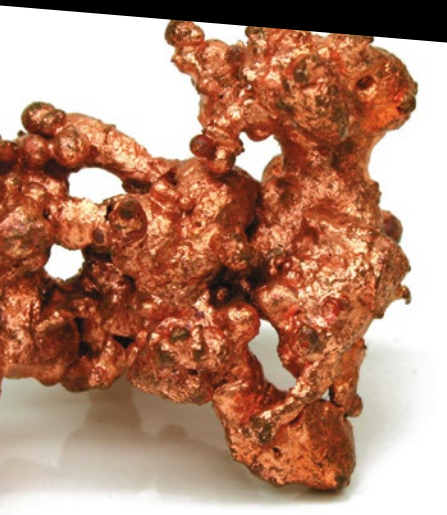


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# More support for North West female farmers

MEC for Rural, Environment and Agricultural Development in the North West Province Ms. Manketsi Tlhape has encouraged female farmers to take a lead in the sustainable development agenda and to take full advantage of programmes aimed at empowering them offered by government and its entities

**T**lhape has also reassured female farmers of her department's commitment to continue supporting their agricultural businesses.

She said this during the 19th annual DAFF Female Entrepreneur Awards (FEA) ceremony held in Rustenburg of North West province.

The FEA programme is a joint venture between the Department of Agriculture Forestry and Fisheries, the provinces, and key partners in the sector aimed at honouring female farmers, recognising their role in the sector and their entrepreneurial skills in the mainstream agriculture, forestry and fisheries. The major thrust of the programme is to underline the fact that women play a significant role in food security, job creation, economic growth and poverty alleviation.

This year's competition saw hundreds of female farmers entering and competing in various categories including that of best female worker, best subsistence producer, top entrepreneur – smallholder, top entrepreneur – commercial, and top entrepreneur – export markets.

The main winner of the competition is Lefakong Farming, taking both Top Entrepreneur – Processing as well as the Overall Winner prize for the 2018 provincial DAFF Female Entrepreneur Awards.

Lefakong Farming specialises in Moringa. The cooperative is located in Moretele in Bojanala Platinum District Municipality. The enterprise has a great passion for health and wellness and has invested in the quality assurance and true

organic nature of Moringa; which can be processed into tea, powder and many other forms of natural health foods.

It was established in 2015 as a family cooperative and they have been receiving extension and advisory services from the North West Department of Rural, Environment and Agricultural Development and the national Department of Agriculture Fisheries and Forestry.

The Founder and Director of Lefakong Farming Cooperative, Ms. Maboang Matlou, said she was happy to win both the awards. "I am glad that I have won," she said.

Elated, Matlou further revealed that her cooperative uses 100% organic methods to produce the Moringa crop, harvest and agro-process the crop on-site at their farm in Bosplaas. "We currently supply large companies for export purposes and health nutritional stores in and around the province. Our long term goal focuses mainly on ways to value-add our product for introduction into sectors of businesses," she said.

#### Other winners:

**Best Female Worker:** Kedibone Elisa Itumeleng – A Product packager at Bloemheuwel Boerdery Trust in Christiana (Dr Ruth Segomotsi Mompoti District). The farm specialises in vegetables



Winners of the 2018 NW Province DAFF Female Entrepreneur Awards

production. Daily duties for this dedicated farm worker include packing of products for market, harvesting, grading products and record keeping.

*Best Subsistence Producer:* Sis Ratos Business Trading from Ngaka Modiri Molema District. Sis Ratos Business trading is a mix farming enterprise. The farm produces sunflower, groundnuts, and maize. They also have livestock and produce vegetables.

*Top Entrepreneur Small Holder Award Healthy:* Life for Achievers Enterprise from Bojanala Platinum District Municipality. The enterprise specialises in the production and supply of oranges.

*Top Entrepreneur Commercial Award:* Thandolwabo Services (PTY) LTD from Dr Kenneth Kaunda District Municipality. The enterprise specialises in cattle farming.

The MEC's Special Award was awarded to LMC Farms from Bojanala Platinum District Municipality. The farm specializes in sunflower production.

In 2019, the DAFF Female Entrepreneur Awards programme will be celebrating 20 years in the North West province.

MEC Tlhape said if women participate in economic activity, own and control productive assets it leads to development by helping to

overcome poverty, reducing inequality and improving children's nutrition, health, and school attendance.

"If women and men have the equal access to land, technology, financial services, education and markets, the consequent 20-30 per cent increase in agricultural production on women's farms could lead to 100-150 million less hungry people," Tlhape said.

The objectives of the FEA programme are consistent with the vision of the National Development Plan, which makes particular reference to the empowerment of women and their involvement in the country's economic transformation.

The programme has been identified by the national government as a tool that will encourage female and new entrants, young and old, those with disabilities, and small and medium enterprises to enter the agricultural sector. The process for nominations and entries for the provincial 2018 DAFF Female Entrepreneur Awards kicked-off in May this year and the closing date for entries was 15 July 2018.

MEC Tlhape encouraged emerging farmers and those struggling with finances to visit the North West Agricultural Fund (NWAF) office. The NWAF is mandated to provide funding to aspiring farmers in respect of agricultural

development, with a particular emphasis on previously disadvantaged individuals who cannot access funding from the commercial banks.

She asserted that for economic empowerment of women to be realised, there was a need to invest in infrastructure beneficial to women, increasing their role in policy-making and guaranteeing their rights to sexual and reproductive health, property ownership, inheritance and equality in employment. Besides the benefits to society of investing in women, she said, the most important fact was that women have the right to live in dignity and with freedom from want and fear.

Tlhape said FEA has a long-term ambition of leveraging women entrepreneurs from being subsistence and smallholder producers to commercial entrepreneurs who also venture into export markets.

The North West province has prioritised agriculture that will remain the backbone of its economic growth. This is in line with President Ramaphosa's observation that Agriculture represents one of the greatest opportunities to significantly grow our economy and create jobs. The Department is determined to deliver on agricultural transformation, enhance efficiencies, and improve production for the advancement of growth.

The province is currently known as an important food basket of South Africa and the region. Also known for livestock farming, by no stroke of coincidence, the province is sometimes referred to as the Texas of South Africa. The North West agriculture sector contributes a substantial 26.4% towards the economic growth of the country. Hence Agriculture is of extreme importance to us.

As highlighted in the Provincial Budget Speech 2018/2019, the number of people employed in the Agricultural Sector has increased from 34 000 workers in 2012 to about 48 000 by the end of 2016 which accounts for 14 000 additional jobs.

This year, over R5.9 million has been spent on this programme to develop women in the sectors of agriculture, forestry and fisheries.

All runner-up projects of the awards will be placed under departmental after-care programme for mentorship. ▲



*Founder and Director of Lefakong Farming Ms. Maboang Matlou in her Moringa farm in Bosplaas. She is the 2018 Provincial female farmer of the year.*

# Alumni projects at DUT

The Advancement and Alumni Relations Office at the Durban University of Technology is working on some exciting projects with current and future alumni



**M**r Zwakele Ngubane, Director of Advancement and Alumni Relations Office (AARO) at the Durban University of Technology (DUT), has a demanding job. “My job involves providing strategic direction and overall management of the AARO,” he says. “We are responsible for drafting and implementing strategies designed to attract financial and other forms of support for the university from a variety of stakeholders, including alumni, corporates, government agencies, and trusts and foundations.”

When asked why the university needs to build and maintain long-term relationships with their alumni, Ngubane said, “Alumni constitute a key stakeholder group for the university as they have a vested interest in its continued success and growth.”

As it stands today, Alumni are involved with the university in several ways. Ngubane explained, “We have advisory boards for each of the academic departments that serve to ensure that academics continually refresh and update their content so that our courses remain current and at the cutting edge. We rely on alumni to sit on these boards.”

Ngubane explains the benefits of alumni sitting on these boards, “They understand the DUT set-up by virtue of having studied there but they have now gone on to work in industry and understand what industry requires of our graduates.”

AARO raises funds for a variety of programmes and projects. Ngubane elaborates, “We raise funds primarily for bursaries and the food security programme. We are also beginning to move towards other projects that add value to the student experience and provide additional opportunities for skills development and growth in areas that may not be addressed by the formal curriculum.”

DUT has also started to focus on new projects that require additional funding. Mr Ngubane explains an annual Digital Arts and Design Festival, Digifest, “Digifest provides a platform for creative and multimedia projects across disciplines and fields, such as visual and performing arts, applied sciences, health sciences, engineering and information technology. The Festival’s broad objectives are to facilitate the integration of arts and digital technologies; promote partnerships & interdisciplinary collaboration; encourage entrepreneurship, and advance social innovation.”

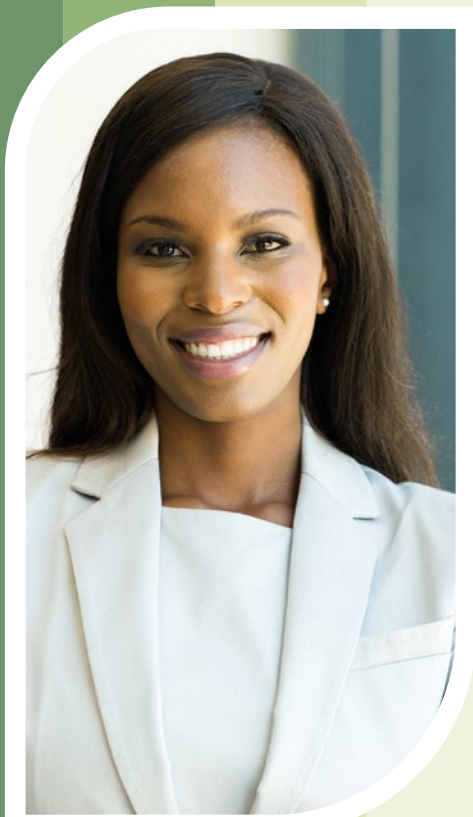
DUT is also the home of the Institute for Water and Waste Water Technology, led by Professor Faizal Bux. “The project focuses on cutting edge research in the critical area of waste water treatment technology and bioremediation of contaminated water bodies,” explains Ngubane. “Additional funding is always required so that important projects like these continue to thrive and make a meaningful contribution in the lives of our students and more broadly, society,” he says.

This year there is a shift in how AARO engages with the DUT community. Ngubane explains, “We are focusing on engaging more directly with academic departments in terms of provision of the services and support, when it comes to fundraising projects and stewardship of donors.”

By improving engagement and deepening the understanding of AARO’s role, Mr Ngubane said the following.

“We hope that students, when they have graduated and are successful, will be able to give back and support their alma mater, be it through mentorship of students, serving on our academic advisory boards or contributing financially.”

When asked about alumni involvement, Mr Ngubane says, “We would like our alumni to engage more meaningfully where we begin to see a positive impact being felt, especially in the example of student mentorship and advisory board participation.” ▲



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# Tintswalo Lodges expands niche portfolio

Tintswalo Lodges will be opening two new properties in October 2018, with the launch of Tintswalo at Lapalala Wilderness in the Waterberg (Limpopo province) and Tintswalo at Boulders Manor, a private villa overlooking Boulders beach in the Cape Peninsula.

**C**ompleting the current Tintswalo portfolio is flagship properties Tintswalo Atlantic in Cape Town, as well as Tintswalo Safari Lodge and Tintswalo Manor House in the Manyeleti Game Reserve.

Family owned and managed, properties within the Tintswalo portfolio are defined by their stunning locations close to nature, warm hospitality and attention to detail, as well as the unique experiences on offer to guests. Lisa Goosen, CEO of Tintswalo Lodges said, “After operating Tintswalo successfully for the past 15 years, preparation meets opportunity and we are thrilled to announce the expansion of the Tintswalo brand.”

Tintswalo at Lapalala Wilderness, a family-friendly camp of six luxury tents sleeping up to 12 adults and four children with private plunge pools, will be opening in October 2018. Lapalala Wilderness is situated in the malaria-free Waterberg region, three hours’ drive (or 30 minutes flying) from Johannesburg. Tintswalo at Lapalala is one of only two commercial lodges within 44 500 hectares of untouched wilderness.

“It’s currently a tented camp and we will expand it later. It’s 100% off the grid so it runs only on solar, which is a huge advantage; in fact the reserve has no overhead power lines. The reserve has an incredible story because it was established for a legacy type project and it has a sustainable wildlife breeding program. We are excited to use this opportunity to educate guests and learners on endangered species and their breeding. Then there’s the Lapalala Wilderness School which is all about educating the youth

on the value of big game and the benefits that eco-tourism can bring,” says the charismatic Goosen.

The Lapalala Wilderness Reserve was founded in 1981 by conservation champions,

Dale Parker and Clive Walker. One of the largest private reserves in South Africa, it includes 27 km of pristine river frontage. With several Research and Breeding programmes of endangered wildlife, as well as its famous



*Lisa Goosen, CEO*

Wilderness School, it offers an engaging safari experience and is a champion of sustainable wildlife conservation with the vision to leave a legacy for generations to come.

“If you have a child who is raised to think that money comes from killing animals then that’s what they’re going to do. If you have a child that’s raised to think money comes from protecting animals then you teach them the value of conservation and eco-tourism,” insists Goosen.

#### Family first

Goosen is the daughter of highly successful property developers, and members of the board at Tintswalo, Ernest and Gaye Corbett, who have always been an inspiration in their family owned business, which started in shopping mall developments and then moved into luxury lodges.

But nothing was gifted to the dynamic Goosen, who had to climb her way up the ladder like anyone else. She says, “I came straight out of school and joined the family business, I was receptionist for a while and then every post that I moved out of I was responsible to replace and control, so in that I learnt a lot because I had to help the person. I had to make sure they knew what they were doing and then move onto the next position. I spent about two years as my mother’s PA, which was a baptism by fire, because she is the epitome of fire and that’s where I learnt a lot about business really. And then from there I moved through all the divisions, and at that point we didn’t have tourism products, we only had shopping centres and retail developments.”

Working within a tight family structure has its pros and cons, but it has been highly successful for Goosen and her extended family, allowing them to spend more time together and grow the business simultaneously.

“My mom and I are two peas in a pod, we work extremely well together. Obviously my husband and I work well together, we work together every day which is a very special relationship because most couples can’t do that. But we’ve managed to balance it; I am quite a strong personality and he’s dealt with that for

over 21 years of marriage. My dad very much sets a vision and a tone, not a pace but a tone, there’s a difference, and then my mom is very good at control so we’ve really been able to balance that quite well. More recently, in terms of Lapalala, my sister has joined us too, which

## “Lapalala is a legacy project for us as a family”

is quite a nice dynamic for me because the two of us work really well together. Lapalala is a legacy project for us as a family so with her joining the team it creates a wonderful ethos for us as a family business.”

#### Skills development

Skills development and training is central to any sustainable business and is a high priority at Tintswalo. There is also a low turnover of staff, who are highly motivated and leaders in their own fields. Goosen, a hands-on CEO, is all about enhancing the customer experience.

“In this industry, 90% of the staff that come in are untrained but that’s the beauty about tourism, you don’t need any level of training you just need a good attitude, a willingness to learn and a nice big smile on your face. For us it’s very important to recruit people that have the correct attitude and to then train them to be the best they can be at what they do.”

“We have extensive of in-house training programmes and we have a lot of longstanding staff. When we burnt down here [Tintswalo Atlantic] we retained every single staff member over eight months of rebuilding and then they all came back and started working again. I believe our confidence in them builds their confidence in us and so we build the team up like that.”

#### Tintswalo at Boulders

In October, Tintswalo at Boulders Manor will also be opening in Cape Town, surrounded by

fynbos and with unobstructed views across Boulders Beach and its internationally famous colony of endangered African penguins. With a total of nine suites as well as a children’s suite, Boulders Manor will operate on a bed and breakfast basis, or as a private villa. Boulders is located on route to Cape Point, and like sister property Tintswalo Atlantic, it forms part of the Table Mountain National Park.

Goosen explains some of the background behind the new venture, “Yes that’s very exciting. It was by pure chance that we stumbled across this magnificent property in Simons Town. It’s close to the ocean, in fact we’ve got a couple of penguins in the garden at the moment which are really cute!”

In the past Simon’s Town would have been considered too far away from Cape Town to be a trendy getaway, but times have changed. “Yes, people thought it was too far away but now the pull of the penguins has created a lot more tourism in that area.

“SANParks have staggering numbers of people who visit that colony and every single time we go the walkway is just full of people. There are just so many people that want to see the penguins because there are only three places in the world that you can see them in the wild so it’s a huge advantage for us to be so close to them.”

Finally, Goosen explains her company’s edge over the competition in a tight market.

“We are strategically positioned in a very niche market. A) Our locations are always extremely special and B) our service is exceptional. We do not have a corporate environment at all, we are a family business so our staff is family and they make the guests feel like family. You have visitors leaving here after a two night stay and they’re crying because they’ve had such an amazing time because we’ve touched their souls.

My dad always talks about something called “theta” which is a Greek word which means life force. That’s what we believe we imbue in the properties that we own and run and that’s what we create in other people, we stir it up so that by the time they’ve left they are imbued with life force.” ▲

# Armcor - your gateway to defence solutions

The Armaments Corporation of South Africa SOC Limited (Armcor) is an acquisition agency for the South African Department of Defence. Its mandate is to provide armed forces with the state-of-the-art defence matériel required to provide safety and security for South Africa, its citizens and the continent.

**T**his year, Armcor celebrates 50 years of delivering innovative defence solutions. The organisation has seen waves of change over the years. This is reflected in the values that govern how the organisation delivers on its mandate. The theme: Towards a Sustainable Future is a clear indication that Armcor commits to continue delivering cutting-edge solutions to the defence industry.

Despite the changing socio-economic climate, Armcor remains committed to supporting peacekeeping efforts that ensure peace and stability in African economies, and strengthen



relations that further boost the continent's development agenda.

It has a proven track record of delivering on its mandate. Armcor has extensive experience in product development, technology development, enhancement, sustainment and disposal of products.

The organisation has world-class facilities that can be used by both local and international clients to test and evaluate the performance of their defence and security related products. Armcor prides itself on maintaining high-quality international standards through rigorous testing and evaluation processes on all its technology management projects.

Armcor provides defence turnkey solutions and its research and development focuses on producing cutting-edge technology products. Its technologies have evolved from the defence sector to both commercial and domestic sectors. It has capabilities and skills to meet the needs of the changing global landscape.

Stakeholder engagement is at the centre of the organisation's strategic objectives. This allows Armcor to partner with other

organisations in the industry and countries to advance creative and innovative ideas aimed at transforming the defence sector. Over the years, Armcor has championed and assisted small medium enterprises mostly from disadvantaged backgrounds to position themselves in the competitive defence environment. The organisation has played a pivotal role in marketing South African Defence Industry at both local and international exhibitions.

## **Vision**

To become the strategic partner of choice for the local public, private and security communities, the rest of Africa and global partners, whilst, at the core, continuing to optimally serve the Department of Defence.

## **Mission**

To meet the defence matériel requirements, defence technology, research, development, analysis, and test and evaluation requirements of the Department of Defence and other organs of state effectively, efficiently, economically and holistically.

**Armcor's expertise**

Some of its Research and Development capabilities include:

**Hazmat Protective Systems**

Hazmat situated in Centurion, Gauteng Province, manufactures and markets a comprehensive range of filter cartridges, canisters, and half and full face masks to protect individuals against respiratory health hazards. It also manufactures impregnated activated carbon, which is used as one of the primary filter materials in the manufacturing of air-purifying respiratory filters. Hazmat has a state-of-the-art carbon impregnation plant that provides it with a competitive advantage in the manufacturing of respiratory filters. These products are suitable for both military and commercial sectors.



**Gerotek Test Facility**

This facility is located about 20 kilometres west of Pretoria in the Gauteng Province. Gerotek has the ability to test and evaluate the performance of vehicles in terms of speed, braking, fuel consumption, acceleration and power output. Mobility tests are conducted to measure off-road mobility, step climbing, gradient ability and ditch crossing. Furthermore, homologation tests are conducted to determine a centre of gravity, speedometer calibration, stationary noise and brakes performance. These tracks are able to determine both endurance and reliability of

vehicles irrespective of size. A wide range of test measurements such as strain, temperature, vibration, pressure and displacement can be supported from the instrumentation to data processing phase.

Gerotek is an ISO17025 international accredited test facility providing repeatable, scientific vehicle and product testing services to the industry. This is an indication that Gerotek is competent to conduct testing and that results generated are valid and reliable. It is also evidence that this facility conforms

to the international standards with regard to testing and sampling. The facility offers testing support services in the form of test planning, import and export of test vehicles and equipment, providing workshops and accompanying test teams. Gerotek test team consists of highly motivated, qualified engineers and technicians. They possess many years of testing experience.

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# New SARChI Chair Museum and Research Centre opened at the University of Venda

On Thursday, 5 July 2018, the University of Venda (Univen) hosted the launch of the South African Research Chairs Initiatives (SARChI) Chair Museum and Research Centre

The brief launch took place in the University Auditorium as part of the programme of 45th Symposium on the Management of Biological Invasions. The symposium was attended by 160 delegates and co-organised by Univen and the South African National Biodiversity Institute.

The Acting Vice-Chancellor and Principal of Univen, Prof. Jan Crafford, announced the renewal of the SARChI Chair by the National Research Foundation (NRF) and handed over the new Centre.

The centre is located on the second floor of the Life Sciences Building and houses natural history collections, exhibitions, and library and IT resources as well as offices for the Chair and his team of interns, postdoctoral fellows and postgraduate students.

Chair Prof. Peter Taylor gave the vote of thanks message and explained the five-year plan of the Museum and Research Centre. He said that the new Centre had been planned in 2012 to showcase the unique biodiversity of the Vhembe Biosphere Reserve as well as to be a resource for student teaching and research. The centre planned in 2012 is now a reality. Prof. Taylor further extended his gratitude to the University's management and colleagues for the passion they have shown and their tolerance towards his ever-expanding team.



*Acting Vice-Chancellor and Principal Prof. Jan Crafford (Centre) handing over wording of plaque to Prof Taylor (Left) while Prof Natasha Potgieter poses with them*

Prof. Natasha Potgieter, the Dean of the School of Mathematical and Natural Sciences, gave a word of appreciation to the staff and students for their involvement in the success and materializing of the Museum and Research Centre. She also acknowledged the important role that the NRF and the Centre for Invasion Biology at Stellenbosch University (Co-hosts of the Chair)

have played. The brief ceremony was concluded by the handing over of the certificate, reading of the wording, and a group photo.

The new SARChI Chair Museum and Research Centre at Univen incorporates offices, a GIS server room, postgraduate laboratory, a small seminar room and a resource centre that includes natural history collections, displays,



University of Venda  
Creating Future Leaders



The Acting Vice-Chancellor and Principal of Univen, Prof. Jan Crafford



Prof. Peter Taylor



The Dean of the School of Mathematical and Natural Sciences, Prof. Natasha Potgieter



L-R Prof. Peter Tshisikhawe, Prof. Stefan Foord, Prof. Natasha Potgieter, Prof. Peter Taylor, Prof. Dave Richardson, and Prof. Jan Crafford

models, taxidermy mounts and books and journals. Many of the collections and exhibits were donated by past and present Univen staff members as well as members of the public.

Delegates of the conference were invited to explore the exhibitions and collections on display in the Centre and a competition was run for the first delegate to guess the identity of the most famous exhibit on display; a bust and death mask of the late Professor Raymond Dart, discoverer of the first Australopithecus skull (the “Taung child”) in 1925. ▲



Some displays and collections in the new SARChI Museum and Research Centre

# Hi-Q Automotive: The one you can trust

Hi-Q Automotive has been a consistent performer in the local tyre fitment and accessories scene for just under 20 years. Thanks to service excellence, pricing and clever marketing the brand has enjoyed the status of being voted the number one tyre retail outlet in South Africa for eight consecutive years.

**T**he company is led by hands-on Managing Director, Sean Harrison, with 25 years' experience in the automotive industry spanning across Franchising, General Management, Operations, Marketing and Sales.

He joined Hi-Q Automotive in 2008 as MD for just over a year, before gaining valuable international experience with Goodyear (the franchisor of Hi-Q), when they sent him on a three year assignment to East Africa in 2011 as Cluster Director, before returning to his previous job as leader of Hi-Q in 2014.

#### **How does your international experience help you in your current role?**

Working with people from other backgrounds exposes you to different working styles, forcing you to develop stronger communication skills. Furthermore, international experience allows you to build a global network, helping you to stay abreast of the latest developments in your field.

#### **Who were your mentors growing up?**

Business people I looked up to when I started out would include Jack Welch (CEO General Electric) and Richard Branson (Virgin). These leaders were business disruptors who challenged the status quo, who looked at business differently, without concern for staid, traditional business methodology. I was never much of an achiever at school and only came into my own at university where I was fortunate to have been mentored by Dr John Burger (HOD Marketing at NMMU). Dr Burger instilled a love of the



*Sean Harrison, Managing Director*

Marketing discipline in me and my career was built on that.

**As a leader, how do you bring the best out of your staff and communicate your message through different departments in a large organisation?**

The key is, and it's also part of our company ethos, we view everybody as a leader, so it doesn't really matter where you fit in in terms of the hierarchy structure. If you're sitting at the top of the triangle and you're trying to process information downwards and you keep internalising it and doing it yourself, it won't work.



**What skills development programmes does Hi-Q offer and what success stories therein?**

As part of our network development plan, Hi-Q has partnered with various South African banks to develop the next generation of entrepreneurs. Our area of focus is previously disadvantaged entrepreneurs that will be funded by the banks. Hi-Q will invest its resources to develop these new owners over a period of five years. This is a very exciting development for us and proves that Hi-Q is leading the industry yet again.

**What have been keys to Hi-Q's success, service excellence and sustainability?**

At Hi-Q our approach is centred around being 'The one you can trust.' Since we opened our doors in 1999, this has always been the key driver in everything we do—our customers need to know they can rely on us to put their safety first. That's why we'll always strive to offer expert, friendly service and top of the range products while also keeping up-to-date with the latest technologies and advancements in our field.

The unique and widely recognised yellow and blue colours of Hi-Q not only reflect our approachability as a brand, but act as a differentiator that sets us apart in the industry. That and our slightly quirkier approach to marketing.

In our 19 years, Hi-Q has grown its network of dealers from three when we first started, to more than 130 countrywide today. We've been voted the No.1 Tyre Retailer by South African consumers from 2010-2017 and launched ground-breaking new products such as TyreSurance. I think this speaks to our passion for what we do, which is also key to anyone's success.

**In terms of reputation, I won't mention names, but other companies might tell you to change all four tyres when they are still fine, how do you maintain that quality advice?**

What keeps us honest and focused is the fact that we live to the strap-line, and the strap-line is what we're measured by our customers, so

if we're not 'The one you can trust'—and that's in our marketing programs and is part of our DNA—it stands out.

**In terms of technology, you have to invest in the latest wheel alignments and technology therein, I would imagine it gets quite expensive.**

Yes, it is, the investment is quite expensive, I would say probably in the ten years that I've been in this business you've see a dramatic increase, probably if you open a store now versus ten years ago, if you just look at the capital investment it's probably around 300/400% more. The industry has changed dramatically because of the technology of the vehicles, as they raise the technology on newly manufactured vehicles the after-market industry has to keep up, and with that comes some serious investment. It's not as simple as it was in the old days where you just balanced the tyre and you're happy with it. Your challenge now is in the alignment, the vehicles are super-sensitive, it's actually keeping that equipment up to date and hopefully saving the customer money, because if those are out you're going to destroy your tyres sooner than what you should.

**How much better are tyres now than 25 years ago when you first got into the business?**

It's changed fundamentally, because of the road conditions, because of what the vehicles can do now. If you go back 10-15 years you didn't need a speed rating of over 200 kilometres an hour, there weren't too many of them that did it, those were only found on performance cars; today, your mid-range motor vehicle has to have that. Load-rating is another big issue, the ability for that vehicle to take weight, the vehicles are getting heavier and heavier with the technology that they put into them. There's a lot of changes, and then of course the green issues. The biggest challenge in our industry is that 10 million tyres a year are going to landfills and tyres don't degrade, so there's a lot of work being done on that side. Today's tyres also contain silica that has improved the

performance of tyres to accommodate our ever changing road conditions.

**What are Hi-Q's plans for the future?**

Hi-Q has a dynamic vision for the future. We have recently evolved our corporate image to be more in line with where we're heading and are in the process of rolling out next-generation Hi-Q stores around the country. We are extremely excited about the possibilities that lie ahead, and we plan on keeping our finger on the pulse of all the new technologies in our industry. Bearing that in mind, I recently read a quote by Tom Peters, "Technology and technique are important, but adding trust is the issue of the decade." I think Hi-Q is perfectly positioned to fill that gap between technology and trust. For us, the way forward is being 'the one you can trust, taking you into the future.'

**Hi-Q has recently launched a new store of the future in Bryanston, care to tell us more about that exciting venture?**

Hi-Q Bryanston at Grosvenor Crossing is the first of its kind and expresses Hi-Q's direction for the future. Hi-Q Bryanston captures the essence of a successful multi-product, multi-brand tyre network, supported by innovative products and great service. It belongs to two franchisees, Leon Jonker and Rajesh Inderjeeth. The new store embraces a contemporary design and affirms its position as a destination retail experience. We want to make Hi-Q Bryanston the first choice for customers' tyre needs. We have created a clean, minimalistic store to create a welcoming environment and to showcase our diverse product offering.

**Any plans to extend Hi-Q's services, offerings and network?**

Hi-Q has embarked on an extensive expansion plan and we have identified areas of opportunity to extend our Franchise footprint growth countrywide. You'll find more information on our website [www.hiq.co.za](http://www.hiq.co.za) – we'd like to invite those who are interested to become part of our team to contact +27 11 394 3150 or [wynand\\_loubser@goodyear.com](mailto:wynand_loubser@goodyear.com) ▲



Simunye Fleet Management (Pty)Ltd

# Family, skills, trust and fleet management

Established in 2010, Simunye Fleet Management (Pty) Ltd started trading in 2013, growing from zero to a medium-size turnover in 12 months, all with a staff complement of three people. The company has since grown into a 100% Black Owned Company with a level 1 BEE Score Card.

**T**he company's services include providing passenger vehicles, trucks, plant equipment, fire engines and tractors to their clients, 70% of which are in the public sector, namely municipalities, SOEs and government departments. The remaining 30% is made up of South Africa's largest blue chip companies.

Simunye recently signed up Hollard Insurance as one of their new corporate clients, running a shuttle service transporting their staff from the Gautrain Station in Johannesburg. Vehicles are offered on a full maintenance lease and come with trained drivers. The vehicles are also permanently monitored by Asset Trackers, which is a woman owned company. Also working with Managing Director, Mr Ian Ferguson, Steffanutti Stocks Mining Services, they supplied and delivered four BELL B45E Articulated Dump Trucks.

A fleet management company offering clients tailor-made fleet management solutions, Simunye is 100% BWO (Black Women Owned) with its Head Office in Polokwane and the possibility of branching into Botswana. Run by siblings, Mr Balefilwe and Ms Ntshadi Raphala, Simunye has dedicated the best part of the last five years to expand their operations, keeping a firm focus on providing excellent service to their customers.

With a family approach to fleet management, both Balefilwe and his sister consider themselves academics at heart; neither of them imagined they'd be business owners one day.



*Balefilwe Raphala, Group General Manager*

Ntshadi, who has two degrees in psychology, spent almost five years working for the government before her brother convinced her to join the business.

"We found that we had reached a ceiling in terms of our careers at that point. We were both very aware that there were a lot of opportunities out there, especially as the government evolved, and so we chose to go out and start a business," he says.

Unlocking new business in the private sector, where the market is highly competitive and governed by reputation, is one of Balefilwe's primary tasks. Simunye is on the supplier development programme of Concor Infrastructure which offers various opportunities for competing and procuring work in the construction and supply field.

Responsible for the daily running of their headquarters in Polokwane, Ntshadi enjoys being hands-on and considers herself an all-rounder. The best part of her job is the procurement process, analysing the tender specs and comparing quotes from associates and finance.

"We hope to one day establish our own dealerships and this would still happen in the foreseeable future. I would also like to see our business networks increase, as well as our product offering for both above and underground mining," he says.

"We also want to establish ourselves beyond the borders of SA and we're in the process of exploring that opportunity through another company, one that is already operating in that business space. Once we join forces with the right collaborating partners, I see no challenges as we will gain crucial knowledge and experience from them," he adds. ▲

# At the end of the road... is where we begin

This is another venture between siblings Executive Director, Ms Ntshadi Raphala & Group General Manager, Mr Balefilwe Raphala. This young Company is 100% Black Women Owned and registered with the Construction Industrial Development Board (CIDB)



*Ntshadi Raphala, Executive Director*

**I**t was established in 2010 as an Enterprise Development programme with Concor Infrastructure Mining Division. It's currently on a CIDB grading is 1GBpe, 1 CEpe and 1MEpe and they aspire to grow the company to 5 GB 5CE, 5ME before the end of 2019.

"Letsatsi was created to meet a selection of demands in the market place. Our services include civil construction, supply of new plants and equipment, truck and plant hire. The aim since inception was to service the demand for the country's development of roads, bridges, pipelines and other elements, basically to

connect South Africa's survival systems together" says Ntshadi.

Initially, with the supplier development programme with Concor Infrastructure, Letsatsi supplied and rented 20 mobile lighting plants to Concor Open Cast Mining Division for a period of 36 months at the two mines, Lonmin and Vlakfontein. This programme has set Letsatsi in motion and established a great partnership with Concor Open Cast Mining.

Today, Letsatsi forms part of the Supplier Development programme of Stefanutti Stocks, Roads, Pipelines and Mining. The Enterprise Development Programme for Stefanutti Stocks was headed by one of the directors, Mr Andrew Hewitt, and his assistant Ms Yolandi Meyer. "The programme runs for 12 months taking us through how to run a successful business and the lectures addressed various skills with in Letsatsi such as finance, bookkeeping, estimating, costing projects, how to run site diaries to control and how to manage cost."

Various individuals from Letsatsi attended sessions, e.g quantity surveying, management, HR, etc.

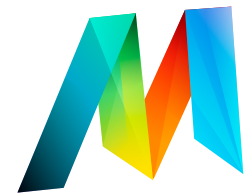
Letsatsi has now successfully completed a joint venture water pipeline project at Kwa Hlokhloko in Eshowe, 140km North of Durban in Kwa Zulu Natal, for King Cetshwayo District Municipality in Richards bay and this was a 7 CE PE CIDB grading project. This project was under the steership of Project Director Mr Richard Harrison, co-managing the project with Mr Raphala and Mr Matimba Mkhwanazi as the site agent. "We were all under the committee meetings (Manco) for the project, the team of which comprises of Mr Julian Dovey

(MD) Stefanutti Stock Roads Earth Works and Pipelines, Mr Richard Harrison (Project Director), Mr Raphala (Co-Project Director), Mr Johan Prinsloo (Financial Manager) and the Letsatsi team. The skill ransfer was from the top to the bottom through the entire project. This is one of our flagship projects."

The initial programme completion date was 18 months and Letsatsi successfully completed the project in 11 months. "Still today, we have a very strong relationship with both Concor Infrastructure and Stefanutti Stocks." Letsatsi also did construction on two primary schools in the Eastern Cape for the Development Bank – an uncompleted project of another construction company—to the value of R11 million, in joint partnership with JJ & Company. "Our secret is to bring skills together for the work to be done and to make sure it is done exceptionally well and in time, within budget."

Both Ntshadi and Balefilwe share the same leadership style, to keep open communication, and transparency, and fostering a family atmosphere that allows all to grow together. Education and skills development is another important key factor to success.

Ntshadi sees greater growth and expansion for Letsatsi into the mining and civil work in South Africa and across borders and to carry her employees to the next level where they too can be in a position to call a company their own. Ms Ntshadi Raphala, the Executive Director of Letsatsi, oversees all the procurement, administration and finance while Mr Balefilwe Raphala, Group General Manager, does the marketing, finance and oversees the running of all the projects with their teams. ▲



**MOSMAN**

# A market leader in petroleum wholesale and distribution of lubricants that you can trust

The main purpose of Mosman is to wholesale and distribute petroleum products (fuels and lubricants) in South Africa. In order to execute its non-asset based business model, Mosman has forged good working relationships with major oil companies and logistics service providers in South Africa.



*Bonang Raphala, Chief Executive Officer*

**T**he long-term objective of Mosman is to acquire and operate secondary bulk storage facilities and logistics assets in order to better service its customers in the market place.

While ordinary wholesales compete in price, Mosman focuses on providing unique solutions to customer problems as a way to differentiate itself from the rest of the non-refining

wholesalers in the market. This may be achieved through taking time to understand the customer's business goals, employ a consultative approach to explore various venues, and involving the customer in the process of arriving at a solution.

We are open-minded, energetic, we listen and we have honest conversations with our customers in order to build winning business relationships.

Our value system, based on honesty, integrity and hard work, is what makes us successful in delivering value to our customers. We aim to help our customers improve business performance by always delivering our promise, reliable and consistent service.

Mosman is managed by highly motivated and energetic individuals with unique skill sets from across all industries.

Chief Executive officer Bonang Raphala is a goal-orientated go-getter. She thrives on discovering new things and continuously learns through exploration. She is inspired by excellence and passionate people. She believes in building strong, resilient teams.

Her career in financial services spans almost 13 years and she has held management positions in Africa's largest bank.

Business Development Director Puso Kotsedi is experienced in sales and marketing, business development and commercial management. In a career spanning 12 years in the Petroleum sector, he gained work experience in B2B Marketing and Business Development roles at Puma energy South Africa and Engen Petroleum Limited.

Kotsedi has a MBA from the Gordon Institute of Business Science, a Bachelor's in Law from Durban-Westville and a Bachelors' degree in Commerce. He is ambitious, results driven and empowering in all he does.

Group General Manager Balefilwe Raphala brings experience from fuel and lubricant supply, fleet management and construction and mining. His contacts through networks and mentoring programmes mean that Mosman will be able to supply fuel to its customers almost anywhere in the country. Mosman is currently servicing fuel contracts to blue chip companies like Stefanutti Stocks Roads, Pipeline and Mining in Limpopo Province and Concor Infrastructure in the Eastern and Northern Cape. These contracts were awarded to Mosman in a very competitive bidding process with other BWO companies and well-established South African petroleum oil companies. ▲

# Investing with people you know and trust

Puso Kotsedi, Founder and CEO of WPK Investments, studied law at the University of Durban-Westville (now UKZN), Commerce at the University of South Africa and achieved his MBA at the University of Pretoria's Gordon Institute of Business Science (GIBS).

**H**e served as a Non-Executive Director in the board of a subsidiary of Engen Petroleum, and is a member of the Institute of Directors. He has extensive Marketing and Business Development experience at various senior management levels at blue chip companies in South Africa.

“The entrepreneurship bug bit me at the tender age of 12 when I sourced consumer goods from Marabastand in Pretoria and street vendors, near Market Theatre in Newtown to sell in Mabopane, a township north of Pretoria.” Says Kotsedi. Today, Kotsedi is passionate about new business opportunities in the emerging markets.

After twenty years of a successful career in marketing and business development in the Logistics, Publishing and Petroleum sectors in South Africa, Kotsedi founded WPK Investments (Pty) Ltd as a property investment company in 2015.

The long-term business model of WPK is to hold and operate income-generating assets in the downstream chain of the Petroleum and Energy sectors in the Africa continent. It is the aim of WPK to raise USD 250million (R3.5 billion) in the medium to long term and acquire assets in the targeted sectors. We aim to invest in assets for a minimum period of five years, which will yield a 5 x Cash-to-Cash return within in an investment time horizon.



*Puso Kotsedi, Founder and CEO*

The type of assets that WPK aim to invest in entail operation in trading, storage and distribution of conventional hydrocarbon based petroleum products and renewable energy as well as property development relating to the development of bulk liquid storage facilities, renewable energy storage in a form of batteries, and retail of petroleum products. WPK is excited


about the new business opportunities that will be brought about by the increasing demand for renewable energy.

To offset financial income, WPK has forged strategic business partnerships with various stakeholders to effect and deliver its services to the target market, among others Mosman (Pty) Ltd. These strategic partners are experienced in the areas of Retail Property Development, Engineering Procurement and Construction, Forecourt Equipment Maintenance and Repairs, Roof Top Photovoltaic Installations, Fuel Supply and Logistics, and Lubrication and Fuel Management Services and Systems.

In summary, WPK through its strategic partners, can provide the following services:

- Source, Supply and Transport petroleum products (fuels and lubricants);
- Retail sites development;
- Engineering Procurement and Construction;
- Roof top installation of PV solar panels;
- Forecourt Equipment installation, maintenance and repairs; and
- Industrial asset management – lubrication and fuel management services and systems.

As a start-up, WPK is at a developmental stage and continues to seek opportunities to form long-term relationship with valued investors, new customers and investing in operating assets in the Petroleum and Energy sectors across Africa. ▲



“I am proud of the fact that I have been able to be the daughter my parents dreamt of in terms of achievement, uplifting and mentoring others, being passionate about community and remaining humble despite the accolades and my leadership roles”

# Success through determination and support

A true inspiration, Carla da Silva started her career as a flight attendant with SAA and today is the Air Mauritius Regional General Manager for Southern Africa and Latin America

**B**orn in Harare and immigrating to South Africa as a child, da Silva attributes her drive to the way her parents raised her, “I was taught at a young age to have a visible dream wall and to pursue those goals and dreams.”

She goes on to say, “My parents taught me that the most important attributes in life are honesty, humility, integrity, hard work, compassion and always embracing a positive outlook in life.”

Even as a child, da Silva showed signs of her leadership abilities by being involved with public speaking, sports teams and her local church community. “I enjoyed leading and being able to influence people,” she says.

Her sport of choice was gymnastics and she learnt some important lessons there. Other than enjoying the competitive nature, she also says, “It taught me to be disciplined. I had to juggle this passion with my schoolwork and it taught me at a young age how to focus and to manage my time effectively and efficiently.”

One of the early challenges that da Silva noticed was that society puts people in specific boxes.

“I noticed that women were not embraced if too ambitious,” she says. In response to this, she says, “I intended on being open-minded and to pursue my goals despite the way society embraced women.”

Her parents, particularly her father, were a fundamental part of her support network. “He taught me that with hard work and perseverance all can be achieved,” she says.

Although her parents were her biggest cheerleaders, da Silva also made decisions about who to surround herself with. “I focused on these friendships, the ones that uplift you and encourage you to dream big.”

Da Silva says that much of her success comes from the inspiring people she has around her. She says, “Having teachers, friends, mentors and coaches in life is so important from childhood because you aspire to greater things but they too can share their wisdom.”

This support network came in useful for da Silva when she was catapulted to a management position in her early 20s. Her maturity was not the only thing that made her need to prove herself to her peers.

Da Silva describes the aviation field as, “run by women but it is certainly led by men.” Being a young woman in this field can be challenging in terms of growth and development. “Despite these, I continued to build relationships and to lean on my male counterparts so that I could continue to pursue my career goals,” she says.

Da Silva says that she was able to overcome these challenges by, “Remaining humble, focused and passionate about my goals.” She also says that focusing on the people who wanted her to succeed helped her get where she is today.

One of the main themes in da Silva’s success story is trusting and learning from people. She lives the saying ‘If you want to go fast, go alone. But if you want to go far, go together’. Or as she says it, “I took many people along my journey as it can get very lonely on your own. Sharing the knowledge and passion with others is rewarding.”

And da Silva certainly has come far. She has won multiple awards, including the CEO award at SAA, the ELLE Boss Corporate Award and the Innovation Award at Air Mauritius. Da Silva has also co-authored a book titled *Expert Mavericks: Journeys to Success*.

She is always developing herself further and continued her tertiary education while working.

“My MBA was definitely a huge achievement as I financed it myself and worked whilst studying, being a mom, a wife and a leader at work so it was a huge sacrifice and definitely worth it as the learnings were phenomenal,” she says.

Other great achievements include being appointed as Chairperson of Board of Airline Representatives South Africa and the Face of Women of Worth as the Ambassador to raise funds for orphans and abused women.

Da Silva is also proud of what she has been able to achieve in her personal life. She says, “I am very proud of my daughter, Daniella. I am proud of the small family I created because we support each other and uplift one another.”

So many people have been supportive, teachers and mentors to da Silva through her career. She is now in the position to do the same for others and she says, “Building teams and taking many people on my journey has been very humbling and rewarding, especially as I see others grow, develop and escalate in their individual career journeys.”

But she wants to do more than being a career mentor. Da Silva says, “Giving back to the communities and others has been, by far, the most important factor of my career.” One of her crowning achievements was being appointed to the board for the Reach for a Dream foundation, the top NGO in the country.

Da Silva’s journey has been interesting to follow and she has learnt some invaluable lessons. She suggests that everyone have a physical dream board and to develop yourself through education and mentoring so as to achieve those goals.

Her top advice for young, talented people? “Surround yourself with cheerleaders and remain humble, honest, focused and disciplined.” ▲

# Dr John Mudau discusses higher education in SA

South Africa has been through tumultuous events during the last decade. Twenty-four years after the dawn of democratic South Africa, which won the admiration of the world, a lot has happened to unravel the tapestry of our so-called rainbow nation.

**B**ut with turmoil came opportunity. There are many among us who remain committed to creating sustainable solutions for the country through higher education.

One of those who continues to drive initiatives is Dr John Mudau, the chief executive officer of UIGC; a training company incorporated into the University of Venda.

It is estimated that the national unemployment rate for youth under 25 years is a shocking 67.4%.

With such alarming unemployment statistics, compounded by poverty and a lack of access to quality education, future leaders must think long and hard about creating sustainable job opportunities in an increasingly technology-driven world. Dr John Mudau, who has a Master's in Supervision and Management, an Administration MBA, and a Doctorate in Rural Development has a few ideas up his sleeve.

## **Please tell us about your background and rise to the top?**

I grew up in Sibasa and have always had an interest in business when I was growing up. When I was in high school, I used to sell bubble gum and chocolates and get very little. Teachers would tell me not to bring my stock into class as if I was creating a spaza shop in class, so I hid my stock in the bushes before class and sold afterwards.

I came from an entrepreneurial family where my father and my mother were running some small businesses at the time.

I attended University up to doctoral level. It's interesting that my first degree was in social



work so I've always wanted to do something to do with law but didn't go that route.

If you look at how I rose to the top, it is because I've always worked harder and was the best in whatever I did. I believe in excellence and it does not matter what I'd be doing, I would do it best. Whether it's selling bubblegum or something bigger, I'd make sure that I sell everything.

When I went to university, I wanted to make sure I was the best student. When lecturing social work, I had to make sure I was the best

academic. I wanted to make sure that I produced the best master's graduates.

My experience with the black management forum [BMF] exposed me to the corporate world, which led to who I am. Today, I want to be that best at doing something for the community.

## **As CEO of the UIGC, what are some of your key objectives to promote higher education and the investment therein?**

My mandate as the CEO of this company is to make sure that the university [University of

Venda] gets revenue. To make sure that we generate enough and share dividends as the only share holder. The objective is that when money comes into the university, the university can use that money to fund bursaries for students.

In 2017, we gave the university the money raised through the SETAs, to the tune of R15 million, and we call this our value add to our shareholder, who is the university.

We promote higher education through making sure that there are students who are learning and are able to learn at the university through funding from the UIGC.

**What have been some of the keys to the growth of the UIGC and its financial stability?**

The key to the growth of the company can easily be seen through the size and shape of the company now. When the company started in 2010 and incorporated in 2013, it was almost like a unit and the only viable thing that we did at the time was provide training. That was the only source of revenue for the company. Today, as I'm speaking to you, the company has grown so much. UIGC is now seen as a holding company with about five entities. We have grown remarkably and we no longer rely on others. When we want to travel we use our own travel agency, when we want fresh produce we use our own farms etcetera. In 2013\14 the company relied on funding from the university, we now purely fund ourselves and we pay the salaries of over 400 staff members that we employ.

**What are some of the success stories from UIGC?**

The biggest of them all is when UIGC was able fund itself; we have been able to make money available to our students.

There was a cry in the country for insourcing, when UIGC stepped in we negotiated with management at the university and said to them "look we understand that you want to insource and we can see that you can't afford these people." So we got into a partnership with them and we asked them to insource people so that they don't lose any jobs, instead they were absorbed into the university owned company ICGC. We saved more than 200 jobs and today people are permanently employed with full benefits.



**How can business and investment help solve the affordability of higher education?**

Private institutions can step up and adopt a school and invest money to any learner that comes from there or support academic programs that they're interested in.

Universities must find a way of making money. The easiest way to do so is that universities must own properties, universities must own land, universities must own companies and compete with other private sectors. The companies the universities own would, at the end of every financial year, bring money back to be used for academic purposes.

**What practical programmes/subjects does UIGC run to help prepare students for the job market?**

We run almost 100 programs. We train people to understand on the job situations. We train and prepare people in programs for the real work environment, which is what you will not get in a degree qualification class.

**Who have been some of your mentors growing up?**

I have developed from being a social worker working with communities into corporates. I am a very proud product of the BMF. In the BMF I have met women and men who have been exemplary in their work environment, who

believe in doing good and in social justice. My list is very long.

Leaders such as Bheki Sibiyi and Bonang Mogale are some of the people I've looked up to. These are ethical leaders, I ascribe to ethical leadership at all times. I wouldn't be where I am now without the BMF.

**For you, what does good leadership entail, and how to get the best out of your staff?**

Being sensitive to the needs of the people you work with and being ethical. As a leader you must make your people believe that the life blood of the company is in their hands, they must believe that the success of the company is not only rests on you as the CEO, but also in them.

**How is technology being incorporated into learning to stay up-to-date with international trends?**

If you come to think of where we were 10 years ago to where we are now? We are at a stage where technology is almost about anything.

But we must start from the basics because not everybody is technologically inclined. At UIGC have a computer literacy programme to make sure that people start from the beginning.

**What is your five year plan for UIGC, and have you already met your initial targets?**

We have met our initial targets. The past five years we made sure the company is properly grounded and put the structure in place.

We have very ambitious targets for the next 3 years. By 2021 we want to provide enough money to the university to fund 50% of dispensing enrolment in the University of Venda despite family backgrounds. So we want to make sure that the University of Venda must provide free education to everyone who enrolls regardless of their family background.

Our systems are already in place and we are on the right track.

**Are you seeing a rise in short courses?**

Yes, our short courses are increasing, remarkably we have 100 of them. In most of our short courses we have waiting lists of those who want to enrol. The short courses taken through the internet have also increased.

**What are some of the industries that need to look at re-skilling as job markets shifts?**

All industries would have to do it if we are going to make our people relevant. For example, when you start a job at the municipality you are now a representative of the people and are in a work environment.

You need to be re-skilled because you are in a new environment and you need to be seen and found relevant.

**What is your impression of the state of higher education in South Africa, what are some of the key challenges and opportunities?**

In my view, the higher education sector's key challenge is to make sure that the graduates who come from institutions of higher learning are relevant to the job market. For higher education to bridge this gap there is a need for the ministry to work closely with corporate. We cannot have corporate having a particular set of norms and the ministry having another set.

**What is the best way to mix business and education?**

We always need to understand the role of business and the role of education. The role of business is to make money and profit, we should not shy away from that. The role of education is to produce quality education. The best way to mix the two is for businesses to come forward and be willing to fund research that will help them do their work better. ▲





# 7<sup>th</sup> AFRICAN Base Oils & Lubricants Conference



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- ➔ Update on the South African market – Is the industry going through a period of reinvigoration?
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## The indelible image

A contestant lays in a pool of red chillies as he takes part in a chili eating competition in Hunan province, China. The winner of the contest, Tang Shuaihu, ate 50 chilli peppers in one minute and won a 24-karat gold coin. Tang managed to gobble down the tabasco peppers without hesitation. Particularly impressive because the peppers measure a scorching 30 000-50 000 on the Scoville Heat Scale.

*Photo : AFP/Getty Images*

# Mazda pushes envelope with trendy MX-5 RF



## It was with eager anticipation that I received the keys to the new Mazda MX-5 RF, the latest incarnation of the world's best selling convertible

**R**F being Retractable Fastback, what a name for a car, and what a car! You really can't have any more enjoyment behind the wheel of a rear wheel drive roadster than this. Its finely tuned balance eats up the corners, straight or going sideways. It is a particular favourite with the drifters of Japan, and for good reason.

The engine is the best in class, by a long way. Mazda have resisted the temptation to put a turbo on a smaller engine, and have rather tuned-up their ever faithful 2.0-litre SKYACTIV petrol engine to 120kw with a 6-speed automatic transmission.

It feels noticeably more powerful than the soft-top version I drove two years ago and has far less wind noise in the cabin. The automatic roof works very well, and takes the vehicle to the next level in terms of functionality, luxury and comfort.

The new top opened and closes in 13 seconds in a finely choreographed sequence at the flip of a switch, even when the car is moving at up to 10km/h. The seat warmers are a nice touch and do the business on cold winter mornings when you want to enjoy the benefits of soft-top motoring without freezing your cheeks off.

I drove the automatic version, with a smooth, seamless gearbox. For boy racers, there is a sports mode and flappy paddle gears on the steering wheel to get stuck into.

In terms of performance, you are looking at 8 seconds for the 0-100km/h, with a top speed of 200km/h. This is all made possible by a favourable power to weight ratio, and that impressive 2 litre engine. The RF is a bit slower

than the manual MX-5 (7.3 sec/214 kph), which is lighter due to the canvas roof. With a steady power feed, the automatic transmission works well in getting through the gears and did not feel any slower than the manual. If anything, it felt a little quicker.

In terms of fuel consumption, Mazda claims a fuel consumption of 6.7 L/100km, and during my week with the vehicle I averaged in the region of 9L/100km.

The Mazda MX-5 has a cosy cabin with everything at an arm's length. Its infotainment system and steering wheel gadgets are user-friendly and don't take long to figure out. Its black leather is given a detailed edge courtesy of red stitching along its bucket seats and the steering wheel gives it a sporty, seductive look inside.

The luggage bay is small (127 litres) and it's only big enough to fit small bags, the day's shopping or a child's golf clubs, so this is by no means a family wagon. The RF is ideal for people with no kids, or a triple garage to keep this as a toy.

It turns as many heads as a R2 million sports car, and does cut a fantastic line. Mazda have certainly raised the design bar over the last five years, and it is little wonder that they've leapfrogged some big names into the top 10 manufacturers in the world.

The Mazda MX-5 RF is priced at R532 800 and is sold with a 3-year/unlimited km warranty and a 3-year/unlimited km service plan, making it arguably the most affordable sports car on the market, that is pure joy to drive.

The RF gets 9/10 on the Leadership car guide ▲.

*Gregory Simpson*

# Do the Right Thing

## Not every negative action is worth a negative reaction

**I**t was another typical winter morning in Johannesburg. The sun was beaming overhead despite the slight chill in the air. The extremely vocal Hadada Ibis were gathering on the lawn, making their presence felt. The shrill call of these large birds has become a feature of my time here. They have gone from always annoying me by gathering outside far too early in the morning, to my looking forward to them waking me up.

The birds remind me that no matter how harsh and unpleasant someone may first appear, it's always worth trying to find an upside in what they stand for or in what they are trying to achieve. The ability to find that common ground in confrontational situations is a trait of the best leaders; especially when emotions are high and tempers start to fray.

I was waiting for Izak Smit to join me for a coffee at my hotel. Apart from bumping into each other at a couple of corporate events in Johannesburg, we hadn't spoken properly for nearly 2 and a half years now.

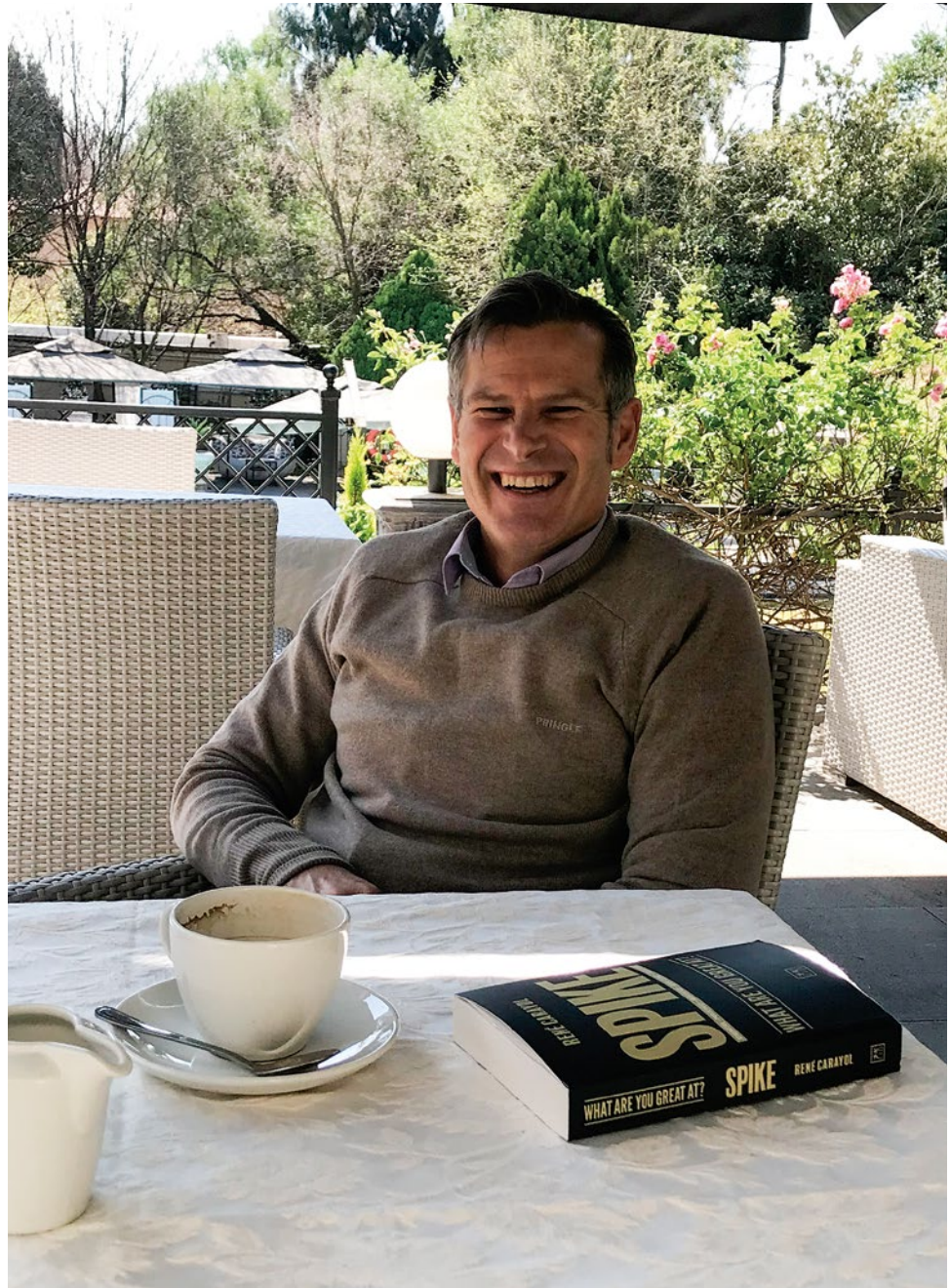
At the time, he was the successful chief executive officer (CEO) of Absa Life. He had transformed the life insurance business and it was enjoying strong growth.

Things were going to change with the appointment of a new CEO for Absa's Wealth Management and Insurance Unit (WIMI), which Absa Life reported to.

### Moving on is Not Failure

Izak had been part of an executive team that had been together for some years, and they all knew the drill that they all had to perform to. They were, in the main, left alone to deliver with significant autonomy.

The previous CEO of WIMI was hands-on but a good delegator. The new CEO wanted to build a far more collaborative environment and rightly wanted to capitalise upon the potential synergies across all of the WIMI businesses.



*Izak Smit*



## RENÉ CARAYOL, OUR VERY OWN BUSINESS GURU, CHALLENGES AFRICAN LEADERSHIP ISSUES

Izak was very happy with the new approach, but in reality, it was proving to be more problematic than he had at first realised. I was the executive team coach for WIMI at the time, and knew that if we could make this work, they could become quite a formidable team.

Izak and the CEO respected each other, and got on well, but it wasn't working, and for a variety of reasons, it wasn't going to work. Something was going to have to give. The more they tried to make it work, the more fractious it became.

They had different philosophies for Izak and his team when it came to optimal methods of working. It wasn't about wrong or right, they just had different approaches.

The earlier warmth was beginning to disappear, and they both noticed it—as did Izak's team. Izak is a fighter but he was inadvertently starting to withdraw. We were meeting more frequently, and his primary focus and increasing concern was for his team.

We had enjoyed an honest and open relationship. It was time for a difficult conversation, and a maybe a tough call. It proved not to be a tough conversation at all, but it was an emotional one. Izak cared deeply about his team and wanted to ensure they would be 'looked after' and continue to be developed. He was loyal to both his team and to Absa, but he felt increasingly awkward and out of kilter with both the prevailing mood and direction.

He was wrongly, but understandably, starting to feel like a bit of a failure, despite his team's solid financial performance. He needed to shake off this feeling and realise that he was very good at what he was doing and would thrive in a different environment.

After an hour or so, we both knew his future lay elsewhere. The initial hurt and natural disappointment was painfully clear to see, but he was now moving carefully but confidently to talking about a new beginning and a different adventure. He remained stoical and positive despite having to face the fact that the team he

had built and carefully nurtured had a future without him at the helm.

I now knew he would rise above the obvious pain and hurt. Naturally, he was sad and disappointed, but kept his emotions under control. My admiration for Izak grew every time we met. He needed to speak to his family; he needed their love and support. He desperately needed to share how he was feeling, and he knew he would have their affection and strength to bolster him in his hour of need.

Izak was a committed long-distance runner, and he now hit the road very hard indeed. He could think clearly and work things out best when he was running. He was running far more than usual, fuelled by his new purpose.

A focus on the future fosters a more positive outlook, but the temptation is to dwell negatively on the recent past. It always helps to have some sort of 'release valve' when things are getting personal and not going your way.

However, it is just as important to have someone close to the situation to share your personal thoughts and concerns with. Our conversations had become a little more intense and brutally honest.

Letting go of something you believe in can be extremely challenging, especially when you can't see a viable alternative. Our conversations were now focused on Izak's next steps, and perhaps a different direction for his career—he was deeply engaged in crafting a new and positive future.

He couldn't escape the fact that it had all appeared to happen so quickly. Now that he had made up his mind to move on, his relationship with the CEO was as positive as it had ever been and they quickly decided on a mutually agreeable plan. His departure was managed with professionalism and humility.

We met a couple more times and his mind was becoming clearer and he was getting interested in and excited about what was potentially available to him. He had a strong track record of delivery and experienced at building strong

and cohesive teams. When you are the leader, moving on is not failure, but it is never easy.

### A New Beginning

I was looking forward to seeing him and catching up on how he was doing. The couple of times we had bumped into each other were instructive as he had a spring in his step and an aura of goodwill and gratitude towards me. Little did he know just how much I wanted to hear his story.

As Izak arrived, he looked leaner, fitter and so comfortable in his own skin. We hugged each other without speaking. I just knew he would look great. He was a young 50-year-old and had run the London Marathon last year.

We spoke as though we had seen each other a week ago. He was instantly open and thanked me for having helped him move on and start another exciting chapter of his career and his life. He was the same Izak, but the sparkle had clearly returned and he was energised and optimistic. The change had worked marvellously for him.

It's not always the case that the good guys end up winning, but we should all salute those brave enough to branch out again, especially when they have as much to give as Izak has.

He had now been the CEO of PPS for 2 years now. His predecessor had spent nearly 13 good, effective years as CEO. It is never easy to follow a successful predecessor who has been in place for some time and shaped the culture to deliver in the manner they deem best. This would not be a straightforward or easy transition but it was just the sort of challenge that Izak needed to get 'his teeth into'.

PPS is a mutual with some 200 000 members, all professionals with university degrees. It is over 70 years old and has built a rock-solid reputation with its members, who are the owners of the business with the annual profits being shared amongst them. This is a market of only 1.6% of the population, but it has proved to be a lucrative and valuable niche.

Izak had inherited a solid team that had delivered well for his predecessor. He had wisely taken 4 months off after leaving Absa Life to recharge his batteries and better reflect on his purpose, what he stood for, and how he wanted to lead this new opportunity.

He has grown and matured, and he is building something very special at PPS.

He has kindly invited me to give a talk on Contemporary Leadership to his top 60 leaders later this year. I'm excited at the opportunity of working with him again.

Izak has that huge gift of being a selfless leader. This is a vital (and all too rare) contemporary leadership trait.

There was a time of certainty, when the people served the leader and the leader was capable of setting the strategy, solving all problems and knowing when to turn left or sharp right. They kick-started all initiatives and consequently, nothing much happened without them being both in charge and in control. Those days should rightfully be consigned to history where they belong.

Our world of business, politics, society and even sport, are all far too complex, fast moving and constantly transforming for any one person to have any chance of remaining completely on top of and in control of their company's total agenda today.

The old and archaic approach of constantly 'challenging down and supporting up' is a busted flush, and just doesn't cut it anymore. Its time for the traditional hierarchy and all it stands for to be challenged and modified.

Despite its clear absurdity and anachronistic effect, we are still seeing the autocratic, top-down approach employed to terrible effect far too often.

### On the World Stage Today

The deepening current crisis between Turkey and its NATO ally, the USA, has left the Turkish Lira in free fall.

It has lost more than 35% of its value this year alone. The further the Lira falls, the greater

the possibility of a serious balance of payments crisis, corporate defaults on foreign debt and a likely disastrous meltdown for the Turkish banking sector.

The recently appointed Turkish President, Recep Tayyip Erdogan, had it well within his grasp and control to have alleviated the pressure on the Lira. He now revels in the absolute power and authority that the recent election bestowed on the elected office of the executive presidency that he had battled tooth and nail to narrowly win.

But that has not happened. He has installed that traditional hierarchy with the hard driving style of challenging all around on their unflinching loyalty and obedience to his increasingly authoritarian rule.

He instantly removed the more moderate and strong, technocrat minister of finance, who had carefully and cautiously balanced the desired high spending populist rhetoric of the government and replaced him with his son-in-law, Berat Albayrak.

What spooked investor concerns in Turkey has been his arbitrary decision-making and the massive personalisation of power.

The catalyst for this conflagration of inter-related events has been the ongoing detention in Turkey of a North Carolina pastor who is accused of involvement in the 2016 failed coup attempt. President Trump's large evangelical Christian base in the USA have been screaming for his release.

The jingoistic President Trump needed little encouragement to 'stick the boot' into the Turkish economy.

President Trump also sits at the top of a similar hierarchy where he has surrounded himself with those that are not just loyal, but have seen the cost of those trying to disagree with him or challenge him.

At a time when cool heads are needed, two old authoritarian presidents have decided not to back down, and there will be no winners. In a vital speech, that could have halted the Lira's steep plunge, Albayrak instead of perhaps looking to draw support from the IMF, or at least show willingness to adopt some austerity measures, stuck two fingers up to the Americans and paid a senselessly huge price.

President Trump, instead of seeking to take the higher leadership ground by shifting US policy to heal and help solve Turkey's mainly self-inflicted crisis, threw petrol on the

blazing inferno. He unilaterally placed two Turkish ministers under harsh sanctions and raised tariffs on Turkish steel by 50% and on aluminium by 20%

The stage is set for a showdown that Turkey cannot afford to lose. The price that Turkey and others will pay will be huge, and all because the old strongmen leaders can't back down. It's not always wise to want to appear strong when you are weak, and just as important not to be threatening when you are strong.

### From Best Practice to Next Practice

- You are going to be in high profile situations - do not get needlessly competitive;
- You will have too much information about your rivals - use it carefully and wisely;
- You will feel isolated at times - seek out positive alliances and partnerships;
- Never lose sight of your overall vision and purpose;
- Show restraint with confidence when others can't;
- Highlight your strengths and everyone else's;
- Remain vocal and optimistic about the potential outcome;
- Always lead by example;
- Your team are everything, always act with them foremost in your mind; and
- Healthy conflict can make relationships both stronger and deeper - never be afraid to challenge what is clearly wrong but do it positively.

President Trump could not have put it better just before he got into government, "One of the key problems today is that politics is such a disgrace, good people don't go into government".

Izak has learned as much from his departure from a job that he loved, as I had from the loud Hadada's, every experience can be a learning experience and can enable you to grow and look forward to how you might do things differently in the future.

It has also taught him to build on what he has, whilst searching for an environment that is looking for what he has. Most of all, we all win when we learn to look for the good in others and not just focus on what irritates us. ▲

*René Carayol*

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The old and archaic approach of constantly 'challenging down and supporting up' is a busted flush, and just doesn't cut it anymore

# Way of the Whistle-blower



## In this climate, we have to give whistleblowing far greater prominence and acknowledge all the whistle-blowers who choose to do the right thing despite facing job- and life-threatening circumstances

**H**ardly a day goes by without us reading that someone in business or government has done something wrong. It feels like a barrage of corruption and wrongdoings but it's not new, it has just accelerated in a national climate where successive wrongdoings have been allowed to continue, without being exposed or punished.

There are too few whistle-blowers because there is a worrying disconnect between the whistleblowing policy many organisations espouse and the act of whistleblowing. Too often, people are discredited or lose their jobs after whistleblowing. It sends the wrong signal when people who have blown the whistle are victimised or fired instead of praised or promoted. People would rather keep quiet or leave the organisation than face the negative backlash. The consequence is that corruption and wrongdoing increase.

At the heart of this unhealthy situation is destructive, unethical leadership. This is well explained in an article *The toxic triangle: Destructive leaders, susceptible followers and conducive environments* by American business and leadership specialists Art Padilla, Robert Hogan and Robert B. Kaiser. The article was published in 2007 and is as appropriate today as it was then. They write: "Destructive leadership entails the negative consequences that result from a confluence of destructive leaders, susceptible followers and conducive environments.... Destructive leadership focuses on a leader's objectives and goals, as opposed to the needs of constituents and the larger social organization."

The toxic triangle easily establishes itself in an organisation where the leadership is characterised by narcissism, manipulation, intimidation, coercion, one-way communication and disregarding or discrediting other people's views. It breeds demoralisation and fear. It discourages whistleblowing because they know that doing the right thing will impact negatively on them.

It goes without saying that not all whistle-blowers are ethical; some have a devious motive. However, the majority do not, they feel it is their duty to point out wrongdoings for ethical and job sustainability reasons, given that it is only a matter of time before mismanaged, corrupt organisations are exposed, need to be bailed out, or collapse.

South Africa has several recent examples of this, including Steinhoff and Eskom. When Suzanne Daniels, the former head of legal and compliance, blew the multibillion rand whistle on Eskom, its Gupta contracts and the payments to McKinsey & Co, she was fired, went to the CCMA and won her case. She was reinstated and then fired again, inter alia for allegedly authorising legal fees for former Eskom chair Dr Ben Ngubane that had nothing to do with Eskom. She has vowed to continue her fight against corruption and her victimisation.

Whatever the rights or wrongs of the situation, it emphasises the pressing need for authentic, ethical leadership in organisations. This is the only way to create an environment of psychological safety at an individual and group level where people feel safe enough to draw attention to any wrongdoings that might be happening, and know that they will be treated fairly.

It also becomes extremely difficult when whistle-blowers have to break the law in order

PROFESSOR OWEN SKAE



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

to do the right thing, such as copying company data or sharing confidential information with a third party. Mostly, they are not agents of the state who are backed up by laws that enable them to undertake 'sting operations'. In this regard, the law is problematic and does not provide sufficient safeguards to whistleblowers who find themselves being charged for breaching company policy in the quest to expose the wrongdoing.

Having an effective and fair whistleblowing policy applies to all organisations and professions because even those that uphold the highest professional and ethical standards will, at some point, experience incidents of deviant and wrongful behaviour. In fact, in ethical organisations where whistleblowing cases are uncommon, the danger is that people would be reluctant to rock the boat, because the organisation is 'mostly ethical'.

Authentic leaders need to make sure that whistleblowing policies remain open and accessible to people at all times and impress on them the need to maintain the organisation's good standing by reporting any wrongdoings, no matter how large or small, common or uncommon.

There is a wealth of literature on authentic leadership and whistleblowing that is well worth reading. In a paper published in the *Journal of Business Ethics* titled *Authentic Leadership and Whistleblowing: Mediating Roles of Psychological Safety and Personal Identification*, leadership and psychology specialists Sheng-min Liu, Jian-qiao Liao and Hongguo Wei write: "Building appropriate whistleblowing policy promotes trust but this effect is limited if leaders 'don't reinforce ethical behavior'." They attribute this quote to an article by law specialist David Lewis titled *Whistleblowing in a changing legal climate: is it time to revisit our approach to trust and loyalty at the workplace?* published in 2011 in *Business Ethics: A European Review*.

Liu, Liao and Wei explain that authentic leadership includes four dimensions: self-awareness, balanced processing, relational transparency, and internalised moral perspective. Self-awareness is defined as "the extent to which leaders are aware of their strengths, weakness, and motivation, as well as discerning how employees recognise their leadership. Balanced processing means soliciting opinions that challenge even leaders' authority.

Relational transparency refers to exposing oneself, such as publicly expressing and sharing thoughts, perceptions, and information. Internalised moral perspective shows that leaders' behaviours are guided by their internal moral values and beliefs rather than by external pressures such as organisational corruption or threats from peers."

They further add that whistleblowing appears to be easier at the collective level and that even in companies with an open channel for blowing the whistle, 20% of employees are afraid to report wrongdoing individually. They are more inclined to do so in the presence of "team psychological safety" where the risk of exposing organisational corruption is psychologically spread.

This is not always possible as LeisureNet international group treasurer Wendy Addison discovered when she blew the whistle on the LeisureNet fraud scandal being perpetrated by members of its senior executive in the early 2000s. LeisureNet operated the Health and Racquet gym franchise and was liquidated in 2000 after running into financial difficulties. The Western Cape High Court found the two top executives guilty on charges of fraud and they were sent to jail, albeit in some people's opinion for too short a period, which perhaps set the tone for the worrying trend today that executives are seen to be getting off scot-free.

Addison was the only woman senior executive in the company at the time and she found herself isolated by the male buddy network, as she explains: "As the only female on my team, in the 1990s and in a chauvinistic South African society, I was never invited to the company rugby box. I was never invited to cricket matches. I was never invited to play golf on Fridays. My all-male colleagues in my team had a nickname for me. I was known as 'Wendy the Wildcard', the most likely person to respond to certain situations in an unpredictable way....It's only more recently that I appreciate how this apparent negative framing dissipated my intra group loyalty to my team and harnessed my inter group loyalty to the stakeholders, giving me greater leverage to speak up and speak out against legal malfeasance."

Whistleblowing had a devastating effect on Addison's life, she was ostracised, received death threats, and felt so unsafe that she left South Africa for the UK, where she battled to survive. She subsequently picked herself up and

started SpeakOut SpeakUp, an organisation that assists individuals and companies encourage and nurture cultures of courageous conversations, and safe channels for whistleblowing.

"Companies come to us when they recognise that their biggest risk is when employees won't talk about bad behaviour. And they need help in capitalising on cultures of candour and courageous conversations" says Addison who now lectures at Surrey University and Warwick Business School, is a contributing member of the UNCAC Coalition, the Corruption Research Group of the Surrey University, and sits on the advisory board of the Whistleblowing Research Unit which runs the International Whistleblowing Research Network at Middlesex University in the UK.

She emphasises that "how we categorise ourselves and other team members creates and maintains specific patterns of interaction that can weaken the capacity to speak up." We need to ensure we promote diversity in our organisations for a number of reasons, including ethics and compliance, because when people feel pressurised to assimilate into a type of group subculture with the associated friendships it becomes increasingly difficult to turn away or break out of the group when wrongdoings are being perpetrated.

Authentic leaders encourage diversity and need to be vigilant in making sure there is transparency, dialogue, and a top down and bottom up whistleblowing policy to ensure that people at every level of the organisation feel comfortable about whistleblowing.

Addison advises organisations to "seek out people who think differently, who have had different experiences and who look different. A diversity of opinions, viewpoints, and identities, which is associated with more bumpy communication, often produces better group decisions."

Instead of creating a climate of buddy networks, organisations need to encourage a climate of generative, open conversations and a commitment to authentic, ethical leadership. Authentic leaders need to encourage clear whistleblowing policies and make sure everyone understands how the policy works. People also need to know that there are independent avenues for whistleblowing, such as [whistleblowing.co.za](http://whistleblowing.co.za), a 24/7 free call facility. It is essential that whistleblowing is foregrounded at all levels if South Africa is to affect a national climate of positive change. ▲



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# Mentorship tips: help break the glass ceiling

**Having a mentor can help break the glass ceiling. If your goal is career advancement and you want to soar, deliver great results, and reach your full potential at work, you need to find a mentor.**

**F**ormal mentorship and informal mentorship programmes are both valuable. There is merit in organisations implementing formal mentorship programmes with specific guidelines, structure, and objectives.

There is also huge value in informal mentorship relationships where employees and leaders in

the organisation initiate their own, more loosely defined programmes.

The styles of the mentor and mentee should complement each other. The mentee should be strategic about what they want to learn, and establish short-term and long-term goals. The mentee then needs to take a good look at their proposed mentor's outlook on life, core values, and how they are perceived in the organisation

to make sure that they are aligned. The ideal mentor should be a sponsor, a coach, and a networking agent, a good listener, a compassionate supporter, a solid role model and an advocate for the mentee.

The mentee should own the professional relationship. The mentee has to show up, be present, eager to learn, prepared to work hard at their goals, show initiative, take risks, but also understand the need for patience. The mentee should pay attention to their mentor's guidance, recommendations, and constructive feedback, and then take steps to apply what they have learned.

The mentor should ideally be in the same field as the mentee. Besides the mentor helping the mentee gain industry-specific knowledge and expertise to fast-track the mentee's development, the mentor can also facilitate professional networking within the organisational context, and this can lead to career success.

As a senior leader now, I believe it's time to pay it forward. Together with a group of female colleagues, we started what we call the Professional Women's Network in South Africa, with the aim of supporting one another, and inspiring and empowering other ambitious young professionals in the organisation.

We believe that if you approach the right people, ask the right questions and have the right mindset—the sky is the limit. ▲



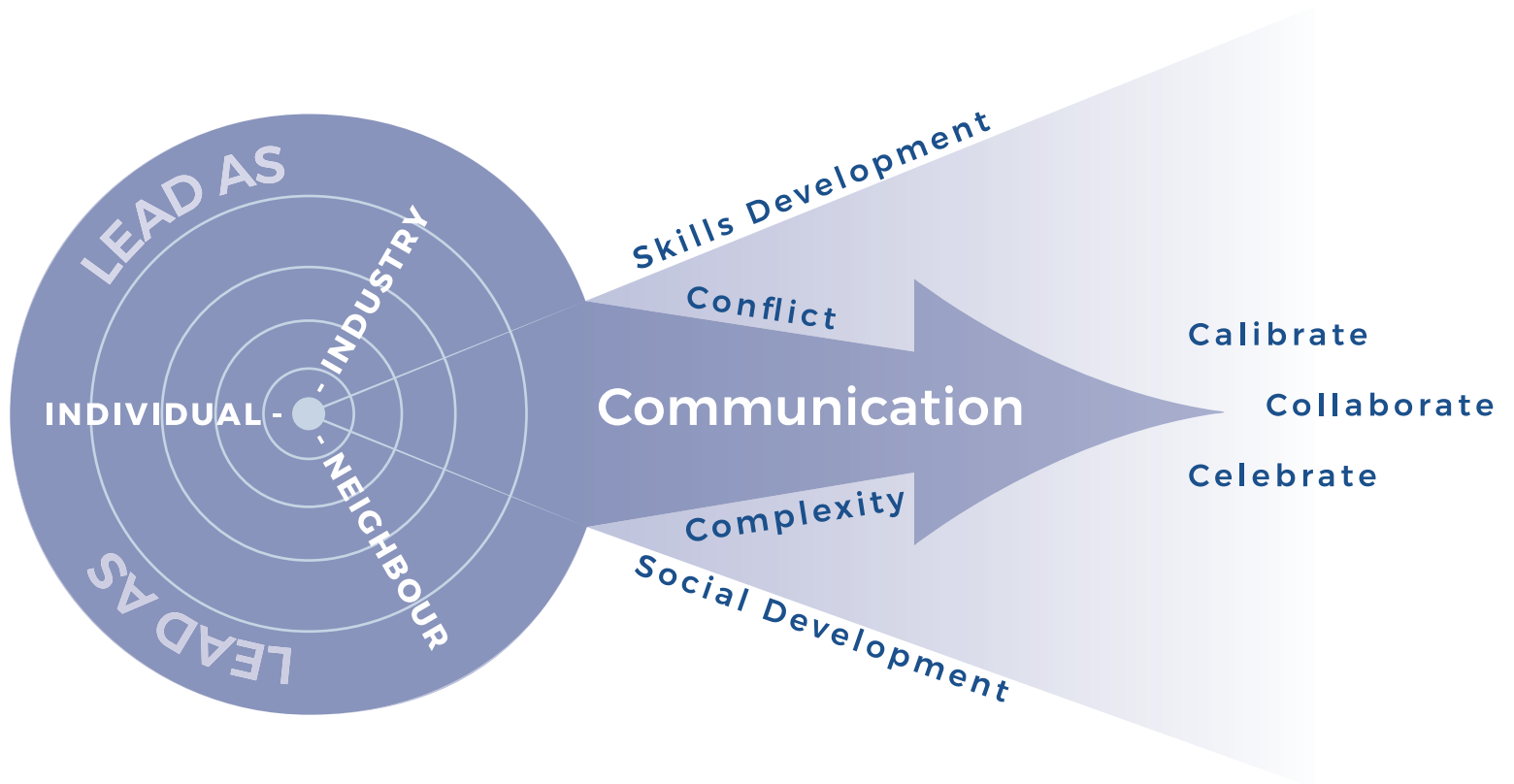
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# Developing an Authentic leadership style

Every single day, in the English-speaking world, five new books are published on the topic of leadership. A cursory Google search for the term, how to lead, delivers 1.3 billion results in less than a second.



I came to the realisation that the only leadership style I should follow was my own, focusing on my unique strengths and my own voice

Clearly, this tells us that there is:

- no shortage of leadership styles in the world and
- no shortage of people in leadership positions that want to learn how to improve their leadership style.

I enjoy reading leadership books and gain a lot of insight from them, but I've also learnt that there is no failsafe tried-and-tested methodology that works for every leader in every organisation. I was thrust very suddenly into my first senior leadership role when the CEO at the agency where I was employed fell ill. Feeling painfully aware of what I felt were my shortcomings, I decided to play it safe and adopt a leadership style that had worked for years: my predecessor's. I tried to emulate what is probably a traditionally masculine approach—top-down, dogmatic and authoritarian.

It didn't work for the team, and it didn't work for me. I came to the realisation that the only leadership style I should follow was my own, focusing on my unique strengths and my own voice rather than a prescriptive playbook or that of a different personality. I decided to lead in a way that felt natural to me, freeing myself up to build closer, more collaborative relationships with the team rather than trying to dominate. Adopting this approach brought new energy and focus to the company, and my role.

Research has shown that when workers and leaders feel more comfortable being themselves at work, they not only engage more and deliver a better performance, but their overall well-being improves too. Trying to act, think, speak and lead in a way that is not natural to you can be exhausting.

Women, in particular, can feel the need to conform to a certain standard very acutely. It's challenging to be your authentic self at work, when there are so many competing selves

—mother, wife, partner, worker and boss. Often we try to suppress emotional reactions or instincts that come naturally to us outside of work (such as empathy, concern, expressing emotion) at the office because they don't feel like reactions that a "boss" would have. However, none of these traits are necessarily negative or inappropriate in a work context.

McKinsey Research, when evaluating the behaviors more frequently applied by women to improve organisational performance, found that female employees are more likely to focus on people development, setting and communicating

expectations, serving as role models and engaging in participative decision making.

Recent research by Rennes 1 University also found what many women have long suspected—motherhood makes women more efficient at their jobs, not less. (In fact, their study showed that the volume of gray matter in female brains related to social processes, empathy and theory of mind increases so dramatically after becoming parents that neurobiologists can

discern whether they are looking at the scans of women who are mothers and those who aren't).

There are many amazing and helpful theories about leadership out there, and many amazing role models. But what if your leadership style and personality is not only every bit as good as those of the leaders you admire or replace? What if it's better? The only way to find out is to start applying your whole, authentic self to your role. Certainly, you will discover many weaknesses along the way but you'll also discover a great many strengths.

When the decisions you make—good or bad—are your own rather than that of the image you'd like to project, you learn a lot more about who you are, what you represent and what you can achieve.

It's challenging  
to be your  
authentic self  
at work, when  
there are so  
many competing  
selves—mother,  
wife, partner,  
worker and boss

CLAIRE COBBLEDICK



Claire Cobbledick,  
Director-GM: Gumtree South Africa



# The Facebook Breach: What it means for you, your business and your employees

**Last month, the Information Commissioner's Office in the UK dealt Facebook a fine of £500 000 (R9.3 million) after it failed to safeguard the information of its users, breaching the Data Protection Act of 1998**

**F**or a business owner who likely has an online presence—via social media platforms and employees who regularly engage on these platforms - this breach, together with other recent data breaches, raises the issue of individual, customer and business data security. It also begs the question of how laws, such as the General Data Protection Regulation and South Africa's Protection of Personal Information Act (POPIA), can protect companies, and what options are available to business decision-makers from an information security perspective.

To summarise the Facebook breach in particular, the personal information of an estimated 87

million Facebook users was breached when Facebook allowed a third-party developer (a Cambridge University academic) to access and share information from these users through an application titled *thisisyourdigitallife*.

The application requested Facebook users to answer an array of questions under the guise of a detailed personality test.

Facebook users who downloaded the application were required to log in with their Facebook accounts and sign over access to their friend lists and likes before they could take the 'personality test'.

This allowed the application to access information relating to both the users and their friends, even if the friends did not download the application themselves.

The developer passed on the personal information he received to Cambridge Analytica—a UK based political consulting firm. Cambridge Analytica, in turn, developed a software programme that profiled each of the users to predict their voting patterns and used micro-targeted advertisements to influence US citizens' voting decisions, as well as other elections around the world.

Although only 33 South African users downloaded the application, more than 96 000 South African users were affected by the data breach, as a result of the sharing of friends lists. This information was potentially accessed and used by Cambridge Analytica.

The Information Regulator, Advocate Pansy Tlakula, responded to the data breach by writing

to Facebook to establish, among other things, the extent of the breach and what security measures Facebook had put in place to prevent further breach damage and a reoccurrence of such a breach, as well as to obtain an undertaking by Facebook that it would inform the affected users so that they may take proactive steps to mitigate the potential consequences of the data breach.

Facebook responded to the Information Regulator, emphasising that Cambridge Analytica was provided with the personal information without Facebook's consent and reassured the Regulator that it had demanded that the information retrieved by *thisisyourdigitallife*—and other entities—be irretrievably deleted and that certification to that effect be provided. Facebook further confirmed that it had put into place more stringent measures to protect personal information and stated that it had included a link on its Facebook platform that notified users if their information had been compromised by the data breach.

Engaging on any social network platform is naturally associated with inherent data security risks. These can be mitigated in a number of ways, including by social network users exercising their discretion in the sharing of their information more wisely.

The benefit of social network platforms is the ease with which information can be exchanged and shared. However, this benefit is to be weighed against ensuring that data is secure and not accessed by unauthorised persons. Users need to exercise great caution in respect to the personal information they submit and share.

An important starting point is awareness. Social network users need to be acutely aware of the fact that, by engaging on any social media platform, they are susceptible to their data being accessed and used by unauthorised persons. In the workplace, business leaders can help put initiatives in place to educate employees and emphasise the importance of information security and integrity. This will help employees understand how posting in their personal capacity can be linked to the organisation and their actions can have a direct impact on it. All organisations should ensure that robust social media policies are established and implemented.

Users must be made aware that a number of applications (including personality tests/quizzes/games/"predict how long you will

live" tools) that pop up on social network platforms are often owned and driven by third parties and not the social media platform itself. As such, the terms, conditions and privacy practices applicable thereto must be established, as well as the nature in which such information may be shared, so that users may review and apply privacy settings and password/security guidelines.

As of 9 April 2018, Facebook has included a link at the top of users' news feeds which notifies them of the third-party applications they are using, as well as the information which they have shared with the application. As such, users will be able to identify if they used/shared information with *thisisyourdigitallife*. Furthermore, the website *www.havebeenpwned.com* enables individuals to ascertain if their account has been compromised in a data breach in certain circumstances.

Although not yet in full effect, the POPIA, No 4 of 2013, is designed to assist users in this regard. It will impose an obligation on organisations that process personal information to notify users in writing of data security breaches should there be reasonable grounds to believe that the personal information of a user has been accessed, or acquired, in a data breach.

One of the aims of the legislation is to allow for steps to be taken to minimise the potential harm of a data breach. The affected organisation will not only need to notify the user and the Information Regulator without delay and as soon as reasonably possible after the data breach has been discovered by the organisation. Although these measures will not prevent data breaches, they do serve to instil awareness of personal information privacy and also empower affected users to take action and ownership of their personal information.

Unfortunately, data breaches are inevitable. It is accordingly imperative for organisations to create awareness of and education in respect of data security, and to establish and implement POPIA compliance plans in addition to detailed data breach response plans. These will set out the organisation's strategy and measures for data security while also clearly establishing the steps to be taken by the organisation in the event of a data breach. This will assist in mitigating the impact of the breach and also ensure that there is transparency of any compromise with data subjects. ▲

SIMONE DICKSON



Simone Dickson, Director in the Technology and Sourcing practice, Cliffe Dekker Hofmeyr

# Educate your human resources for Industry 4.0

**The Fourth Industrial Revolution (Industry 4.0) organisational ecosystem has brought with it profound change and does not depend solely on optimisation and automation, but also on inter-organisational value chain innovativeness, complementary partner technologies, innovative products, complex digitisation and supporting systems**

**A**ccording to the World Economic Forum, the Fourth Industrial Revolution affects four main organisational elements: customer expectations, product enhancement, collaborative innovation and organisational forms. Customers are increasingly at the epicentre of the economy, which is all about improving how customers are served. Leaders and managers have a duty to ensure that designing for customer needs delivers a competitive advantage. Due to the advent of modern process technologies and virtual partner networks in the Industry 4.0 economy, having an effective and efficient design capability has emerged as an important competitive key success factor.

The emergence of new business models means that organisations need to rethink organisational culture, organisational forms, and the harnessing of human talent. The shift from the simple digitisation of the Third Industrial Revolution to innovation based on combinations of Industry 4.0 technologies is forcing organisations to re-examine the manner in which they operate and do business. However, the bottom line remains that leaders, particularly senior executives, need to understand their changing environment, challenge the assumptions of their operating teams, and relentlessly and continuously innovate.

Innovative inter-organisational value and supply chains are created in collaboration with

partners and as a result operate in a local, regional and global collaborative organisational ecosystem. The primary drivers and causes of these changes lie in the rapid development, availability and affordability of modern key enabling technologies that are knowledge-intensive and associated with high research

The World Economic Forum's Klaus Schwab contends that technology is not an exogenous force over which people have no control

and development intensity, rapid innovation cycles, high capital expenditure, and better-skilled employees.

The aim of key enabling technologies is overall digitisation with the Internet of Things (IoT) and services. The Industry 4.0 strategic transformation and change process is driven by modern information and communication technology artefacts that allow for the introduction and integration of new business models of

vertical and horizontal supply and value chains. This means transforming the organisation away from bureaucracy and towards knowledge-based learning entities. Moreover, the dynamic complexity of modern technologies—robotics, artificial intelligence, mass data, IoT, and the integration of information technology and operations technology, to name but a few examples—is what motivates specialisation and sustainable collaboration among partner organisations, and also demands exceptional human talent and appropriately educated human resources.

In addition to new technologies, business models and systems, the Industry 4.0 economy necessitates new relationships, enhanced personal competencies and an integrated cross-functional organisational paradigm and culture. The critical integrators of new value chains and business processes are research, innovation, and development collaborative projects acting as organisational vehicles and enablers of novelties, transformation and change, technologies and systems. In addition to project management processes, the operations of supply chain processes are shifting towards cross-functional programme management and virtual networks of inter-organisational partners.

Partnering has become vital in the Industry 4.0 economy. Partner organisations may be small-, medium- or large-sized organisations. Great opportunities are emerging for the creation of new small- and medium-sized entrepreneurial enterprises. This boosts much-needed job creation opportunities and grows the economy in the right direction. Importantly, it dispels the

erroneous notion that modern technology will lead to job losses—it should not, after all, be forgotten that the steam engine led to massive job creation in the Industry 1.0 economy.

The World Economic Forum's Klaus Schwab contends that technology is not an exogenous force over which people have no control. People are not constrained by a binary choice between "accept and live with it" and "reject and live without it". He advises that dramatic technological change should be seen as an invitation to reflect on who we are and how we see the world. The more people think about how to harness the technological revolution, the more they will examine themselves and the underlying social models that these technologies embody and enable, and the more they will have an opportunity to shape the revolution in a manner that improves the state of the world.

Cranefield College's Professor Erik Schmickl asserts that in Industry 4.0 both organisational leadership and human resources need to move from three-dimensional thinking to quantum thinking. He urges all to think less laterally, and encourages learning and thinking to rise to higher levels of creativity and innovation. Moreover, he poses the question of whether this can be taught. He avers that shared creativity and intuition, together with leaders becoming more critical in their collective thinking, opens the door for behavioural and thinking styles to be influenced and taught.

Achieving organisational success in Industry 4.0 depends fundamentally on the level of project and programme management knowledge and the skills demonstrated by the human resources on board. These are the proverbial blood vessels of inter-organisational value and supply chain systems. Unfortunately, people often experience difficulty in applying project and programme management techniques, especially in bureaucracies, and integrating them into a workable value-driven organisational system. Modern technology-driven organisations require a high level of technology literacy, skills in techno-entrepreneurship, innovation, and human resources that are exceptionally well versed in project and programme management principles and techniques.

As stated earlier, Industry 4.0 significantly affects four main organisational elements: customer expectations, product enhancement,

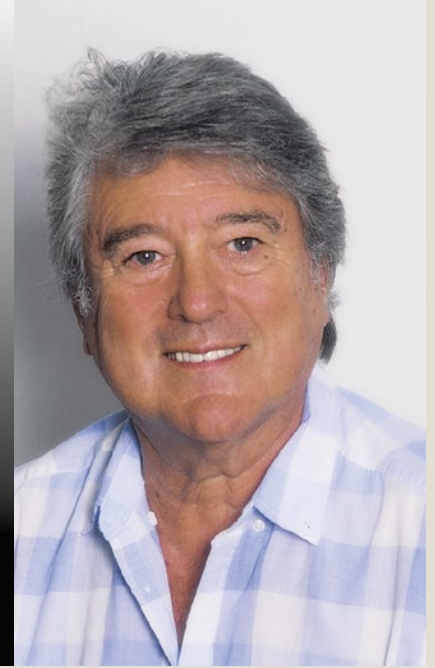
collaborative innovation and organisational forms. To achieve this effectively and efficiently, organisations are compelled to transform by abolishing bureaucratic practices and structures while adopting knowledge-based learning paradigms and designs. Transformation is achieved through strategic analysis, strategic development, and strategy implementation initiatives demanding sound governance, supported by transformational leadership excellence, and project and programme management maturity.

Product, service and process design and development are best achieved by utilising a supply-chain-based cross-functional project and programme management approach. It is clear that project management techniques and the associated principles are integral parts of the Industry 4.0 economy, which is also popularly referred to as Project Management 4.0 due to this profound contextual influence of project management. Consequently, organisational design, development, operation and governance have entered a challenging new phase.

It is unmistakably clear that modern technologies and their effect on product, service and process design significantly influence how the Industry 4.0 organisation is shaped, led, managed and strategically governed. Consequently, organisations are compelled to abandon bureaucracy in favour of knowledge-based learning paradigms and structures, and employ transformational leadership and better educated human resources to deal with the change. Hitachi Corporation's Hiroaki Nakanishi believes that the Fourth Industrial Revolution will require a radical shift in how people are educated and trained in order to sustain their personal value to society and the workplace. He argues that people are by far the most pivotal catalysts to the success of Industry 4.0.

It is essential that the modern workforce be educated and skilled to cope with the Industry 4.0 dispensation. Over the past two decades, Cranefield College has performed intensive research and published award-winning international papers in this field. When applied, the knowledge gained through Cranefield's programmes results in organisational transformation that holds profound benefits for society. When human resources are elevated to higher levels of education, the benefits are exponential. ▲

PROF PIETER STEYN



Prof Pieter Steyn, Cranefield College

# What are your eight words?

Can you fluently describe what your business' unique selling proposition (USP) is? What makes you stand out from your competitors? If you say it's the quality of your service or product, or your quick turnaround times, isn't that exactly what they are also saying?



**If you were to describe what it is that your business does in eight words, what would you say? Would your answer sound the same as the receptionist or intern's answer? How does it compare to the person that has been with the company for ten years or more?**

If you took time to ask everyone, you might be quite surprised to find out what the rest of your team are saying. This is the message that is being communicated internally and externally, to friends, customers and other stakeholders. It has a direct impact on how your business is being perceived and your company's reputation. This perception of what your company does is not necessarily the truth but it is that person's reality, which becomes their opinion that is communicated to people around them.

A few years back I realised with shock that we didn't have a succinct USP, our 'eight words' were all rather muddled. I recall asking the team to share a voice note with me via WhatsApp describing what we do in eight words. Everyone's voice note was quite different and varied a lot in length (despite asking for just eight words). Clearly, we needed clarity on our eight words.

I really didn't want to dictate what the eight words should be, and I believe in being collaborative and involving the team in key decisions. If everyone is on board and give their inputs, the chances of buying into it and adopting it as their own are much greater. So at our last strategy session we set time aside to work out what our eight words are, combing the USP and our vision.

The reason for this is that when we share our USP, we automatically share the bigger vision of expanding operations into the rest of Africa as well. We agreed on a slightly longer phrase, which is longer than eight words but I think the 12 words we agreed on package it quite well. In answering the 'Who are you and why are you

special?' question, we can now all say: Africa's go-to reputation research and management partner for sustainable organisational growth.

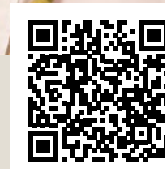
At your next team meeting, why not ask everyone to take a few minutes to write down what they consider it is that the business does.

There are a number of reasons it is so important to be clear in your offering:

- If you are fluent at what you do, it is so much easier to explain it to someone else and for them to understand and welcome it.
- Target your sales effort: knowing exactly what it is that you do makes it a lot easier to identify opportunities to focus on, which are aligned to your core services. You will also feel a lot less guilty saying 'no' to work that does not fit into your core offering.
- It helps you to identify growth opportunities.
- Your reputation is built upon what is communicated internally and externally. When everyone sings from the same 'hymn sheet' and consistently sends out the same message, you are all building your company's reputation. Keep in mind that reputations are all about consistency; you are either consistently good or consistently bad as you build a reputation for your business. If your core message is inconsistent, and all over the place, your service offering will most likely also be all over the place as everyone has their own version of what they should be doing. The more consistent you and your team are, the more solid your reputation will be.

It might be a good idea to review your communication material and check that everything aligns to the eight-word principle of describing your business. Also remember to check your internal messages and don't neglect your induction pack for new employees. Consider finding out what your other key stakeholders think you do, as it will help you to know if you need to realign key messages and identify gaps in your communication initiatives. ▲

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.

# Bridging the gender gap

South Africa fancies itself to be passionate about sports and over the past two decades, has launched a series of initiatives to promote women's participation. But it doesn't have a great deal to show for it.

**W**omen still remain underrepresented in all sports in the country. The best example is at professional levels where the nation's main sports—cricket, rugby and football—have yet to consider establishing domestic leagues for women.

This is in marked contrast to England and Australia, for example. In England where cricket, rugby and football also hold sway, administrators have set up professional leagues for women. Australia also has professional leagues for women in cricket, rugby and football. India, too, is set to launch a women's cricket league.

Although numbers are hard to come by, the above comparison shows how far women lag behind in South Africa. This is despite the fact that it has adopted a number of declarations and passed laws to remedy the situation. For example, South Africa was one of the first countries to adopt the Brighton Declaration on Women and Sport, passed nearly 23 years ago to increase women's participation in sport.

In addition, a number of initiatives have been launched to foster a sporting culture more conducive to the involvement of women. These included a National Strategy for Women and Sport, which focused on both the grassroots level, helping more women to take part in sport, and the elite level, supporting those with the potential to reach the highest levels—the Olympics.

Policy statements from the Department of Sport and Recreation South Africa also articulate the importance of providing equal opportunities for women in sport.

Fast forward and there's little to show for all this activity. Our attempts to garner more information about women in sport in South Africa and the country's national strategy have yielded few results. Data on the number of women and girls participating in sport are not readily available, despite the requirement that all sports bodies submit membership statistics to the department. Nor has the department set out detailed plans on how it intends to ensure equal opportunity in sport for women.

#### Letter of the law

The South African government has introduced laws to promote equality, representation and redress in sport. These include:

The National Sport and Recreation Amendment Act, which was passed 10 years ago to “redress the inequalities” in sport and recreation in South Africa. The act requires federations to make provision for women and disabled people to participate at the top level of sport.

The South African White Paper on Sport and Recreation was released in 2012. Here, the department committed to

putting “special emphasis” on the inclusion and promotion of priority groups, of which women are one.

The 2012 Transformation Charter for South African Sport identified women as a marginalised group, calling broadly for their increased access, representation and opportunities in sport.

The South African Sports Confederation and Olympic Committee (SASCOC), which oversees high-performance sport in this country, developed an Operation Excellence programme to provide financial support to individuals identified as potential future medal winners at international competitions. Olympic medallists, including canoeist Bridgitte Hartley, runner Caster Semenya and javelin thrower Sunette Viljoen, have all been beneficiaries of the programme.

#### So, where is the country now?

Parity between men and women has not been achieved. According to the most recent document available on the SASCOC website (updated October 2015), of the Olympic athletes receiving support, nine out of the 30 athletes (30%) are women. Of the 20 coaches who work with these athletes, three (15%) are women.

According to the department's latest strategic plan (2015–2020), current participation levels of women and girls at a grassroots level is “particularly poor, with few opportunities for females to participate in sport at schools and clubs”.

At the elite level, the situation appears marginally better. Despite the fact that the size of the country's women's teams attending the Olympics has been about half the size of the men's teams, South African female athletes have left a mark on the global stage.

#### Working for excellence

South Africa can do better. Female athletes need more funding, media coverage and opportunities in order to be on an equal footing with their male counterparts.

Funding and opportunities are the biggest hurdles that sportswomen face.

Supporting women in sport is not only about Olympic glory or success, but also the lessons that can be learnt through participation in sport—discipline, dedication, determination and teamwork—lessons that the women can translate into other areas of their lives. These skills can be applied as female athletes seek success beyond the sports field. And more women are needed to be role models in sport for the next generation of sports leaders. ▲

*Nana Adom-Aboagye, Doctoral Student, University of Johannesburg and Michelle Sikes, Lecturer, Department of Sociology and Social Anthropology, Stellenbosch University*

# Where are they now? The heroes of 1992.

**In just under a year South Africa will again attempt to overcome their hoodoo of not being able to claim the ICC Cricket World Cup trophy. South Africa's history at World Cups is well documented and many around the world, and within our country, know them simply as 'chokers'.**



**I**t is a word infected with failure. A word loathed by the past and current teams and staff. But there is no getting away from it. The media will not let it lie until the team can come out and perform as consistently on the biggest stage as they do in the four years between tournaments.

By the time the World Cup starts at the end of May 2019, it will be 27 years since our first foray into the tournament after being readmitted into

international sport. 1992 was a glorious year for our country and our cricket team, it was also one of the few tournaments where we did not choke.

We weren't knocked out by a team, but rather by the weather and the laws that came into play when rain started to fall.

Obviously, since those early years, the game has improved significantly and we now enjoy the Duckworth-Lewis method to calculate the runs/wickets required when rain interrupts. Not a perfect science, but a far better one than what

1992 had on offer. Whichever way we look at it, the 1992 Cricket World Cup was a major success for the team. The Proteas made their mark and have been among the top teams in the world ever since, but only once, in 1998, have they lifted an ICC trophy, and never a World Cup, despite entering most tournaments as a one of the favourites, if not the outright favourite. Every cricket lover has their own theory as to why the Proteas fail at major tournaments, and often in such dramatic fashion – 1999, does



anyone need a reminder? But, as a nation starts to build its hopes once again for next year's tournament, we went back to South Africa's inaugural World Cup in 1992 to see who the stars were, and what they are doing 27 years on.

#### **Jonathan (Jonty) Rhodes**

Jonty Rhodes is no doubt one of the most loved South African cricketers of all time. After being readmitted into international sport, the country needed someone young people could relate

to and look up to. In many ways, Rhodes was that person.

His energy resonated well with the youth and that alone gave a nation hope. He was never one of the greatest batsmen, but his effort was never in question. During his 245 ODI's and 52 tests, he made many significant contributions with the bat.

However, it is his exploits in the field that Rhodes will always be fondly remembered for. The 90s was the golden age of cricket, and it

was also where it became a fully professional sport. Selected as part of the squad for the 1992 World Cup, the 22-year-old Rhodes went looking to make his mark on the game, and left having lit up the World Cup.

Until that point, not many people had seen fielding as an important part of the game, but the world took notice when—what is now an indelible image of that World Cup—Rhodes ran out Pakistan's, Inzamam Ul Haq in a tight run chase which quickly became known as the

'famous dive'. After retirement Rhodes held many positions, mainly as a fielding coach/consultant at various teams, but that energy never left him—it still hasn't. His longest role—9 years—was as fielding coach for the IPL Mumbai Indians team, which he gave up at the end of 2017 citing family reasons.

He will be long remembered for many of his feats, but there is little arguing that the youth of the 90s were inspired by his energy, bustling nature and the smile he always wore so proudly. Most people would agree that Jonty was the best fielder to grace this planet, and the man who changed the view of fielding around the globe.

### Kepler Wessels

Coming into the 1992 World Cup, Wessels was in the twilight of his international career. At 34-years old, Wessels was not the oldest in the squad but, having played for Australia, he was the only one with any kind of international experience.

So much was expected of Wessels leading a team full of international debutants. And he delivered with performance and in his leadership role within the team. Wessels' playing career didn't last much longer after the World Cup, but he left his mark on the team and the future captain, Hansie Cronje.

Post retirement, Wessels took up bowls to remain within a competitive sport, but he is better known for his commentary work with SuperSport.

### Allan Donald

If you ever wanted a speed merchant, Donald was your man. Like many in the squad, Donald was new to the scene. At 25, he was entering his prime and the opposition at the World Cup had no idea what was heading towards them.

In the Proteas' opening game, against hosts Australia, Donald's first delivery nicked the edge of the bat and was caught behind – celebrations ensued but the umpire didn't raise the finger. Later, the umpire admitted that he had not seen the nick as Donald's pace had surprised him so much. Luckily, that mistake didn't make a difference; the Proteas went on to win the game comfortably.

Donald had announced himself to the world, and he remained at the top of his game throughout the 90s, establishing himself among the greatest fast bowlers to have played the game. Having started his international career

at 25, he was never going to threaten the top wicket takers in history, but he will always be remembered as one of South Africa's, and indeed the worlds, finest pacemen.

Unfortunately, his final professional years were hampered by injuries and he retired from international cricket in 2003. Upon retiring

For some, the lasting memory of Cronje will be the scandal, but for others, his feats on the fields will be what remains in their minds

Donald turned to coaching, something he has taken on and succeeded with in numerous roles.

These roles have been as bowling coach or consultant for New Zealand, England, South Africa and Australia. He is currently the assistant coach for county side Kent in the United Kingdom.

Fondly known as 'White Lightning', Donald will be remembered for many great moments during his playing career. There were some heated battles, none more so than with Michael Atherton, the former England opening batsman at Trent Bridge in 1998, but it was at the 1992 Cricket World Cup where he stormed onto the world stage and never looked back.

### Hansie Cronje

Another young man, 22, came into that first World Cup without fear. Talented beyond measure, the start of his career was not nearly as controversial as the end of it. To this day, the public, both locally and internationally, have mixed feelings about Cronje.

Many still regard him as South Africa's greatest captain, having taken over the reigns from Kepler Wessels. His career started with

a bang but unfortunately ended at the King Commission after being found guilty of match fixing.

Regardless of his later transgressions, Cronje did many good things for the game in South Africa. Perhaps his finest moments with bat in hand came in the moments where he took the all conquering Shane Warne to the cleaners with slog-sweep after slog-sweep. Lest we forget, his contribution with the ball was more than handy, too.

Cronje's cricketing career was cut short by the corruptions scandal and, sadly, due to an unfortunate plane crash, his life ended in 2002.

For some, the lasting memory of Cronje will be the scandal, but for others, his feats on the fields will be what remains in their minds.

### Conclusion

There were others in that 1992 World Cup squad that went on to make a name for themselves through the 90s, while others were already close to retirement. The likes of Omar Henry, who was 40 by the time the team left for that World Cup was unfortunate in that his career coincided with the apartheid area.

Other players were Dave Richardson, one of the finest wicketkeepers around, who now serves as the CEO of the ICC. Andrew Hudson, who opened the batting for the Proteas for many years before retiring and later served as a selector for the Proteas. Brian McMillan, who became one of the leading all-rounders in the game during his career.

There were very few expectations around that 1992 World Cup. South African were an unknown entity, but by the end of it, they were very well known.

The game was played without the baggage our Proteas will travel with next year, but one would hope we can eventually overcome it and bring the trophy home.

Who knows, if it weren't for the rain on that ill-fated night in Sydney perhaps we wouldn't be carrying that burden, we might even have handled the pressure better in ensuing World Cups. But, it was not to be. 2019 offers renewed hope for our Proteas.

\*Imran Khan, captain of the Pakistan team that won the 1992 Cricket World Cup, has recently been elected as the Prime Minister of Pakistan. ▲

*Ralph Staniforth*

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